



Town Council Meeting

May 18, 2021

6:30 p.m.

Via Virtual – Zoom Meeting

Agenda

Call to Order

1. Approval of Agenda

2. Approval of Minutes

- a. Special Town Council Meeting, April 19, 2021
- b. Town Council Meeting, April 20, 2021
- c. Town Council In-Camera minutes, April 20, 2021

3. Comments from the Mayor

- a. Access Awareness Week Proclamation

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. Motions/Recommendations from Committee of the Whole,
May 4, 2021:**

- a. RFD 026-2021: REMO – Change 1 to Regional Plan
- b. RFD 028-2021: TBR Renewal
- c. RFD 029-2021: 2021/22 Capital Projects TBR
- d. RFD 031-2021: 2021/22 PACE Program TBR

6. New Business

- a. RFD 032-2021: East End CDD Lands
- b. RFD 033-2021: Indemnification and Legal Assistance Policy

7. Correspondence:

- a. Andrea SW-Earth Day Energy Costs of wireless tech-FYI
- b. Andrea SW-Sustainability FYI
- c. Andrea SW- Time Sensitive C4ST announcement + alt energy letter
- d. Courtney Harris- Community Recreation Proposal
- e. Duncan Ebata- Active Transportation
- f. Kevin Gildart – EV Charging pre-wire considerations
- g. Lukas Dunham – Inquiry on Busking
- h. Radha Kashyap – Google Listing
- i. Sean Myles – Support for AT plan
- j. Sean Vibert – Town of Wolfville Hats
- k. Wayne Woodman – Garden Waste

**8. Adjournment to In-Camera under the Municipal Government Act
Section 22(2)(c):**

- a. Personnel Matter

9. Adjournment of In-Camera and Regular Meeting



**PROCLAMATION
ACCESS AWARENESS WEEK
May 30 – June 5, 2021**

WHEREAS The week of May 30 – June 5, 2021 is recognized as Access Awareness Week; and

WHEREAS Access Awareness Week aims to celebrate achievements made both by and for persons with disabilities in the areas of accessibility, transportation, housing, employment, recreation, education and communication; and

WHEREAS This is the 34th year that this public awareness initiative has taken place in Nova Scotia; and

WHEREAS Access Awareness Week promotes the inclusion of all Nova Scotians with disabilities as full citizens within our communities; and

WHEREAS Through public awareness, community partnerships and education, this campaign aims to foster an environment of equal participation for persons with disabilities within the Town of Wolfville.

NOW THEREFORE I, Mayor Wendy Donovan, of the Town of Wolfville, do hereby proclaim May 30 – June 5, 2021 to be observed as “**Access Awareness Week**” in the Town of Wolfville.



**Wendy Donovan
Mayor**

REQUEST FOR DECISION 026-2021

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



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



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.

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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:

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)

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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
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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))

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Section 4.1.1 Incident Assumptions

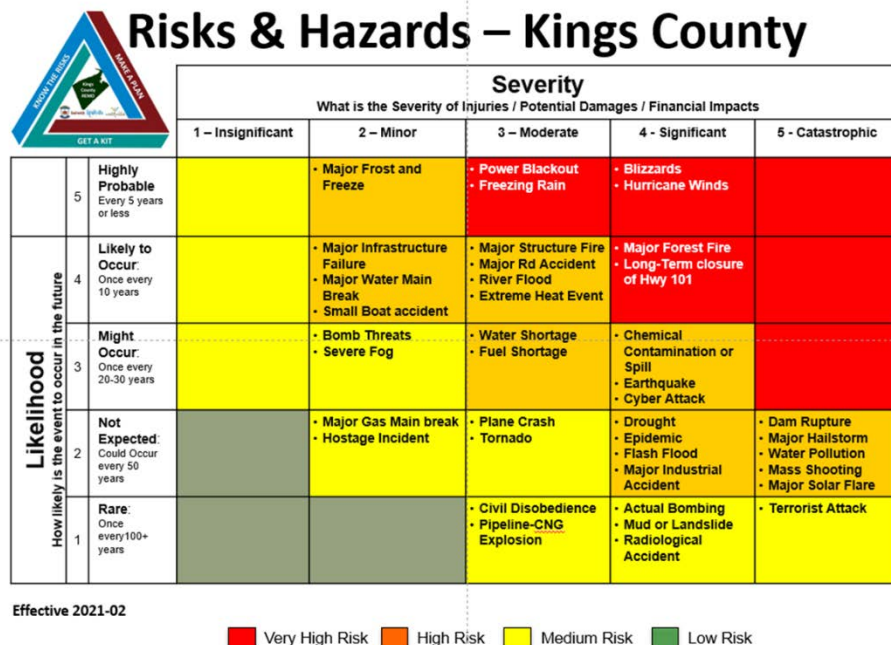
- Updated fundamental priorities for Kings REMO during an emergency incident or disaster – Kings REMO Priorities
 1. Ensure the Health & Safety of Responders
 2. Save Lives
 3. Reduce Suffering
 4. Protect Public Health
 5. Protect Infrastructure
 6. Protect Property
 7. Protect the Environment
 8. Reduce Economic & Social Losses

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)



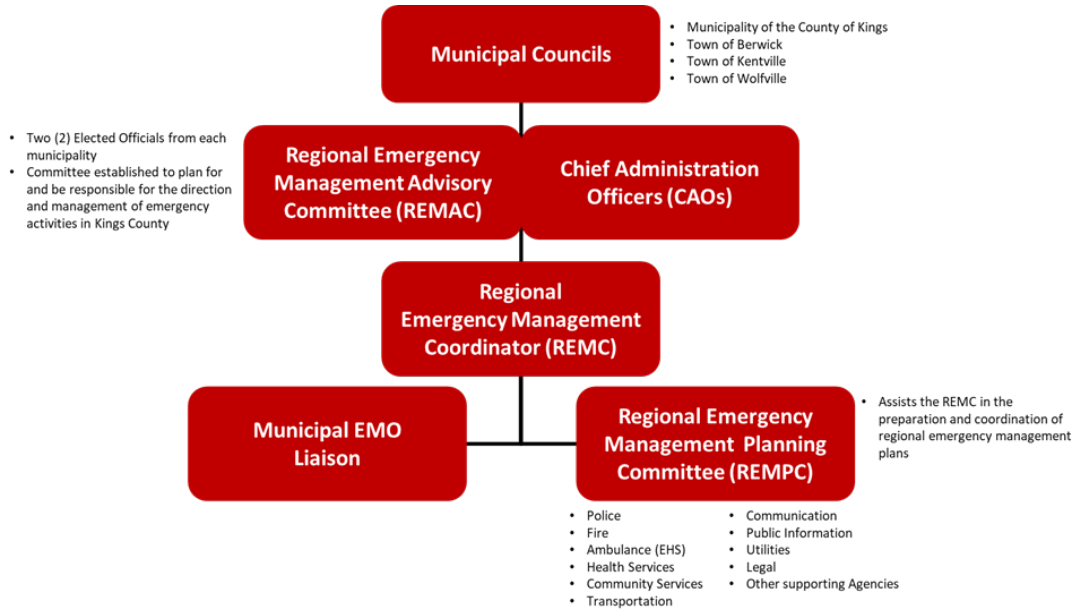
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Section 7.0 – Regional Emergency Management Organization (REMO)

- 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**

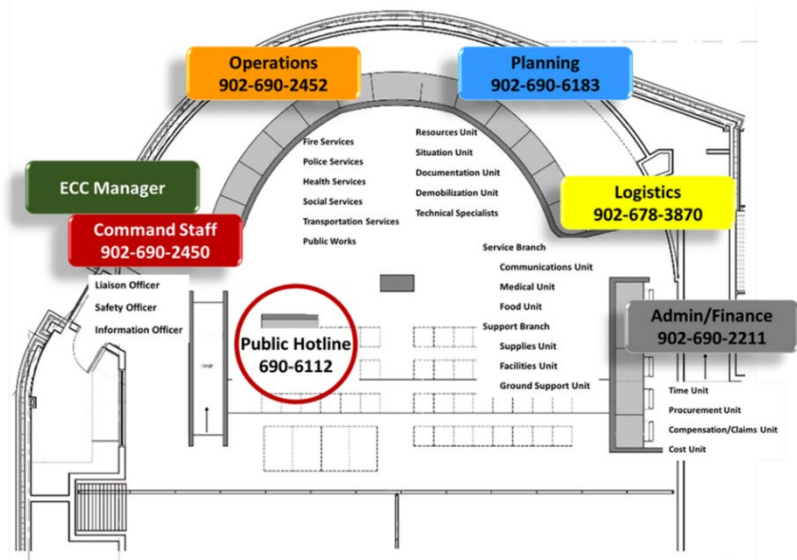
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Annex J – Primary ECC Layout

- 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 km², with a total population of 60,600 and a population density of 28.5/km² (as of the 2016 Census of Population conducted by [Statistics Canada](#)).

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

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

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

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

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

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

1.2 Relevant Legislation

1.2.1 Federal

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

1.2.2 Provincial

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

1.2.2.1 Emergency Management Act - Provincial

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

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

Additionally, the Minister may:

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

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

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

1.2.3 Municipal

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

1.2.3.1 Emergency Management Act - Provincial

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

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

Municipality of the County of Kings [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.

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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).

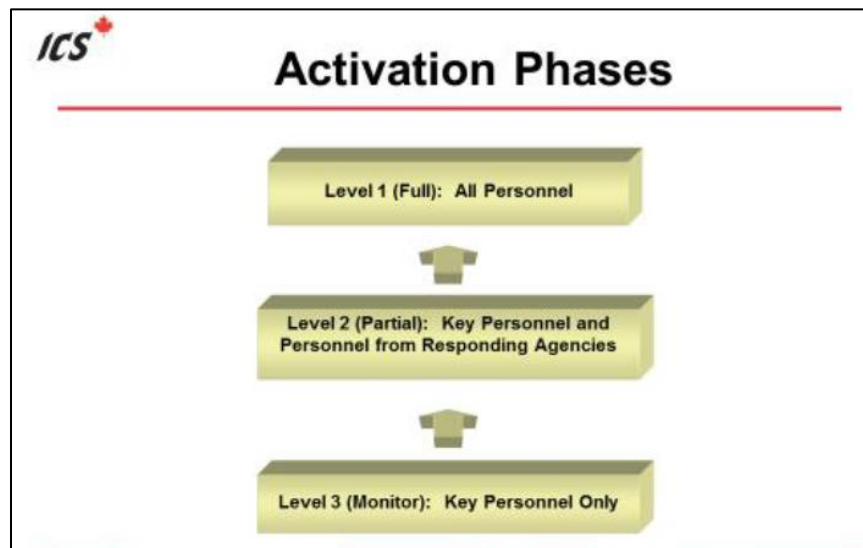


Figure 4.2.1 – ICS Canada Activation Phases

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)

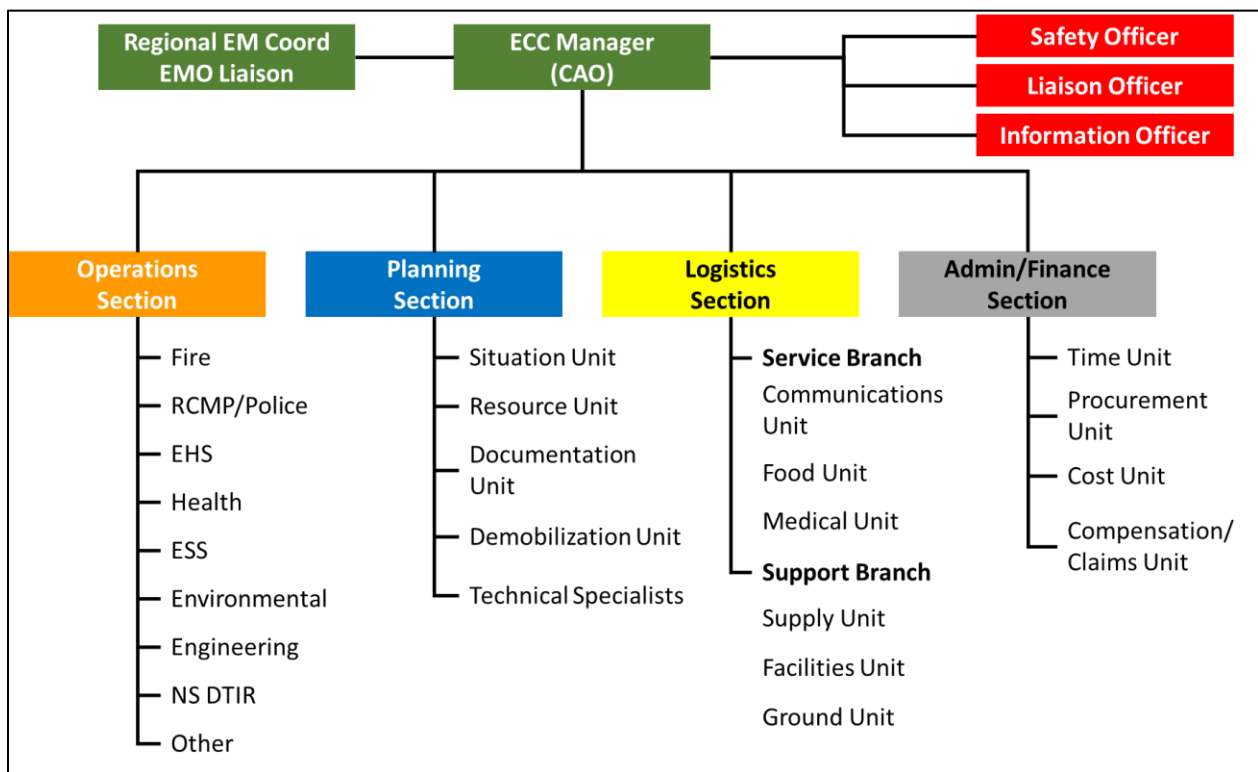


Figure 4.2.1.1 – ECC Level 1 – Full Activation

(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)

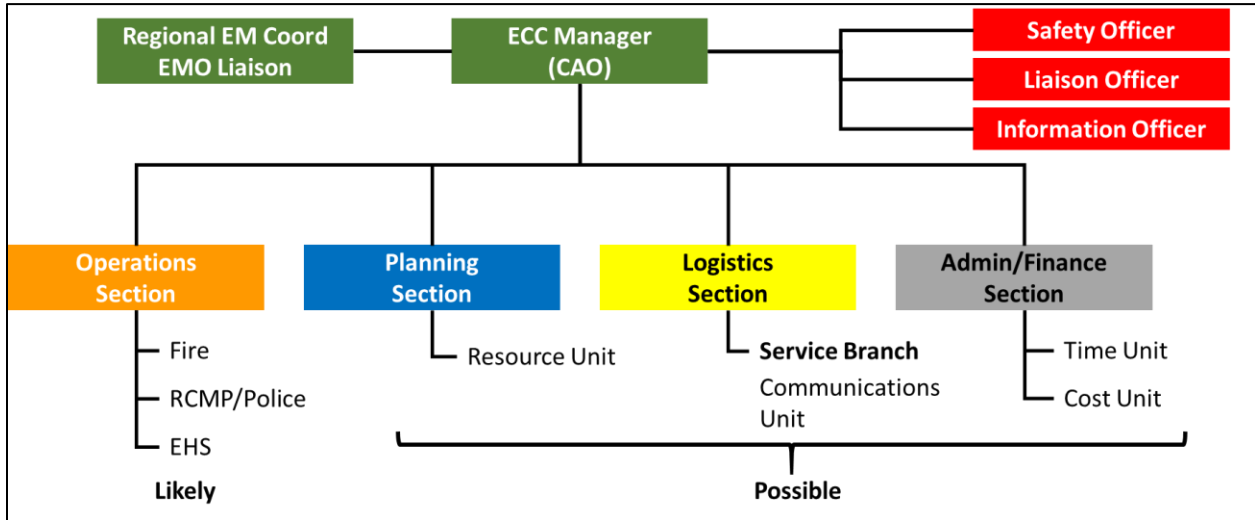


Figure 4.2.1.2 – ECC Level 2 – Partial Activation

(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)

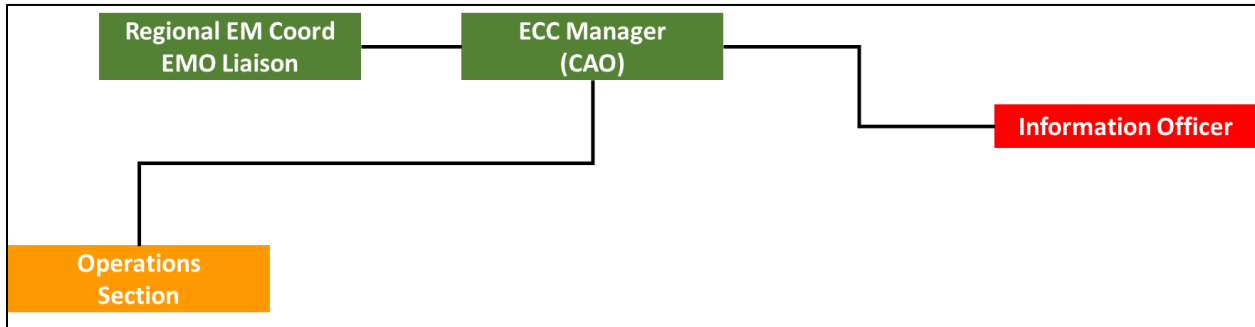


Figure 4.2.1.3 – ECC Level 3 – Monitoring

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

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, Nova Scotia , Prince Edward Island, Magdalene Islands, Quebec	When 15 cm or more of <u>snow</u> falls within 12 hours or less.

5.3.1 Hurricanes

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

5.3.1 Floods

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

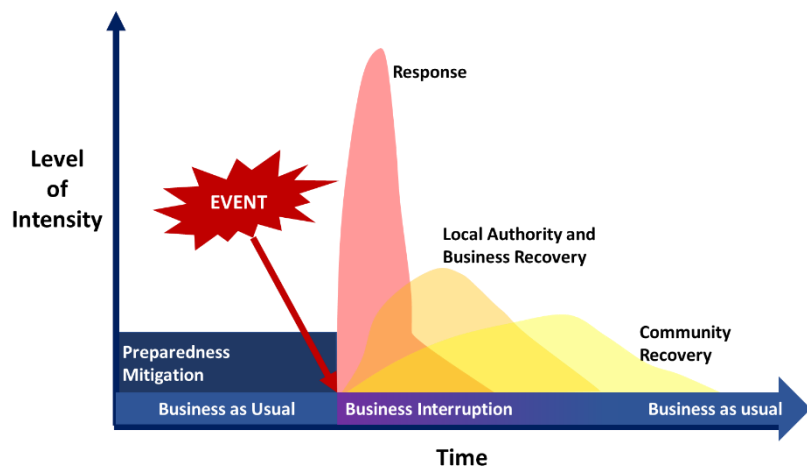
The south mountain area has a significant lake reservoir system created by [NS Power](#) consisting of canals and dams constructed to impound water for transmission to Lumsden Dam south of Wolfville. NS Power maintains control of the water through its management plan. Water levels are adjusted to maintain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

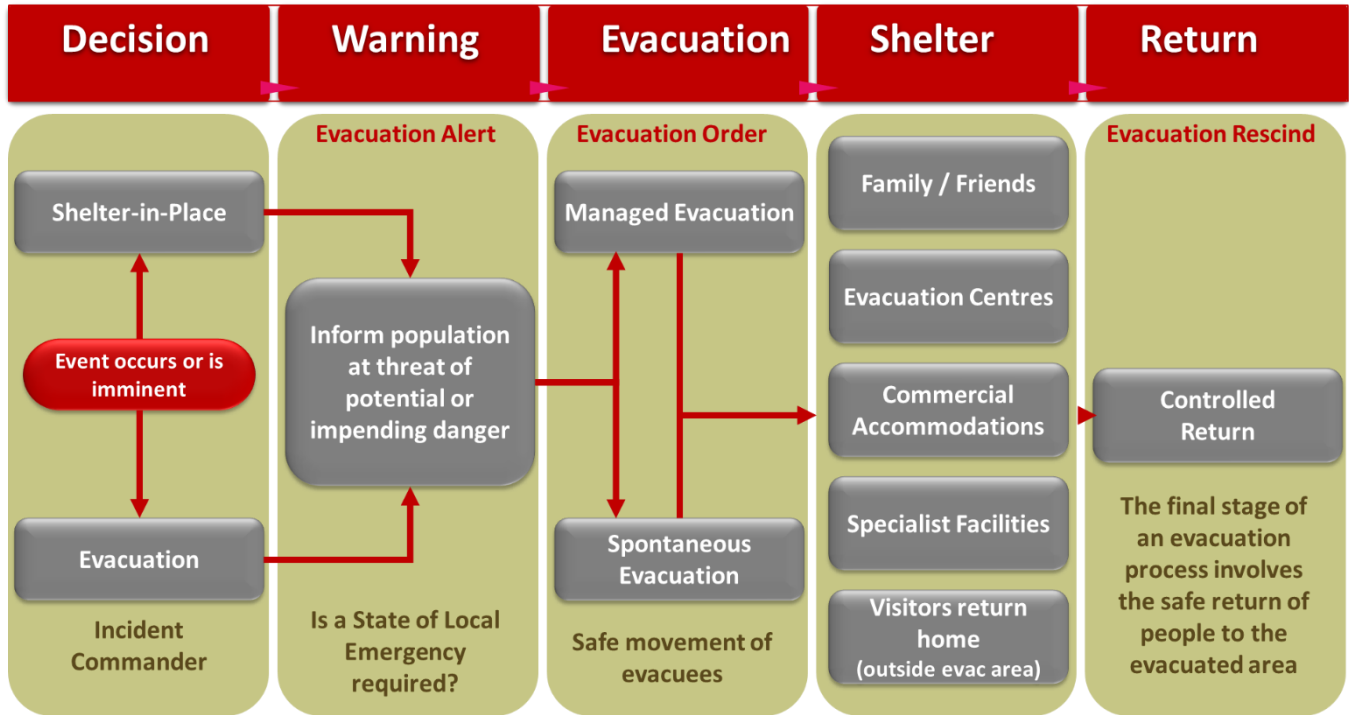


Figure 6.2 – Evacuation Process

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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.

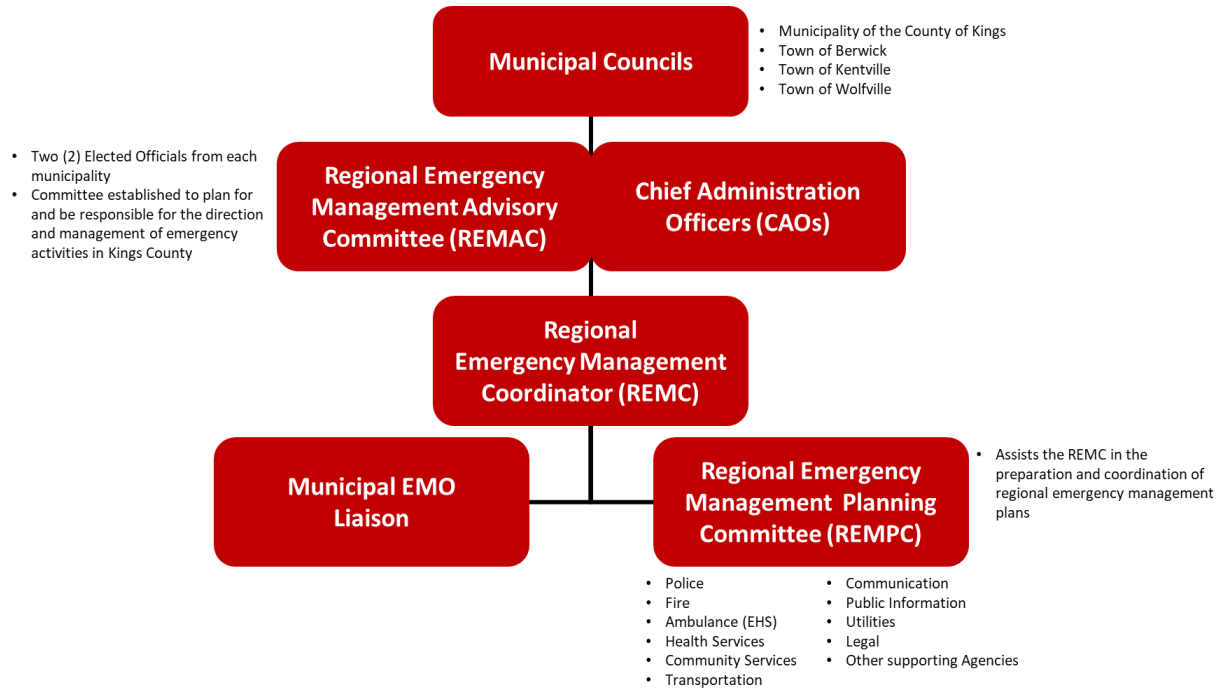


Figure 7.0 – Kings REMO Structure

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
- [CBC Nova Scotia](#) 1-902-420-4100
- [Kings County Advertiser](#) 1-902-681-2121 / events@kentvilleadvertiser.ca

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

8.3 Emergency Coordination Centre (ECC)

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

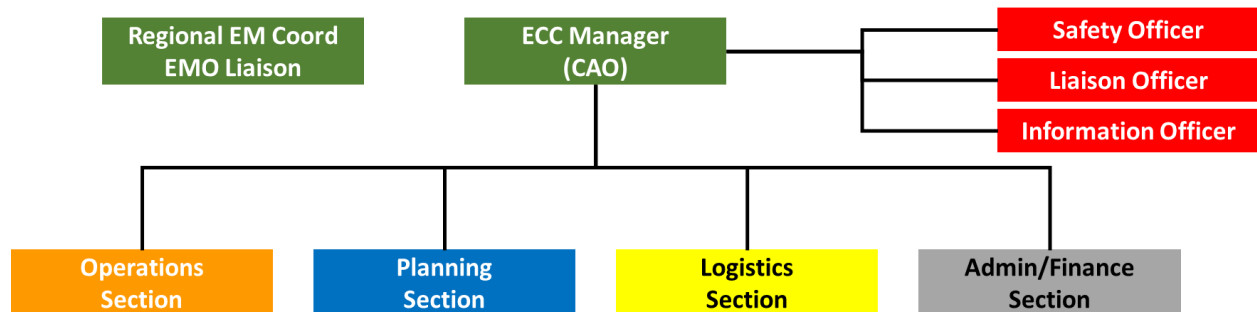
Should the requirement arise to activate the Kings County Emergency Coordination Centre (ECC), the location of the ECC is as follows:

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

Alternate ECC locations 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

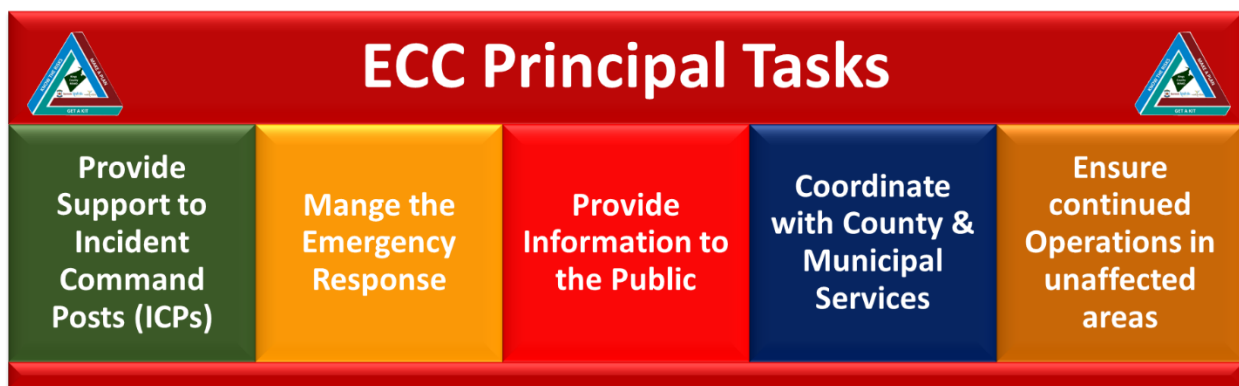


Figure 8.3.1 – ECC Principle Tasks

- **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

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

REMP	Regional Emergency Management Planning Committee
SA	Situational Awareness
SAR	Search and Rescue
SO	Safety Officer
TMR	Trunked Mobile Radio
TTX	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.

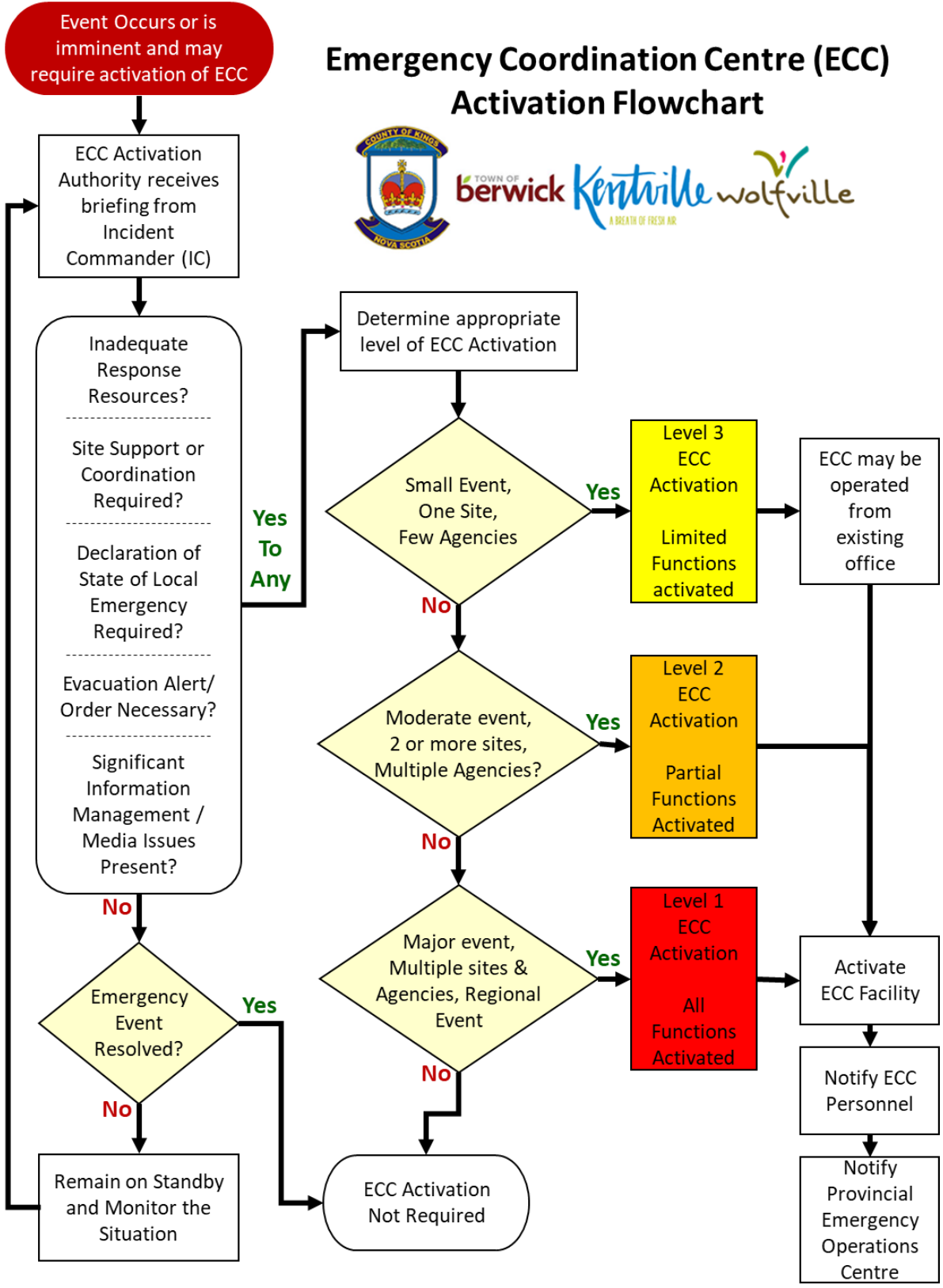
Threat

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

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

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

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

Explosion

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

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

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

Fire (Major)

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

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

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

Flood

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

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

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

Hurricane/Windstorm/Snowstorm

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

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

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

Power Failure

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

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

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

Transportation – Air

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

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

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

Transportation – Road

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

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

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

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

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

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

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

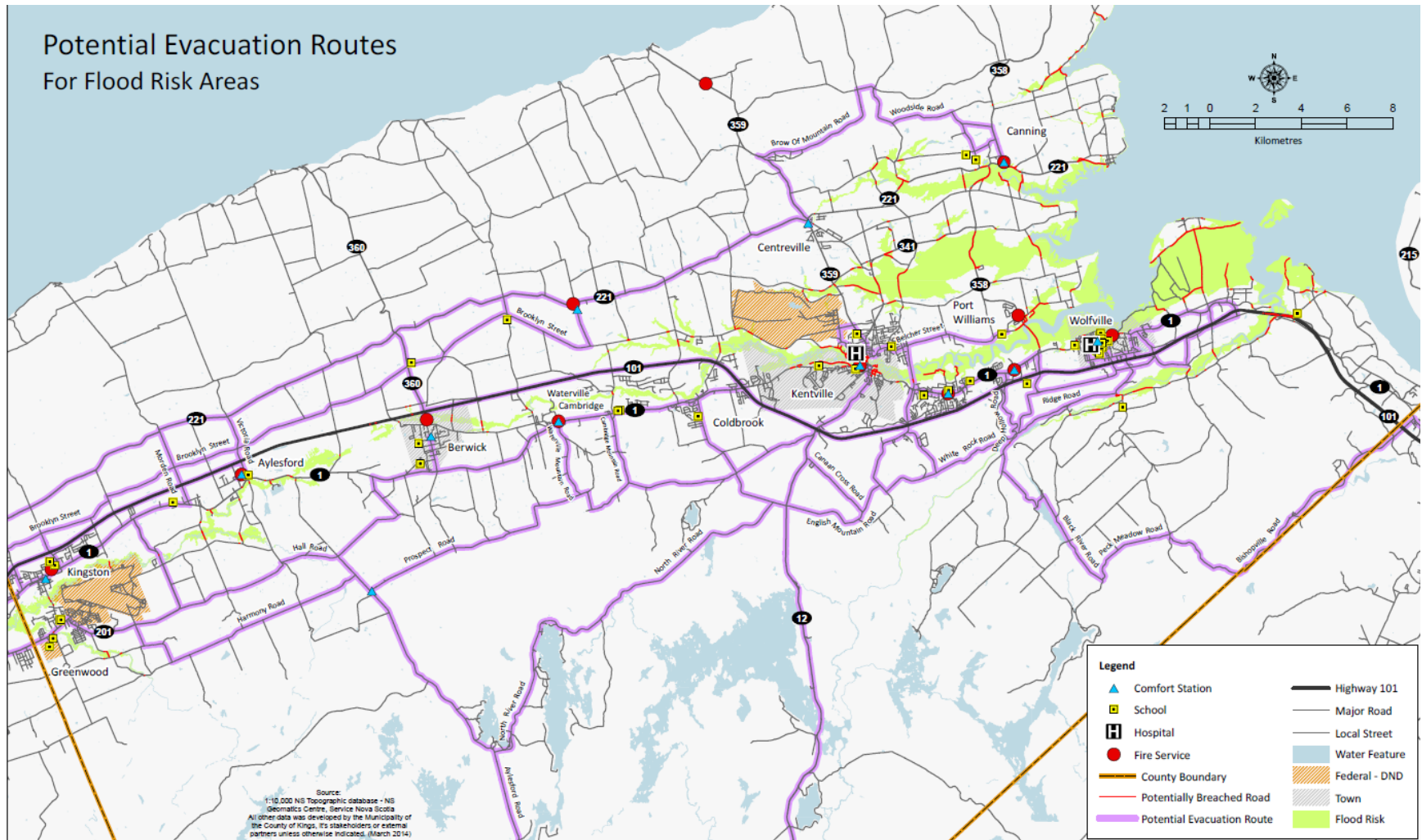
Annex E – Evacuation Considerations
Decision / Warning / Evacuation Phases

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

Re-Entry Phases

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

Annex F – Potential Evacuation Routes – Flood Risk Areas



Annex G – ECC Roles & Responsibilities

Reference: Kings County ECC Operational Guidelines, May 2018

Emergency Coordination Centre Management Team (ECCMT)

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

The ECCMT consists of the following positions:

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

Policy Director

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

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

ECC Manager (CAO)

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

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

Safety Officer

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

Liaison Officer

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

Information Officer

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

Operations Section Chief

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

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

Branch Coordinators

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

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

Planning Section Chief

The Planning Section is responsible to:

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

Logistics Section Chief

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

Finance and Administration Section Chief

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

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

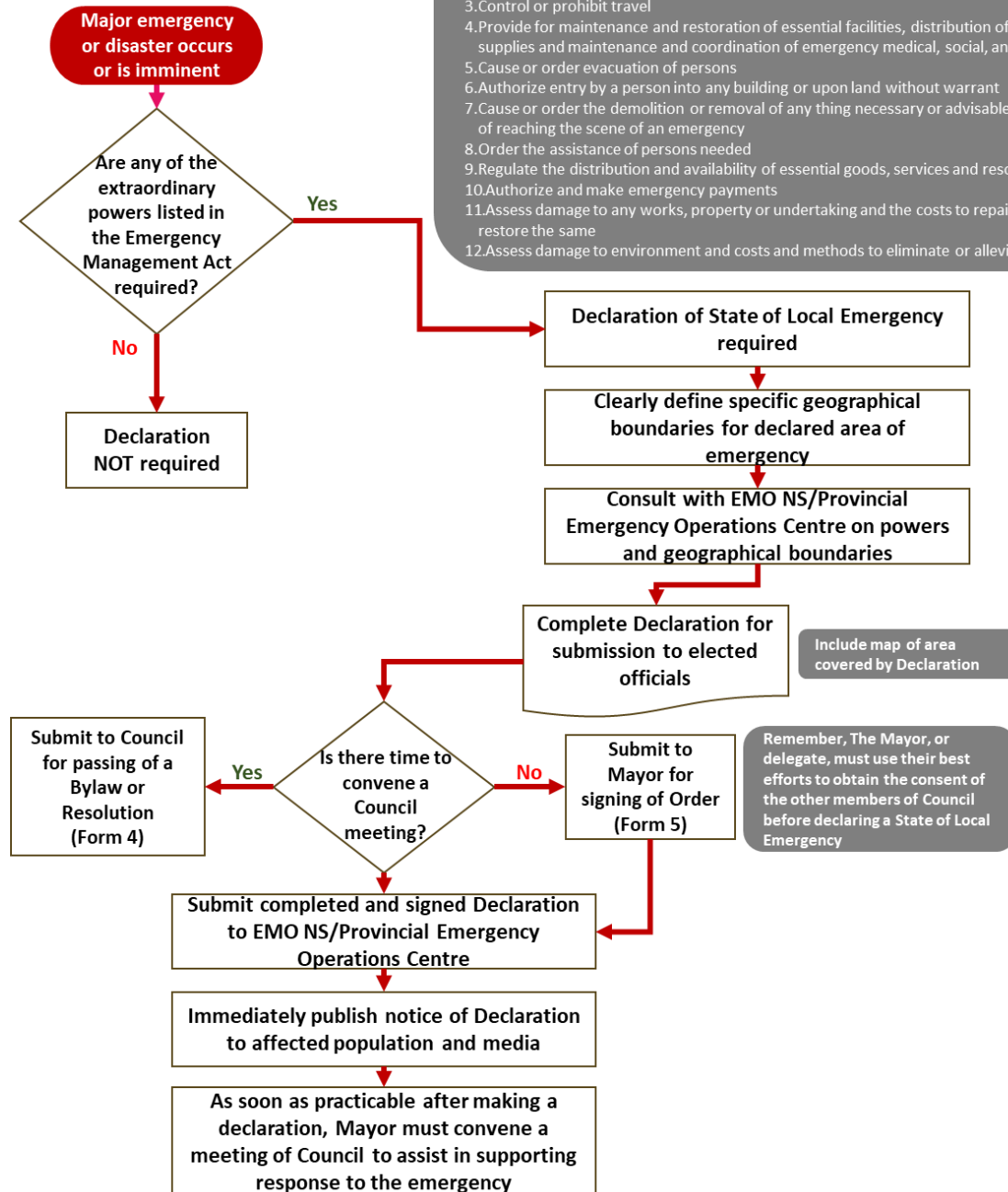
Annex H – Declaring a State of Local Emergency (SOLE) – Decision Flowchart

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

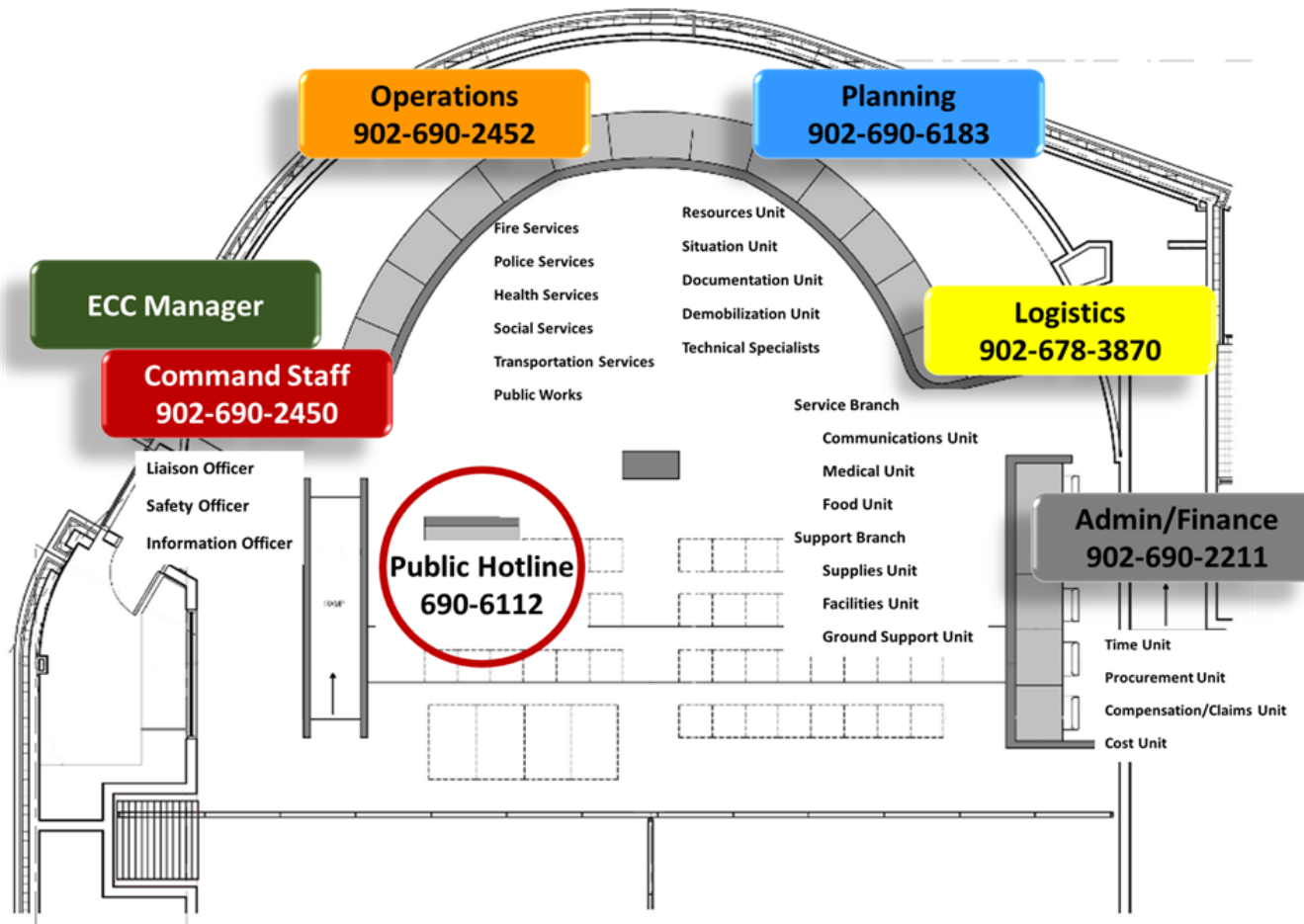
Don’ts

- 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		
Region 4 (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



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 31st, 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



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 31st, 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



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 31st 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



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



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 23rd.

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



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:

REQUEST FOR DECISION 029-2021

Title: 2021/22 Capital Projects – Temporary Borrowing

Date: 2021-05-04

Department: Finance



- 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"

		\$
Heading:		
Item		
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Item		
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TOTAL REQUEST CONTAINED WITHIN THIS RESOLUTION		

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"

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Heading Sub Total:		
TOTAL REQUEST CONTAINED WITHIN THIS RESOLUTION		

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



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



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

REQUEST FOR DECISION 032-2021

Title: East End CDD Lands

Date: 2021-05-18

Department: Planning and Development

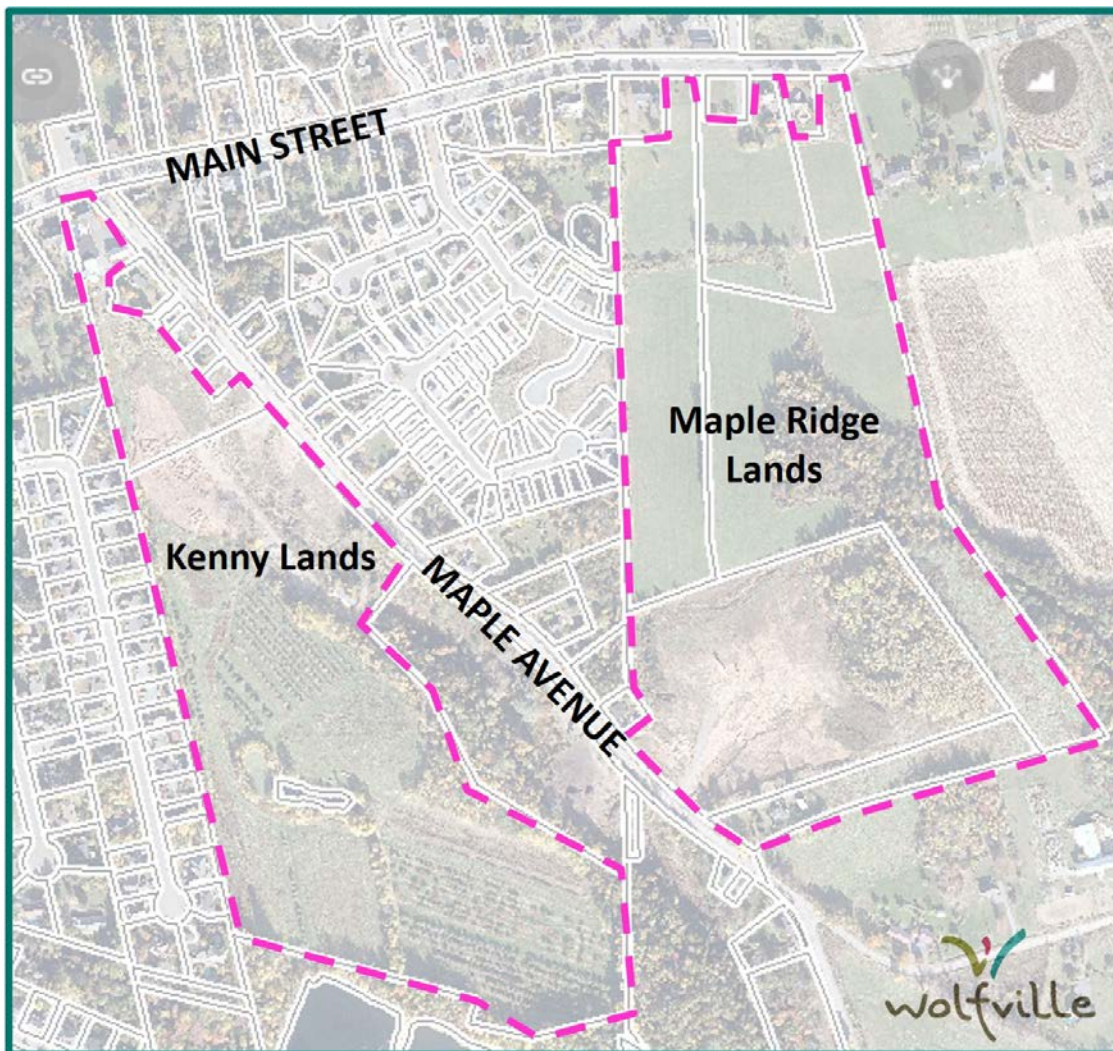


21SUMMARY

East End Comprehensive Development District Lands

During the Town’s Municipal Planning Strategy Review, Council designated and zoned large tracts of undeveloped land in the East End of Town as “Comprehensive Development District.”

These lands are referred to in this report as the “Kenny Lands” and the “Maple Ridge Lands” and are shown below.



These tracts of undeveloped land require analysis, consultation, and planning before they can be considered for actual development (e.g. roads, parks, trails, buildings, etc). This process will take time and Staff are requesting direction from Council to move forward.

REQUEST FOR DECISION 032-2021

Title: East End CDD Lands

Date: 2021-05-18

Department: Planning and Development



DRAFT MOTION:

That Council direct Staff to initiate the process to begin a secondary planning process of the Comprehensive Development District Lands in Wolfville's East End (as outlined in this report) and bring back a report outlining the process, associated costs, and other considerations to a future meeting of Council.

REQUEST FOR DECISION 032-2021

Title: East End CDD Lands
Date: 2021-05-18
Department: Planning and Development



1) CAO COMMENTS

The CAO supports the recommendation of Staff. Council will continue to be updated or presented with decision points as the process moves forward.

2) LEGISLATIVE AUTHORITY

The Municipal Planning Strategy provides Council the authority to begin planning undeveloped areas of the Town. The Municipal Government Act provides Council the authority to zone and regulate land uses.

3) STAFF RECOMMENDATION

That Council direct Staff to initiate a planning process for the East End CDD lands.

4) REFERENCES AND ATTACHMENTS

1. Maple Ridge Lands – letters from Developers / Owners
2. West End Secondary Plan (Example of a Secondary Plan)
3. Kenny Lands student project outputs

5) DISCUSSION

Initiation

The Municipal Planning Strategy was approved in September of 2020. During our review there was discussion on these last large parcels of undeveloped land in the Town and Council decided to designate and zone these lands for comprehensive development – requiring planning before any actual development can take place.

Staff would like direction from Council to proceed with land owner discussions, scoping of a process, initial analysis, timing and costs.

Included as attachments to this report are letters from land owners / developers in the 'Maple Ridge lands' area. Staff have also been in discussions with John Kenny on the progress of his ongoing land sale and have indications the successful purchaser (TBD) will want to move forward.

Given the time it will take to move through this process (> a year-18 months minimum) Staff would like to start and have clear expectations and communications established with Council.

REQUEST FOR DECISION 032-2021

Title: East End CDD Lands
Date: 2021-05-18
Department: Planning and Development



Municipal Planning Strategy

Most of our residential areas have not been comprehensively planned. Areas were subdivided and individual bits developed – of various sizes. Council’s desire during the plan review was to avoid piece-meal planning or Development Agreements for portions of these tracts of land. The Comprehensive Development zone was created to guide a public process to establish what will be built – excerpts are included further on in this report.

Consultation and Scope

Some land owners have not yet been contacted by the Town. On the Maple Ridge side, some land owners have been working with potential developers and others have not. Staff would first work to establish contact with all of these owners – based on clear direction from Council. The Kenny lands will only be a single land owner and therefore not as complex. These parties would be partners in the process. A full public engagement process would happen once we had consultants hired and a process established. Initial discussion is required to get there.

Staff are looking to set up a process that would consider both areas together. This said, there are further discussions required to see whether two separate processes or one together would be most advantageous. From Staff’s perspective it is in Council’s best interest to plan these areas together and move through a clear, quality process to do so.

Potential Process:

1. Initial Analysis
 - Land owner discussions and consultation
 - Basic communication on moving forward with enabling development in these areas
 - Sites visits and mapping
 - Discussions on servicing analysis (capacity, upgrades, costs)
 - Discussions on the Compost Site lands
 - Discussions on development constraints (water courses, slopes, views, etc)
 - Discussions on scope of feasibility analysis (land economics – ROI for the town for taking on infrastructure)
 - Discussions on budget and timing
2. Finalize RFP Scoping and Budget (Fall 2021)
3. Secondary Planning Process (TBD)

Would include items such as:

- Community workshops and other consultation

REQUEST FOR DECISION 032-2021

Title: East End CDD Lands
Date: 2021-05-18
Department: Planning and Development



- Various types of analysis
- Iterative design process and options presented in framework plans
- Refinement of options and further engagement
- Final master plans for each site

A secondary plan example is attached for context. Student work on the Kenny Lands is also included for context.

6) FINANCIAL IMPLICATIONS

TBD – subject to discussions forthcoming. Will be brought back to Council for consideration.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

The Town's new planning documents can be found [here](#).

- [Municipal Planning Strategy](#)
- [Land Use By-law](#)
 - Schedule D outlines considerations for CDD areas
- [Zoning Map](#)

The Municipal Planning Strategy Policies most relevant are included below. The Sustainability Checklist is included as an Attachment.

REQUEST FOR DECISION 032-2021

Title: East End CDD Lands

Date: 2021-05-18

Department: Planning and Development



MPS Section 8.5:

8.5 Comprehensive Development District (Future Neighbourhoods)

IT SHALL BE THE POLICY OF COUNCIL:

1. To establish a Comprehensive Development District (CDD) zone in the Land Use Bylaw within the Neighbourhood Designation.
2. To require secondary plans to enable development agreements for developments within a Comprehensive Development District (CDD) zone.
3. To enable concurrent creation of secondary plans and development agreements and/or rezonings for Comprehensive Development Districts.
4. To require all proposals in the Comprehensive Development District (CDD) zone to enable a mix of commercial, institutional, park, open-space, and residential uses, in a variety of forms.
5. To enable certain existing uses on Comprehensive Development District (CDD) zoned properties, as outlined in the Land Use Bylaw.

REQUEST FOR DECISION 032-2021

Title: East End CDD Lands

Date: 2021-05-18

Department: Planning and Development



6. To ensure the following criteria are met when Council is considering development proposals in the Comprehensive Development District (CDD) zone:
 - a. The minimum net-density of residential dwellings units shall be an average of 10 dwelling units per acre.
 - b. Require all power and communication infrastructure to be located underground (both primary and secondary) except in the following situations:
 - i. when 3-phase power is required; and
 - ii. when undergrounding of services negatively impacts significant environment features, such as watercourses, wildlife habitat, areas of steep slopes and similar situations.

7. Larger parcels, or accumulated parcels, in other zones may apply to be rezoned to Comprehensive Development District (CDD).
8. To require a secondary plan for areas zoned Comprehensive Development District (CDD) that responds to the Town's 'sustainability checklist' (Schedule D: of the Land Use Bylaw - Sustainability Checklist for Comprehensive Development Districts) and respond to the following principles:
 - a. Land Use and Design
 - i. Community Centre
 - ii. Mixed Land Uses
 - iii. Community Plans
 - iv. Leveraging Existing Infrastructure

REQUEST FOR DECISION 032-2021

Title: East End CDD Lands
Date: 2021-05-18
Department: Planning and Development



b. Connectivity

- i. Active Transportation
- ii. Green and Grey Networks
- iii. Alternative Forms of Transit
- iv. Connected Green Network of Natural Assets

c. Environmental and Economic Sustainability

- i. Environmental Considerations
- ii. Working Landscapes
- iii. Low Impact Infrastructure
- iv. Stormwater Management
- v. Enhancing Natural Environmental Features of high ecological value
- vi. Alternative Energy Sources
- vii. Density
- viii. Local Economy

d. Social Equity

- i. Education Opportunities
- ii. Mixed Housing Types
- iii. Affordable Housing Supply
- iv. Accessible Design and Built Forms
- v. Prioritization of Shared Spaces

8) COMMUNICATION REQUIREMENTS

Communication and engagement during the planning document review has been carried out and was extensive; however, this is substantial change that will require a communications strategy as we move forward.

REQUEST FOR DECISION 032-2021

Title: East End CDD Lands

Date: 2021-05-18

Department: Planning and Development



Initial communication will be to property owners within the two CDD areas and with developers. A full community consultation process would be established as part of the secondary planning work.

9) ALTERNATIVES

- That Council not move forward with comprehensively planning the east end CDD lands

April 30, 2021
Devin Lake
Director of Planning & Development: Town of Wolfville
359 Main Street
Wolfville, NS B4P 1A1

Re: East End Development Opportunity

Dear Mr. Lake,

It was a pleasure speaking with you about the two parcels we have under agreement within the Comprehensive Development Zone located on the eastern end of Wolfville. Our company, Halyard Developments Ltd., is a young, experienced and passionate company. Through a land development on these two parcels, our desire is to capture the unique character of this special community.

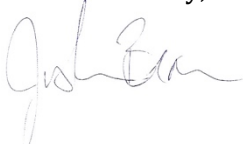
Halyard was founded on the idea that legacy built on quality and creativity, greatly outweighs one of simple profitability. While the economics of the project must make sense, our desire is to create communities which complement surroundings. In a home renovation addition (for example), the perfect complement is if the addition to the home feels as if it were an original piece of the home. It is similar with communities; the new roads and structures need to fit into the existing community, both complimenting the history and looking forward to the future. With that vision in mind, we pursued two properties at the eastern border of Wolfville. We are excited at the prospect of working alongside you and the town to realize a suitable development. (For reference, the PID numbers are 55289540 & 5535082, and a plot plan is attached).

From our conversation, we understand these parcels are designated as part of a Comprehensive Development Zone. Given the location of these properties, and the limited amount of land left in Wolfville, we agree this makes most sense. We hope to have town contribution and have begun engaging with the owners of the surrounding parcels. The goal is to create something wonderful for Wolfville; legacy. We imagine that may include a blend of residential, multi-residential, and mixed-use properties.

In order to get the ball moving, we'd love to hear from you regarding the official and unofficial interests for this end of town. We're happy to meet with council, or whomever you feel is most appropriate to begin this conversation. Once a basic vision is set, we'd like to work with you to create a site plan and begin the process of a development agreement.

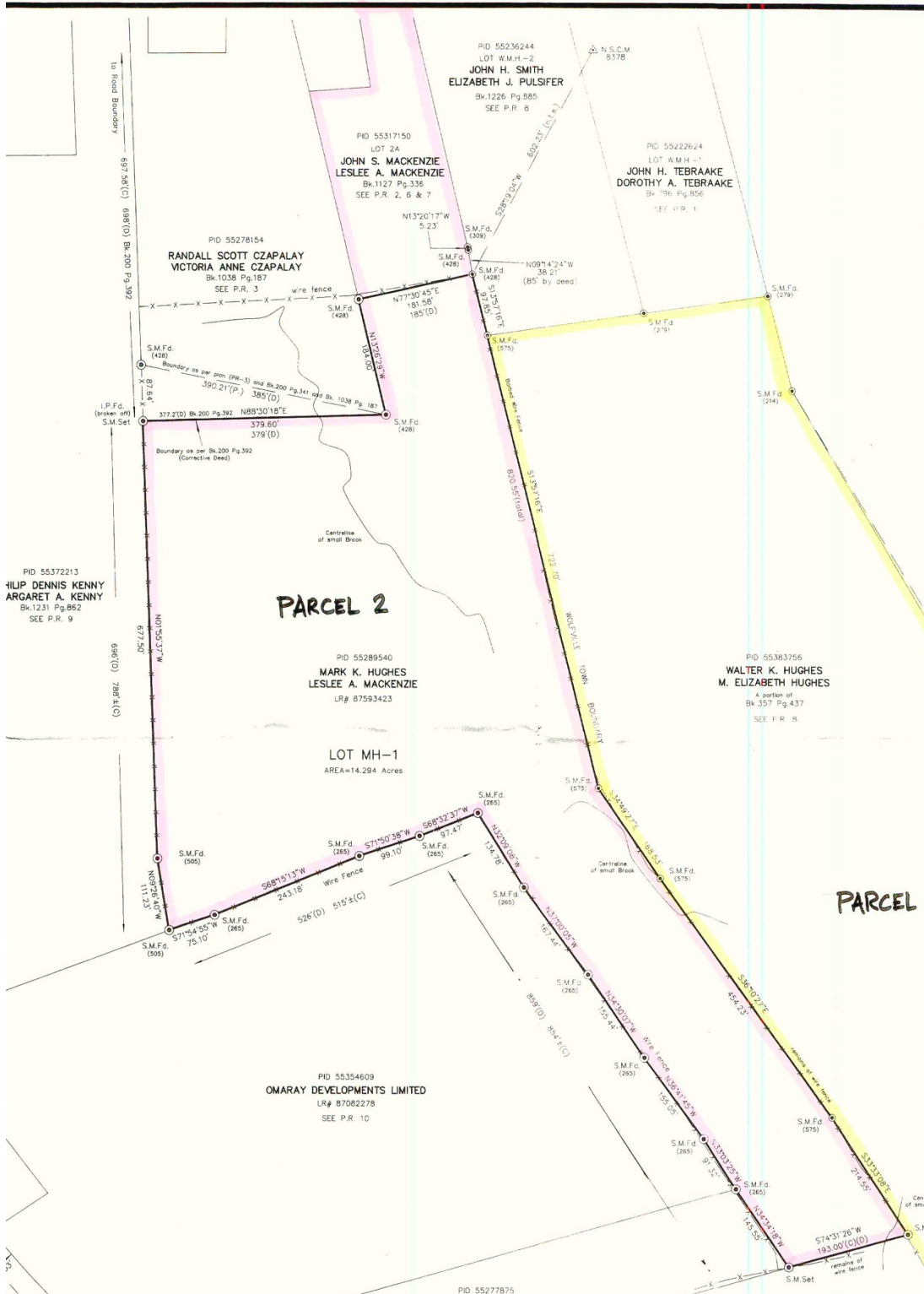
We're truly excited to be a part of the Wolfville community. For added context, Halyard is comprised of myself [Justin Brown], Aaron Ewer and Andy Knowles. Each of us have extensive real estate and development experience. We currently have projects underway in Windsor and Port Williams. The Annapolis Valley is certainly a big part of Nova Scotia's future as well as Halyard's future; specifically, in Wolfville.

Professionally,



Justin Brown

Schedule A – Pink Highlights the two parcels references and under agreement.



MAPLE RIDGE LANDS OWNER

Dear Devin,

I am requesting that the Town of Wolfville consider this property and surrounding lands in a Secondary Planning Study .

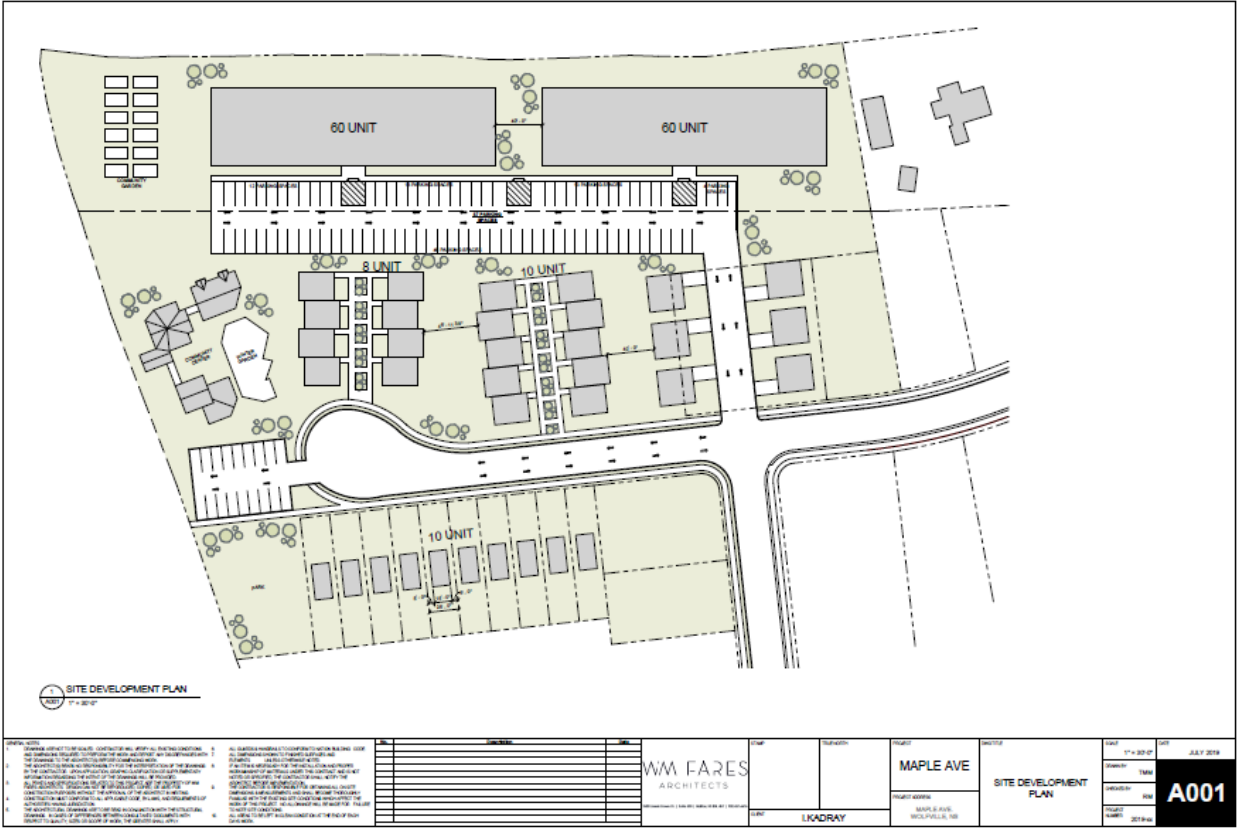
Please find attached a subdivision plan for our expired DA for phase I of the Maple Ridge subdivision. The second plan attached is for phase II of the subdivision which we envision to be a rental project featuring affordable tiny homes in housing clusters. There are two 60 unit apartment buildings shown on the plan but we are reducing it to one 60 unit building. We are calling it an Eco Village. It will feature a community center , workshops , storage , a few suites that can be rented for guests, car share and a greenhouse. We are in the process of updating and combining these two plans.

I would also like the Town to consider moving up the capital improvements to Maple Ave including new pavement, curb and sidewalk. The development of this property along with the adjoining properties and the Kenny property which is for sale will mean more traffic that will exit on Main Street. Another consideration for the Town would be a new exit to the 101 on Maple Ave. It will alleviate the increased traffic on Main St. plus result in economic benefits to the Town. Finally, the Town should consider rezoning some properties on Maple Ave . to commercial zoning for neighbourhood commercial and to add a new commercial area to the Town . Commercial development in the Town is presently constrained because there is a lack of commercial lands for development.

Please let me know if you have any questions.

Yours Truly,

Issam Kadray
Omaray Developments Ltd.





INSET MAP SCALE: 1:10,000

DATE: 02/10/10

NO.	DESCRIPTION	DATE	BY
1	PRELIMINARY	02/10/10	DAW
2	REVISED	02/10/10	DAW
3	REVISED	02/10/10	DAW
4	REVISED	02/10/10	DAW
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6	REVISED	02/10/10	DAW
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29	REVISED	02/10/10	DAW
30	REVISED	02/10/10	DAW



PROJECT: SUBDIVISION PLAN FOR PARCELS A, B, C, & D, MAP NO. 10000-151-01, TOWN OF GAITHERSBURG, PRINCE GEORGE COUNTY, MARYLAND

DATE: FEBRUARY 10, 2010

DESIGNED BY: DAW

CHECKED BY: DAW

SCALE: 1:800

SHEET: 1 of 5



Town of Wolfville: West End Residential Plan » *Final Report*

April 2011



EKISTICS PLANNING & DESIGN

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1.0 Origins

1.1 Introduction

Wolfville is a unique and historic place, with the characteristics and charisma of a small and vibrant Nova Scotia town, the likes of which are becoming increasingly rare as many communities are forced to give in to the economic pressures of mass development and 'cookie-cutter' growth.

Unplanned residential growth results in development patterns which follow the path of least resistance. This can yield row upon row of generic buildings, neighborhoods without community amenities, a disregard for the pedestrian, a disregard for the community's local vernacular style, and a loss of connectivity with the downtown and surrounding neighborhoods. The unplanned residential development, one which focuses solely on economic ease rather than community sustainability or aesthetics, results in suburban sprawl, fields of identical houses, and neighborhoods without character, history, or a sense of community.

Understanding the quality inherent in their own town, the Town of Wolfville has developed a Municipal Planning Strategy (MPS) which focuses on economic and environmental sustainability for all new developments within the Residential Comprehensive Development District (RCDD). This laudable achievement has resulted in a comprehensive plan governing

and regulating the policies of Council and requiring all developments within the RCDD to respond to sustainability principles. (MPS section 8.4.5)

All new developments within the RCDD must negotiate a development agreement with the Town of Wolfville. The sustainable principles that will be considered by the Council in their decisions on all development proposals include, but are not limited to:

- ▶ Density requirements
- ▶ Reduction of environmental impact
 - Slope retention
 - Site orientation
 - Storm water runoff reduction / retention
- ▶ Maximization of open space
- ▶ Affordability component
- ▶ Mix of housing types
- ▶ Public amenities
 - Trails
 - Parks
 - Sidewalks

- ▶ Minimization of infrastructure

The plan which is submitted in this report draws heavily upon these standards while also acknowledging the community typology and design favoured by the current residential realty market.

1.2 Sustainable Residential Design

As part of the 2008 MPS update, the Town created a Residential Comprehensive Development District (RCDD) which sets out that these properties are to be developed by Development Agreement (DA) following sustainable design principles. The sustainability principles were further refined in February 2010 with the creation of a "Guide to Interpretation of Clause 8.4.5 - Sustainability Principles". This guide was produced to clarify, and where possible, provide measurable objectives to guide future development in these zones.

The challenge for both the Town and land developers is that (1) some of these sustainability principles cannot be measured making their use subjective, (2) some apply to the building, the lot and/or the subdivision, and (3) it is not clear what principles are required vs. desired. The 20+ principles in the guide have been prioritized so that future developments can

gauged for their ability to address the priorities. This leaves a measure of subjectivity in the process.

The sustainability principles from the guide are shown in **Table 1.1**

High	Medium	Low
Building & site design to reduce energy requirements	Management of construction wastes	Barrier Free provisions
Retention of Natural Systems	Use of renewable energy sources	Use of certified Fair Trade products
Reduced storm water run off	Use of Environmentally Sustainable Materials	Alternative Housing models
Water conservation	Public and private amenities	Mixed Use – Local Commercial
Waste reduction	Retention of Category 2 soils	
Affordable Housing		
Architectural and environmental design		
Mixture of Housing types and densities		
Active Transportation		
Access to public transportation		
Efficient use of Land		

The goal of this project is to prepare a plan and site development guidelines which interprets and gives form to the sustainability principals prepared by the Town. The aim is to demonstrate a new form of development which will be more economically and environmentally sustainable for the Town,

and ultimately, will provide the necessary return on investment for the developers. Clearly, the status quo is no longer an option for the Town of Wolville.

This report is the culmination of a 2 month planning process which included members of the Town staff and Council, the Planning Commission and the affected land owners. The resulting plan is not the final plan for the West End development. Instead, it is a roadmap for further discussions and considerations between the Town and the developers. The process was designed to identify all the issues for all the players and then demonstrate a high quality, achievable development.

1.3 Site Analysis

A sustainable residential development recognizes site opportunities and constraints, and responds accordingly. The site analysis is a critical step in the sustainable design process.

Ownership and Political Boundaries

The boundaries of this site study encompass three land holdings roughly arranged in a linear fashion from East to West. They are approximately 16 acres, 34 acres, and 4.5 acres respectively, for a total site acreage of +/-54.5 acres. The entirety of the site falls within the Wolville town limits, and has historically been of agricultural and woodlot use. The site is adjacent to utility hookups

and has access to the public road network at three points: Skyway Drive on the east side, and Hillcrest and Stirling Avenues on the north end. The site is bordered by Highway 101 to the south. Adjacent land uses include established residen-

tial communities on the east and north edges, and agricultural lands, outside of the town boundaries, to the west. (See Map 1.1)

Given the MPS established acceptable density of 5–12 units/acre gross, the final plan may have between 273 and 654 units. As a mixed housing plan is being proposed, some areas will have higher densities, and others will have lower densities, though the average site will be between 5 and 12. It is at the discretion of the town, through the Development Agreement, how to implement a phasing plan to ensure that the overall site density is acceptable though individual phases may not necessarily fall between the 5-12 units/acre goal.

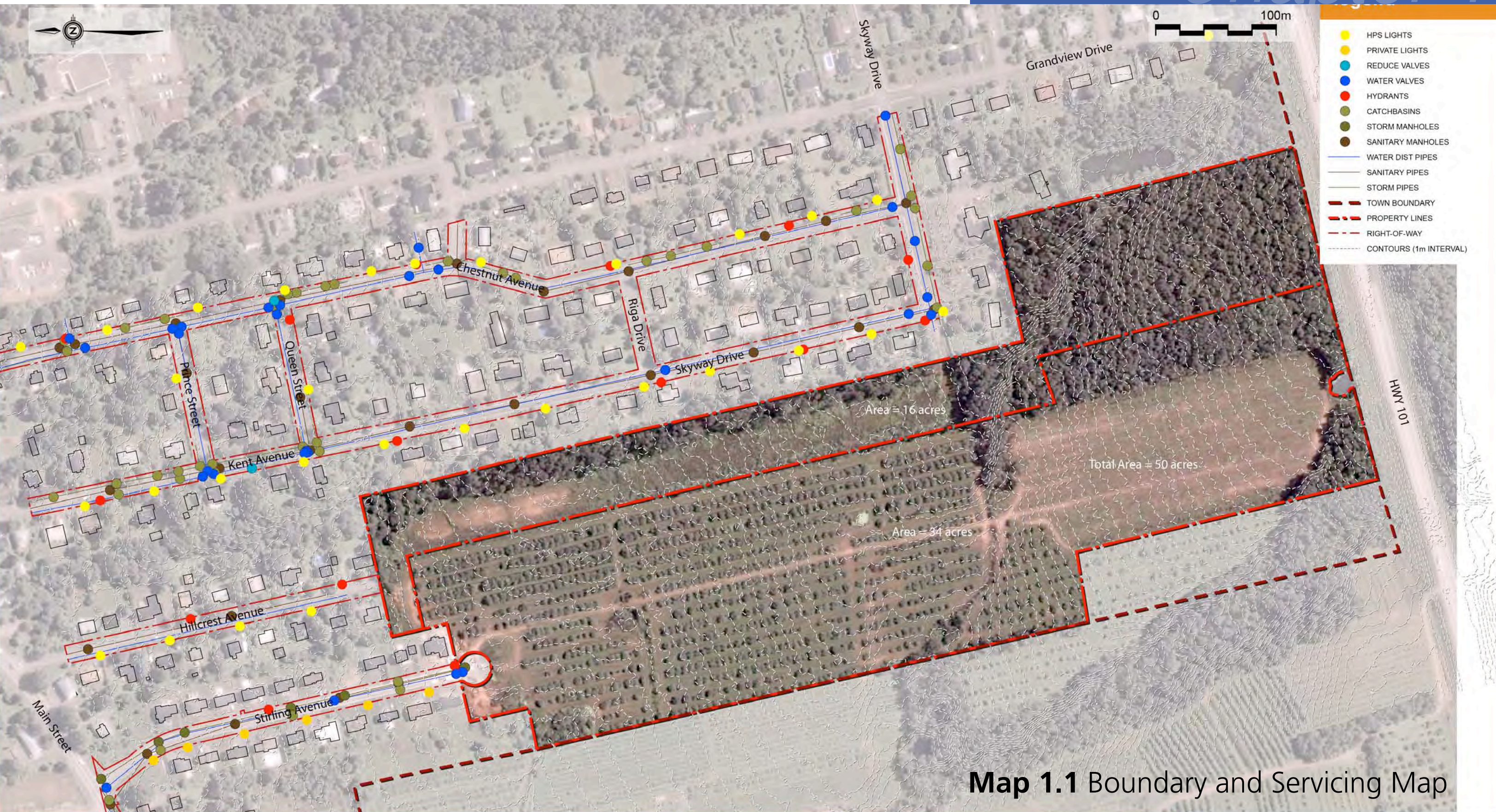
Infrastructure (Map 1.1)

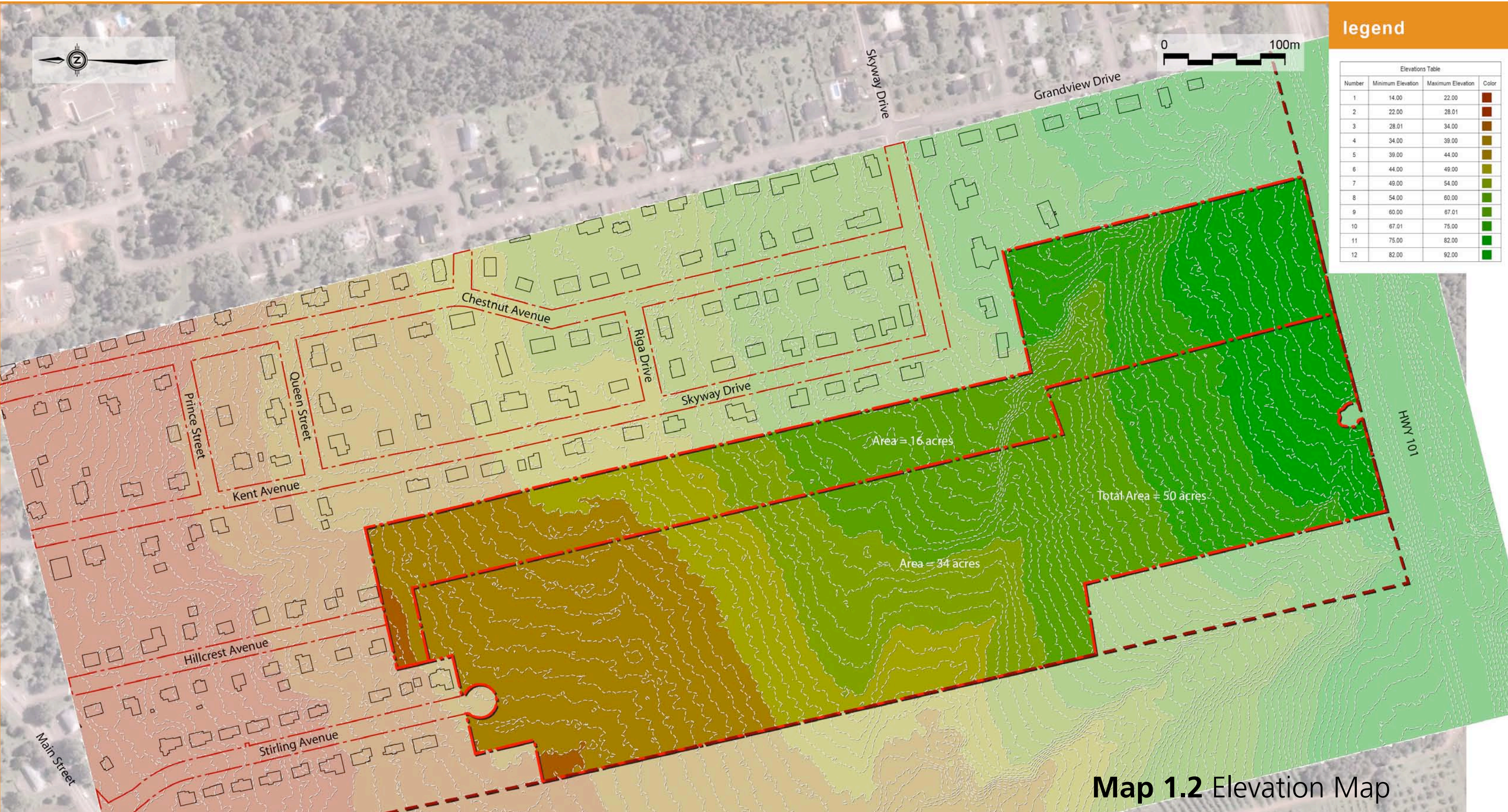
Sewer: The Town engineer has determined that the two 200mm sanitary sewer lines (One at Stirling Avenue and one at Hillcrest Ave) are capable of handling 650 units and that the sewage treatment plant has excess capacity for this volume.

Water: There is a waterline at the top of the hill at Skyway Drive, a waterline easement to the property from Riga Drive and waterlines at Hillcrest and Stirling. All are 200mm diameter pipes. The existing pressure at the last hydrant on Stirling is approximately 45 psi. The maximum elevation to maintain adequate pressure is likely at about 110 ft. Due to the high elevation of the more southerly portion of the property, water pressure will be limited on the south side of the development. It is unlikely that multi-storey buildings would be able to be served without pressure boosting systems and fire flows could be an issue for larger buildings.

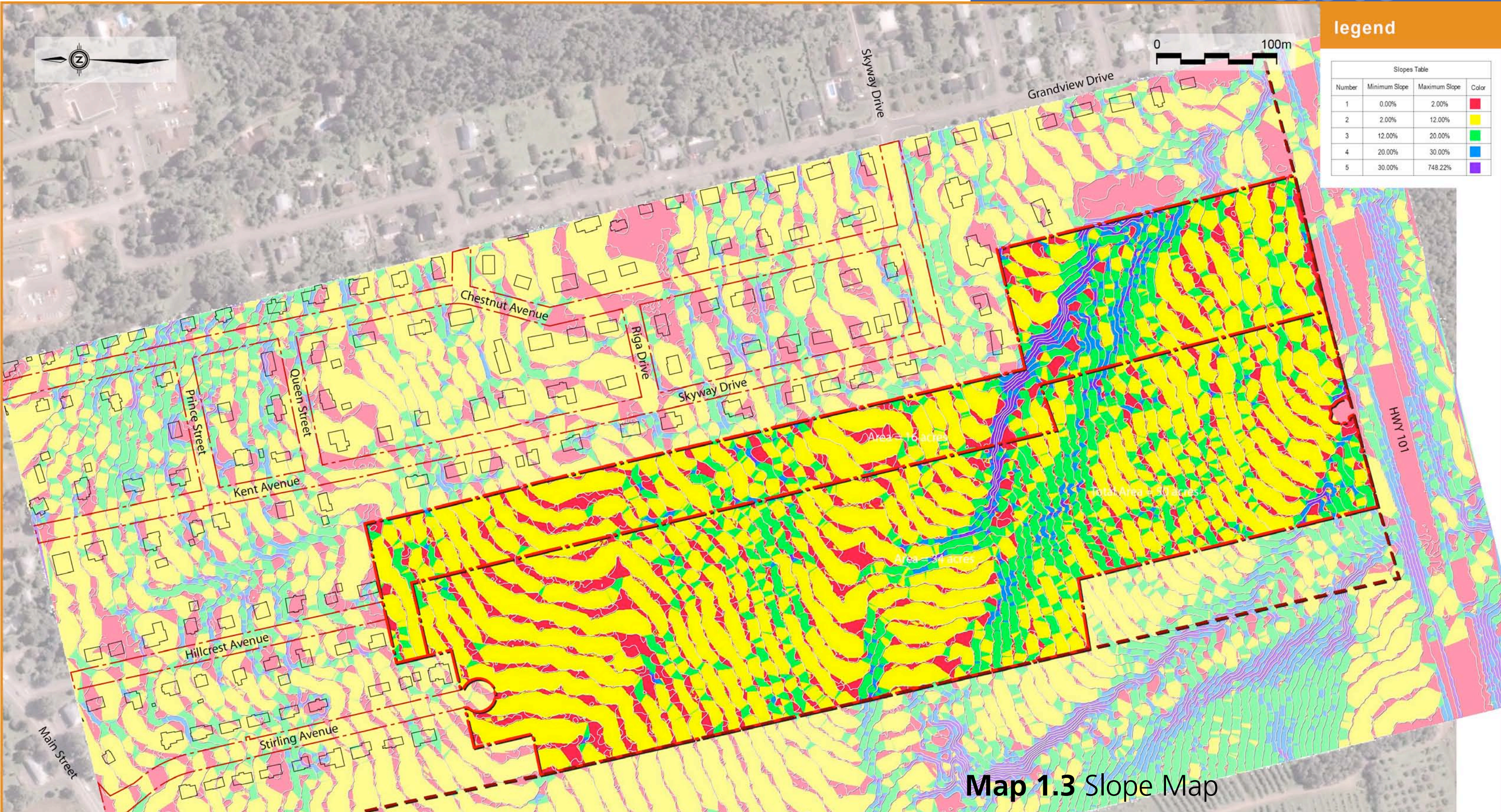
Power and Communications: Stirling Avenue currently has underground servicing and there would be a requirement to continue underground servicing into the study site.

Stormwater: Stirling Avenue was designed with catch basins and storm system. Hillcrest has no such services and is

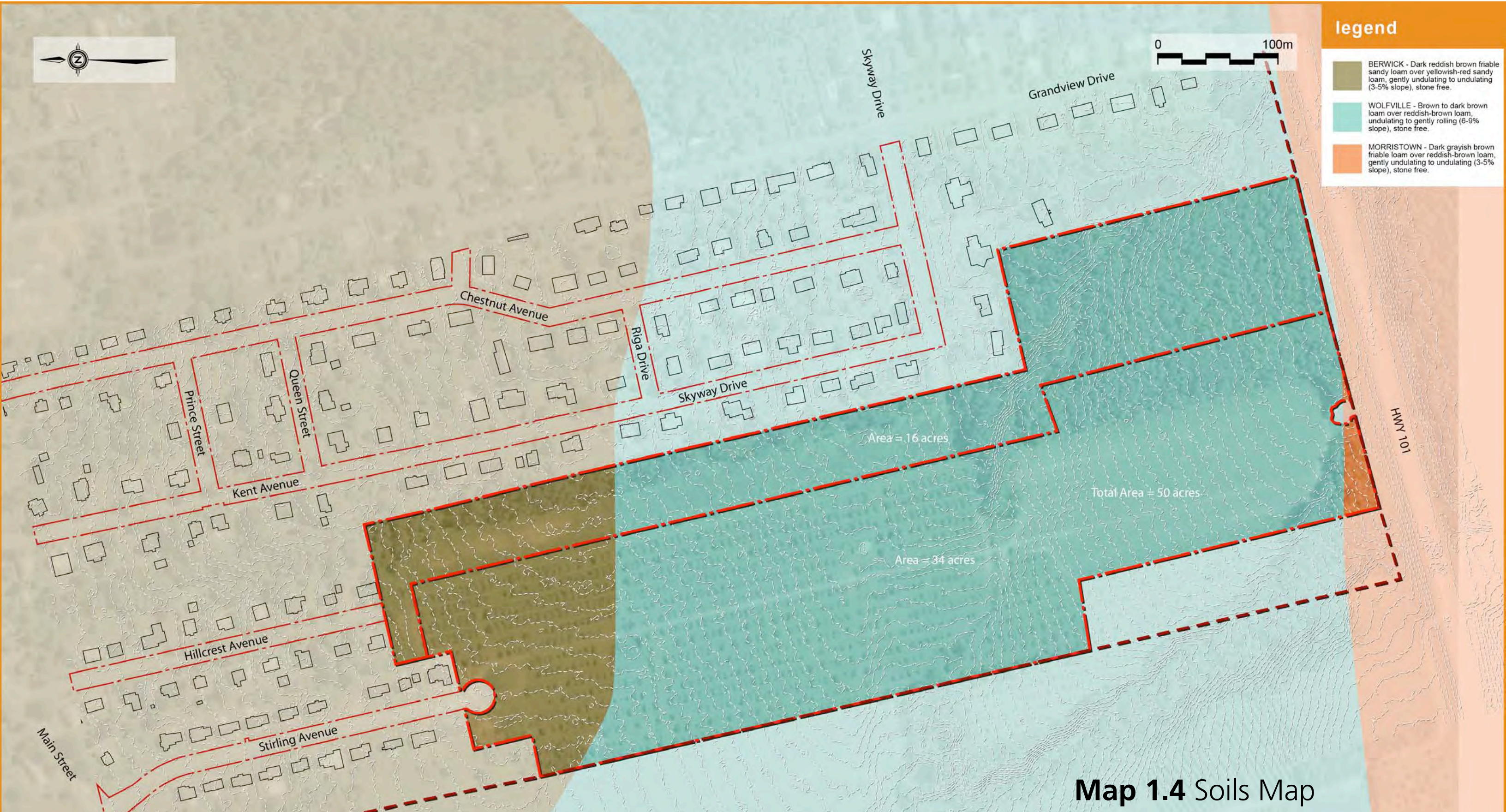




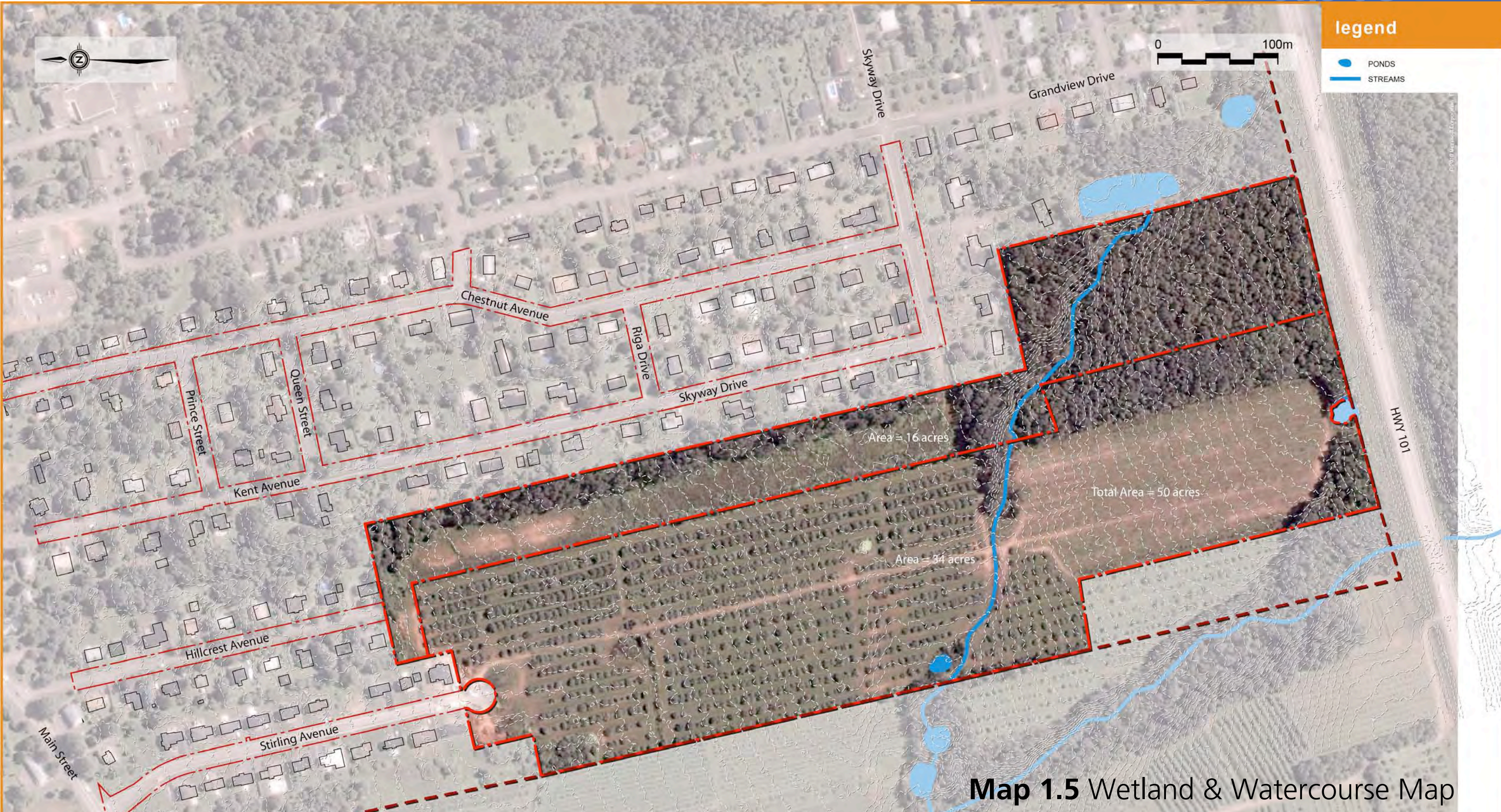
Map 1.2 Elevation Map



Map 1.3 Slope Map



Map 1.4 Soils Map



designed with ditches. Currently, more than half the site drains to the west through a large drainage channel with intermittent flow. Increasing impervious surfaces to the south has the potential to increase the amount of runoff onto the property to the west, unless stormwater is managed carefully.

Elevation, Aspect, and Slopes (Map 1.2 & 1.3)

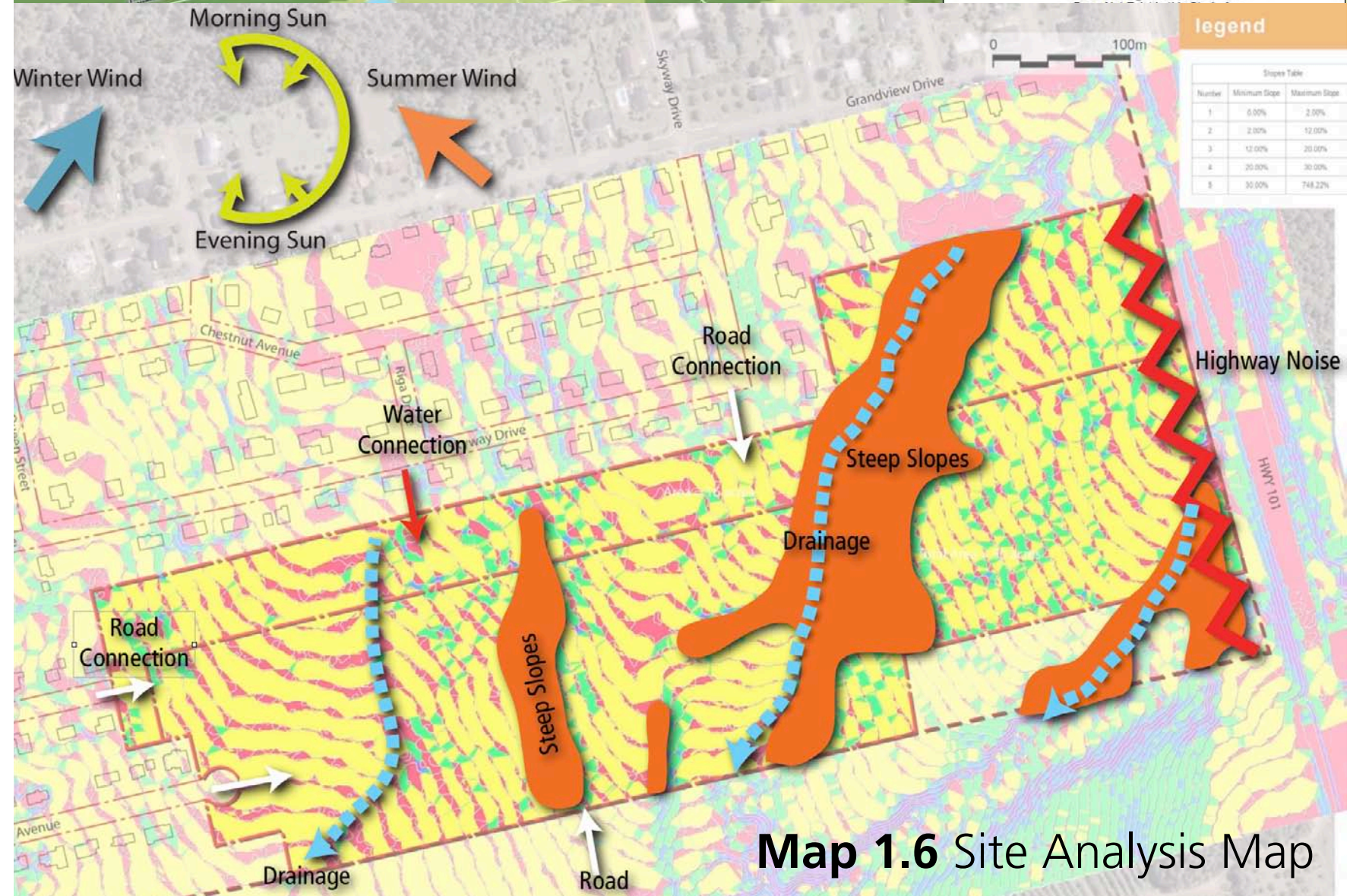
The site sits on a north facing hill with elevations on the high end of land of roughly 90 meters, sloping down toward the north with elevations of 14 meters. Most of the site is developable with gradients of 0-12%. Small pockets of steeper slopes exist throughout the site, but are clustered primarily around the existing water features, and do not pose significant barriers to development. While it is preferred to have most road slopes under 8%, it is not uncommon for roads in Nova Scotia to be up to 12%

Geology and Soils (Map 1.4)

The soil is primarily derived from slate, schist, and migmatite. The three soil types are classified as Berwick, Wolfville, and Morrystown. It is not anticipated that there would be any issues with the load bearing capabilities of the soil, but that would have to be determined by a full geotechnical report. The soils can be highly erodible however, and erosion control measures will need to be considered for every phase of development to minimize exposure and soil migration. According to the CLI classification, the soils of the entire development site are considered Category 2 soils, a soil type that the Town is trying to preserve for agriculture as a 'Medium' sustainability priority.

Wetland and Waters (Map 1.5)

There is one ephemeral watercourse on the site, running from the southeast to the northwest across the property. This channel presents a significant amenity and recreation opportunity for any planned neighborhood. An additional



low spot at the north end of the site could serve as a storm water detention basin and may also present the opportunity for recreation.

1.4 Residential Statistics and Analysis

It is not within the scope, nor is it the intention, of this report to represent a market analysis or comprehensive study of the economic dynamics of the Wolfville realty market. The following statistical information resides in the public domain gathered from the Canadian provincial and federal government, and has not been independently verified. The conclusions and analysis are based upon insights from local realtors, designers, and professional community planners, and should serve as facilitators for discussion, not as any guarantee of future economic performance.

Statistics

General Population Statistics

Data shows that the population of Wolfville is relatively stable, with only a +/- 3% growth in the last five years, preceded by five years of +/- 5% population decline. The largest represented age group (15% of residents) is between the ages of 20-24, below the average age of first time home buyers (29yrs) and well below the average age of Wolfville area mortgage applicants in general (42 yrs).

Within the population of Wolfville, 79% have resided in the same location for at least one year. 46% have resided in the same location for at least 5 years. Of those moving within the last five years, 30% relocated from within the municipality, 35% relocated from within the province, 20% relocated from outside the province, and 15% relocated from outside the country.

Specific Population Statistics

People aged 25-29 (avg. first time buyer) represent 6% of the population, people aged 40-44 (average, mortgage applicant) represent 6% of the population.

Data show that the majority of mortgage applicants in Wolfville are single, first time buyers who currently rent. The majority of renters are in apartment complexes and are seeking to move to single family detached homes. Whether this move to single family homes is due to personal preference or limited availability of other housing types is unclear.

Of the first time home buyers seeking to move into SF detached houses, 52% of potential buyers are looking for newly constructed homes, while 48% are interested in purchasing used or 'fixer upper' homes.

Housing Statistics

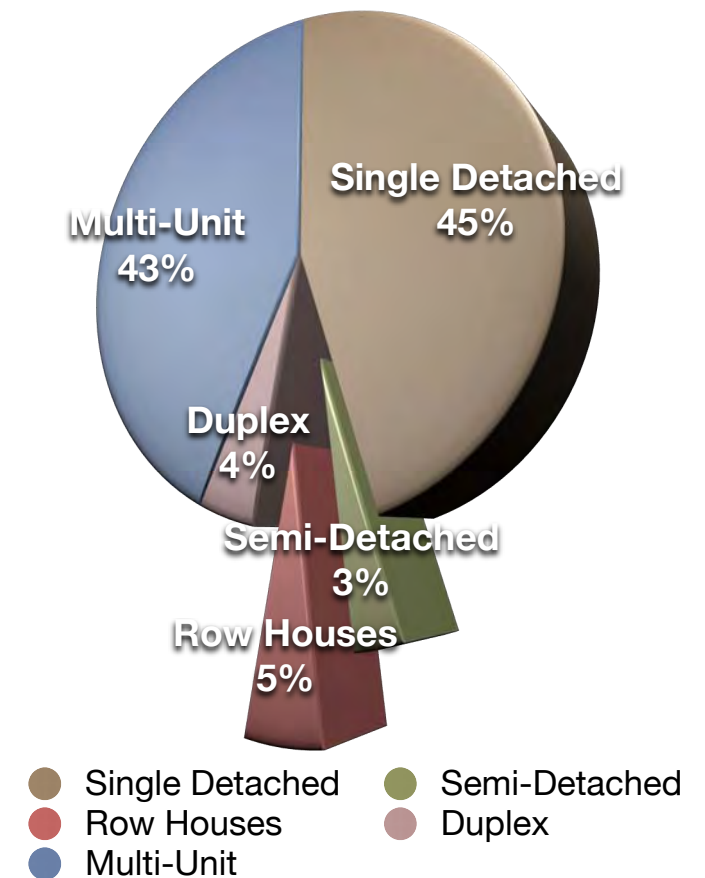
There are 2,269 private dwellings in the town of Wolfville. 1,685 of these homes (74%) are occupied year round by owners or renters. Of these full time occupied private dwellings, 45% are single detached homes, 3% are semi-detached, 5% are row houses, 4% are duplexes, and 43% are multi-family condominium buildings. 905 of these homes (54%) are rentals.

+/-70% of all private residential homes are over 15 years old. +/-7% of all homes required major repairs in the last 5 years. The average number of rooms per dwelling unit is 6. The average value of a dwelling unit is +/- \$248,000, while the median income is +/- \$56,300. (The Nova Scotia averages are: \$192k and \$55k)

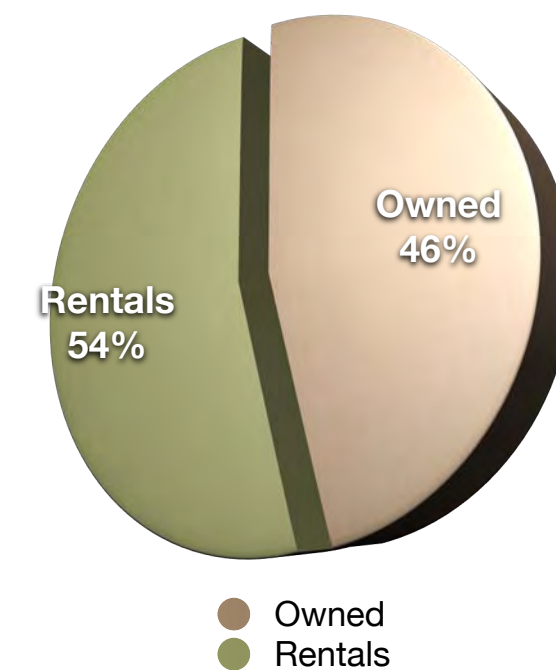
Average rental payments are \$640 / month. Average mortgage is 650\$ / month.

On average, the Nova Scotia median home price is expected to rise by 1.9% while the market for new house types is forecast to rise by .9% in 2011.

Unit Types in Wolfville



Ownership in Wolfville



Conclusions

Wolfville has a relatively young but stable population, experiencing little transience and slow but steady population growth. The Province of Nova Scotia, by contrast, has experienced a population growth much less than that of Canada as a whole and is, in fact, expected to decline within the next 10-15 years.

While not constituting a majority of the population, the largest age group of residents is between 20 and 24 years due to the presence of Acadia University students. While the student population may be in large part transient, the 20-24 year old demographic group represents both a constant rental market and a potential youth market who may wish to remain close to family. Of the 75% of Wolfville children who live at home, 25% are 18 years of age or older. This is a group who are currently or soon will be the average age of first time home buyers (25-29 years of age). Currently, monthly rental prices are roughly on par with monthly mortgage prices. This would seem to be an incentive for renters to make the leap into home ownership. This idea of a strong first time buyers market seems to be born out by the statistics that: 55% of Wolfville's mortgage applicants are single, 44% currently rent, and 22% applied for a First Time Buyer mortgage product. It may also indicate that landlords are breaking even, and would be loath to encourage more rental opportunities in the market. However, with the slow and steady growth in population it is recommended that more houses come on line. This is especially true as most people in the market for a new home express a preference for new constructions over used homes. An aging inventory of houses exists in Wolfville, with most being over 15 years old, and nearly 10% having experienced major repairs in the last five years.

Most home buyers in Wolfville have been residents of Wolfville for at least a year, which indicates that the buyers are generally familiar with the town and its housing oppor-

tunities / constraints. Given that so many tend to stay and purchase (make the decision to settle in Wolfville) it seems as if most housing needs are currently being met. A slow but steady population growth will eventually change this dynamic.

A notable characteristic of the Wolfville population pyramid is that there is little diminishment of the population after the age of retirement. This may represent a consistent population group who is looking for housing which is newer and easier to maintain, more convenient to amenities, community based which allows them to take part in local activities, and a more appropriate size for a one or two person household. If new developments were designed with this demographic group in mind, it may also have significant cross-over appeal to the relatively older housing market, which currently claims approximately 48% of home buyers.

It has been noted by local realtors that the senior housing market is saturated; the student rental market is saturated; a small market exists for \$200-300k homes of 1,500-2,500 sf; a small market exists for mid to upscale rental units serving young professionals; a large market exists for first time home buyers under \$200k seeking single family detached units. Given Wolfville's relatively high land prices (compared to the lower prices of surrounding county land) there is a need to provide cheaper small lot SF homes with an abundance of community amenities.

This analysis, along with the stated environmental concerns of the town suggests that there is potential for less conventional community planning practices such as Traditional Neighborhood Development, Cluster Housing, and Conservation Subdivision Design. With the stable supply of renters and home owners 'community building' rather than mere 'house building' could be of financial benefit to the developers.

1.5 Workshop Outcomes

On January 28th, a workshop was held with the stakeholders. Two tables of about 7 people each prepared conceptual plans and a basic development program.

Group 1: Development Program

- ▶ Broad diversity of housing types,
- ▶ Affordability for buyers, the Town and the developer,
- ▶ Clustering to increase density,
- ▶ Connectivity and using features of the site.
- ▶ Maximize south facing exposure for solar.
- ▶ Provide for a connection to Greenwich, but the plan should not depend on it.

Group 2: Development Program

- ▶ What does a 'sustainable' community mean? The project needs to be sustainable for the developers, the Town and for future residents.
- ▶ What is the mix of 'practical' vs. 'cutting edge'? How high could/should the bar be raised?
- ▶ Cluster higher density development in the North.
- ▶ Clustering should be flexible to allow freehold development if the cluster concept isn't saleable.



2.0 Residential Alternatives

The thrust of this process, the Wolfville Municipal Planning Strategy, the workshops and presentations, and this final plan and report, is to present the best possible residential development plan and to ensure that the last bit of developable land in Wolfville does not end up as a placeless, faceless, sprawl of cookie cutter houses, but rather as a sustainable and memorable community.

The Town has worked hard to ensure that the final development becomes a functional neighborhood of homes, not merely a collection of houses. This new neighborhood must connect to the existing fabric of the town along pedestrian lines, vehicular circulation, and within the context of existing trails and green infrastructure systems. This new neighborhood must blend in with the architectural vernacular of Wolfville, provide adequate recreational opportunities, and above all, must become a source of pride for the community and serve as a template for future residential developments.

These are noble aims, but how is it to be done? In perfecting the final plan, the consultants have relied and referenced the design strategies observed in four modern types of development: Traditional Neighborhood Developments (TNDs), Clus-

ter Developments, LEED ND Developments and the Arendt Conservation Subdivision model. The general design philosophies are outlined below. These four development approaches provide inspiration for implementing Wolfville's sustainable growth strategy.

2.1 TND, Traditional Neighborhood Development

Part of the charm of a traditional neighborhood is derived from its slow and organic growth over countless generations, evolving from, and adapting to, changes in technology, transportation, social values, and design aesthetics. While master planning cannot perfectly reproduce in a new development that which is the end result of a generational process, there are certain design elements of the established neighborhood which can be recreated. TNDs celebrate and recreate the traditional town by following five design maxims:

Walkability and Connectivity

Every unit within a development should be within walking or biking distance to a community amenity. An integrated network of functional but pedestrian friendly roads, sidewalks with trees, and connections to community trail systems and open space is essential. Transit, if present, should be accommodated and encouraged in the overall design of the community.

Mixed-Use, Mixed Density, and Housing Diversity

Zoning must allow for a mix of uses and a mix of densities. This leads to a mix of residential types and mixed income levels within a neighborhood. A range of housing styles and sizes should be provided, allowing for a greater diversity of residences. Single housing types should be limited in favour of a range of housing types catering to a wider range of resident types.

Traditional Structure and Placement

The neighborhood is well defined by identifiable boundaries and has a center which serves as a hub of activity, with the

densities decreasing as development moves toward the edges. Central park spaces or trail systems are integral to the development. Housing is usually much more densely packed than traditional suburban development with narrower frontages for housing (ranging from 40-60' wide), and houses brought closer to the street; usually with verandas so residents can talk to their neighbours from the doorstep to the sidewalk.

Quality Architecture

Placing an emphasis on quality craftsmanship and design encourages pedestrian travel, and creates a greater sense of place. This means identifying and implementing a local vernacular rather than a cookie-cutter style of architecture. Wolfville has a strong architectural heritage and a history of

quality workmanship. Every new house should contribute to the overall architectural heritage of the Town.

Sustainability

High density mixed use developments provide all the housing, recreation, and retail necessary to retain a populace and ensure that they don't need to expend energy traveling outside of town. Economic sustainability is possible when needs are met within. Environmental sustainability is possible due to lower infrastructure and green technologies.



2.2. Cluster Development

The cluster development is a method of layout which groups several houses into a small compact area with shared infrastructural resources including shared parking, shared open space, and other shared amenities. The houses within the cluster can take on many architectural styles, and may be stand-alone single family dwellings, semi-detached, townhouses, etc. By clustering houses, private ownership of land is minimized, while public ownership of land is maximized—thus there are small yards per household, but large public greens utilized as courtyards, community gardens, pocket parks, or undeveloped green space. Other infrastructure costs including storm water management, asphalt and roadway, and piping, are minimized. An entire plan done with multiple clusters is simple to phase with minimum initial infrastructure costs.

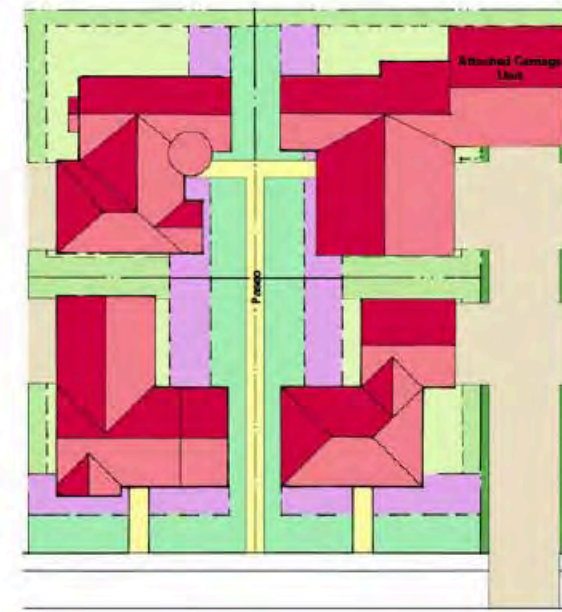
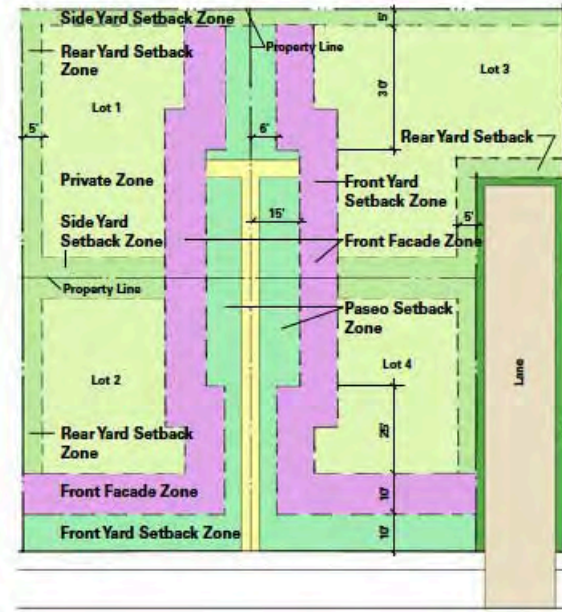


Townhouse Cluster





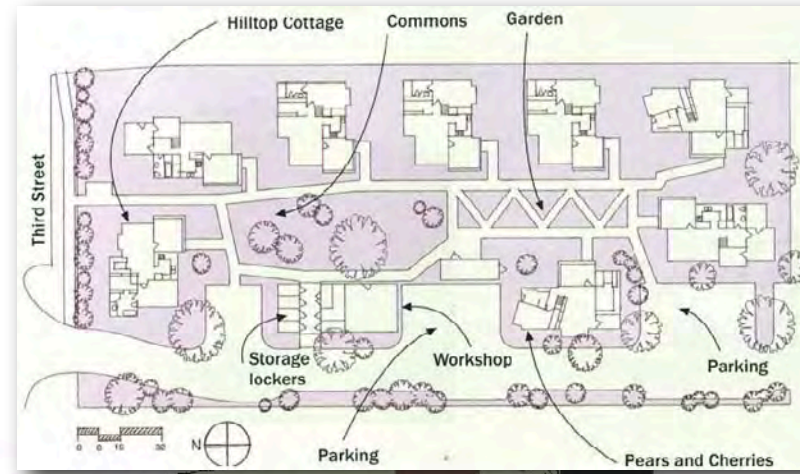
Courtyard Cluster Development



Community Cluster

Development & Co-Housing

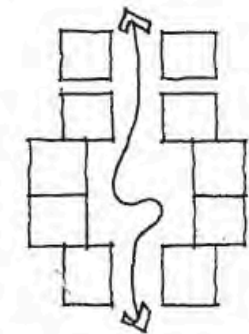
- Community-building
- Minimizes asphalt and roads
- Internal pavers, not asphalt
- Minimizes road frontage per unit
- Maximize trees and orchards
- Maximizes green space
- Parking at periphery
- Secure covered bike storage
- District Energy
- Storm water management
- Community Gardens
- Play and Common Areas



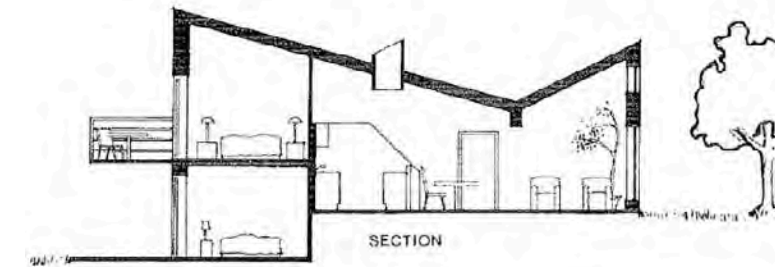
Streetscape Cross Section through community cluster (public front / private back)



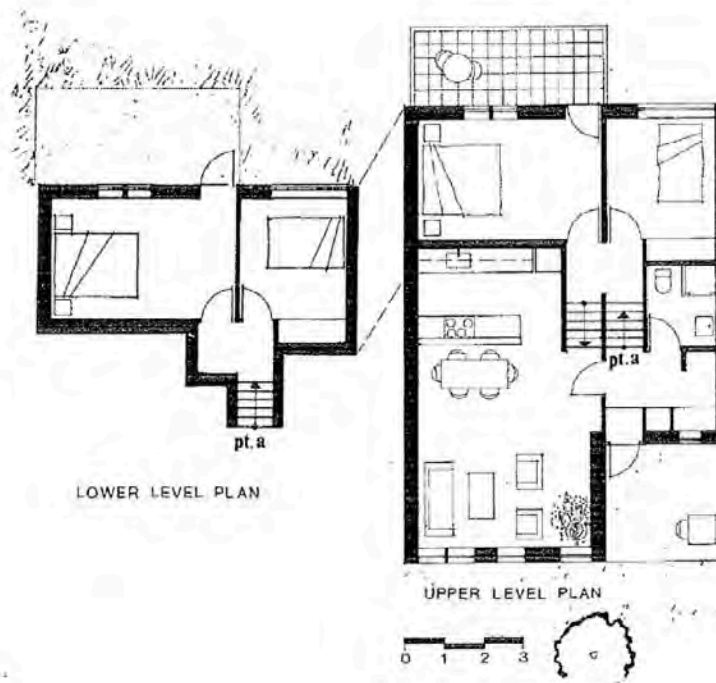
14 unit cluster with covered parking



Pedestrian w Courtyard



Kitchen entry on public front (window affords privacy)



LOWER LEVEL PLAN

UPPER LEVEL PLAN



Four Bedroom 1205 sq ft

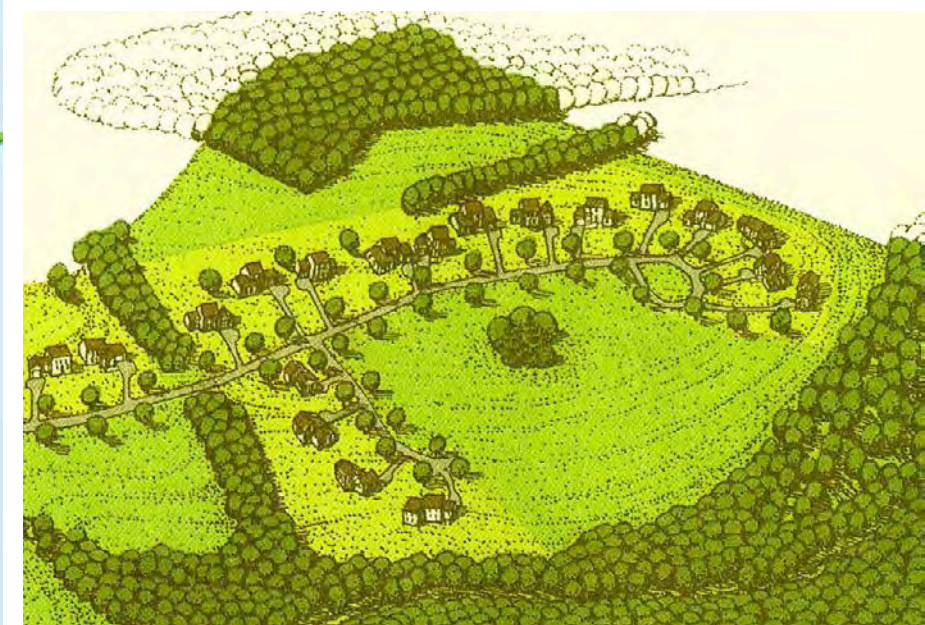


2.3 Arendt Conservation Subdivision Development

Conservation Subdivision Development maximizes green space and minimizes infrastructure costs by reducing lot size and clustering the lots together onto more environmentally suitable pieces of the site. In a traditional subdivision, undeveloped land would essentially be the privately owned backyard holdings of large lots. With conservation subdivision design, the undeveloped land is outside of individual property bounds and is held in common trust through any number of partnerships which may involve the developers, the municipal government, or the individual lot owners.



Figure 7F-9. Site F: Drawing in the Lot Lines



2.4 LEED Neighbourhood Development (ND)

The LEED for Neighborhood Development Rating System is an objective, point based system, designed to reward developments based on several smart-growth criteria. The program was initiated in 2010 by the US Green Building Council. Although the system tends to favour urban infill sites, there is some applicability of the system for Wolfville. Some of the considerations include:

Choosing the proper housing sites: Instead of using green-field sites to build housing developments, smart growth promotes strategies such as converting abandoned urban lots, redeveloping old buildings and choosing new sites that are close to existing communities, services and infrastructure.

Reducing the Vehicle Dependence: To enable residents to save gas and time behind the wheel, as well as reduce emissions, the LEED-ND standards recognize developers who locate projects within easy walking distance to transit and Town centres. They also give points for wide sidewalks, inviting streetscapes and other design elements that encourage people to walk to nearby conveniences.

Using Less Land to Create Communities: Smart growth communities use less land than their sprawling counterparts, but residents don't feel crowded because homes, stores and offices can be built around public squares, parks, gardens and tree-lined streets that lend a green and inviting feel to the community. LEED-ND rewards this type of compact development. For example, developers can earn points by ensuring that new buildings are placed within a short, easy walk to a neighborhood park or other public green space.

Energy, Water and Natural Resource Conservation: Buildings that make the most of water- and energy-saving features such as solar panels, shade trees, natural light and

ventilation, rainwater collection systems, and stormwater recycling not only save energy, but also reduce operating and maintenance costs. Likewise, choosing green building materials makes for healthier indoor environments and less stress on our natural resources. The LEED-ND standards offer points to developers who use these and other energy- and resource-conserving techniques.



LEED for Neighborhood Development 2009 Ballot Draft - Project Scorecard		
Smart Location & Linkage		27 Points Possible
Y	Prereq 1	Smart Location
Y	Prereq 2	Imperiled Species and Ecological Communities
Y	Prereq 3	Wetland and Water Body Conservation
Y	Prereq 4	Agricultural Land Conservation
Y	Prereq 5	Floodplain Avoidance
Y	Credit 1	Preferred Locations
Y	Credit 2	Brownfield Redevelopment
Y	Credit 3	Locations with Reduced Automobile Dependence
Y	Credit 4	Bicycle Network and Storage
Y	Credit 5	Housing and Jobs Proximity
Y	Credit 6	Steep Slope Protection
Y	Credit 7	Site Design for Habitat or Wetland/Water Body Conservation
Y	Credit 8	Restoration of Habitat or Wetlands/Water Bodies
Y	Credit 9	Long-Term Conservation Management of Habitat or Wetlands/Water Bodies
Neighborhood Pattern & Design		44 Points Possible
Y	Prereq 1	Walkable Streets
Y	Prereq 2	Compact Development
Y	Prereq 3	Connected and Open Community
Y	Credit 1	Walkable Streets
Y	Credit 2	Compact Development
Y	Credit 3	Mixed-Use Neighborhood Centers
Y	Credit 4	Mixed-Income Diverse Communities
Y	Credit 5	Reduced Parking Footprint
Y	Credit 6	Street Network
Y	Credit 7	Transit Facilities
Y	Credit 8	Transportation Demand Management
Y	Credit 9	Access to Civic & Public Spaces
Y	Credit 10	Access to Recreation Facilities
Y	Credit 11	Visitability and Universal Design
Y	Credit 12	Community Outreach and Involvement
Y	Credit 13	Local Food Production
Y	Credit 14	Tree-Lined and Shaded Streets
Y	Credit 15	Neighborhood Schools
Green Infrastructure & Buildings		29 Points Possible
Y	Prereq 1	Certified Green Building
Y	Prereq 2	Minimum Building Energy Efficiency
Y	Prereq 3	Minimum Building Water Efficiency
Y	Prereq 4	Construction Activity Pollution Prevention
Y	Credit 1	Certified Green Buildings
Y	Credit 2	Building Energy Efficiency
Y	Credit 3	Building Water Efficiency
Y	Credit 4	Water Efficient Landscaping
Y	Credit 5	Existing Building Use
Y	Credit 6	Historic Resource Preservation and Adaptive Reuse
Y	Credit 7	Minimize Site Disturbance in Design and Construction
Y	Credit 8	Stormwater Management
Y	Credit 9	Heat Island Reduction
Y	Credit 10	Solar Orientation
Y	Credit 11	On-Site Renewable Energy Sources
Y	Credit 12	District Heating and Cooling
Y	Credit 13	Infrastructure Energy Efficiency
Y	Credit 14	Wastewater Management
Y	Credit 15	Recycled Content in Infrastructure
Y	Credit 16	Solid Waste Management Infrastructure
Y	Credit 17	Light Pollution Reduction
Innovation & Design Process		5 Points
Y	Credit 1.1	Innovation in Design: Provide Specific Title
Y	Credit 1.2	Innovation in Design: Provide Specific Title
Y	Credit 1.3	Innovation in Design: Provide Specific Title
Y	Credit 1.4	Innovation in Design: Provide Specific Title
Y	Credit 1.5	Innovation in Design: Provide Specific Title
Y	Credit 2	LEED® Accredited Professional
Regional Priority Credits		4 Points
Y	Credit 1.1	Regional Priority Credit: Region Defined
Y	Credit 1.2	Regional Priority Credit: Region Defined
Y	Credit 1.3	Regional Priority Credit: Region Defined
Y	Credit 1.4	Regional Priority Credit: Region Defined
Project Totals (Certification estimates)		110 Points
Certified: 40-49 points, Silver: 50-59 points, Gold: 60-79 points, Platinum: 80+ points		



3.0 Concept Plan

The process for this study included the preparation of 3 conceptual plans, presentation of the 3 plans to the steering committee and then refinement of a consensus plan into a final development concept. The intent of the final plan was to balance cutting-edge sustainable design principles with practical development economics. Although the final plan breaks some new ground as a development model in Nova Scotia, we believe the departure is not so radical that it presents too many encumbrances for the developers. The principles behind the plan include:

- ▶ Increasing the density of the development to reach the 5-12 units per acre outlined in the MPS
- ▶ Providing a diverse housing mix
- ▶ Reducing the amount of roads and paved surfaces which will increase stormwater runoff and long-term maintenance costs for the municipality.
- ▶ Providing a range of housing types to provide a broader range of community residents
- ▶ Balancing open space and parkland with development
- ▶ Encouraging different forms of cluster development

- ▶ Ensuring high quality, vernacular architectural forms
- ▶ Providing site and architectural considerations to ensure sustainable construction practices.
- ▶ Designing for solar orientation and microclimatic design

3.1 Housing Typologies

A diverse housing mix is one of the key components of a sustainable community plan for Wolfville. These include small lot detached housing, semi-detached housing, townhouses, cluster housing and multi-unit housing. The overall intent of the various housing types is to maximize density and implement environmental standards at the scale of the community, lot and unit.

Single Family Detached

Single Family detached housing should be designed to:

- ▶ ensure no lots have more than 55-60' of frontage to reduce the amount of road and services



- ▶ Maximize solar orientation and exposure (the long axis of buildings should be within 15 degrees of the east-west orientation)
- ▶ Should have a building setback of no more than 18' from the property line.
- ▶ Should have a traditional Wolfville housing style
- ▶ Garages, although discouraged, should be set back from the main front of the house at least 5' so their emphasis is not pronounced. Only single car garages should be permitted.

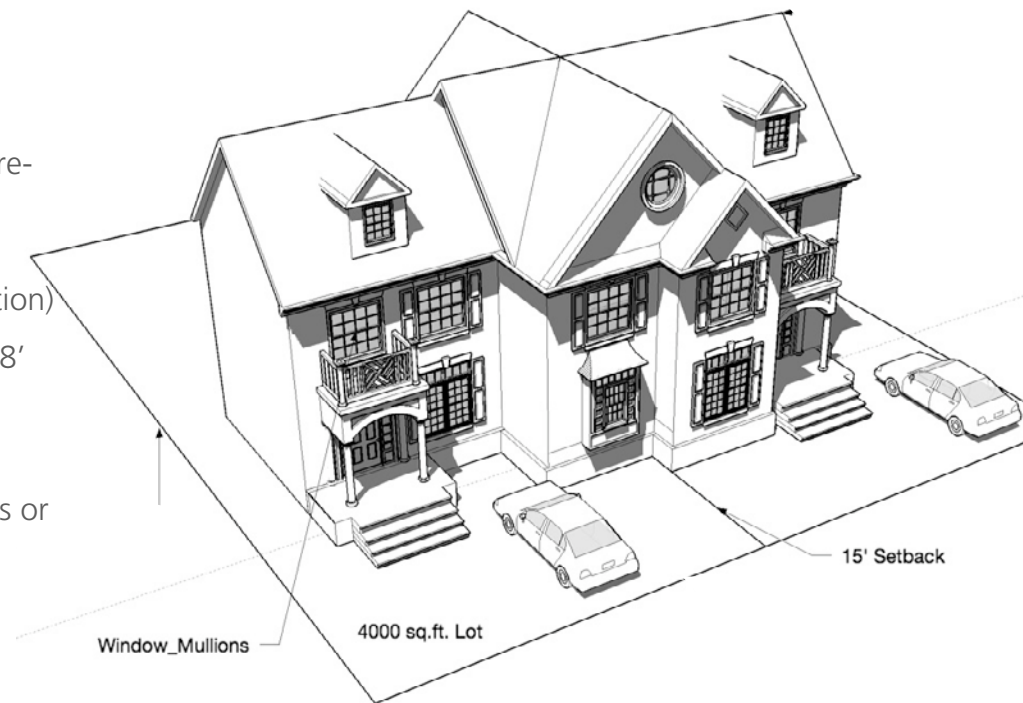
Lot Types	Lot Size		Setbacks		
	Width	Depth	Front	Side	Rear
Single Family Detached	55'-60'	110'	18'	5'	5'
Semi-Detached	25'-30'	80'-110'	12'-18'	na	5'
Townhouse	18'-30'	70-110'	18'-25'	na	10'
Multi-Unit	varies	varies	>20'		10'
Cluster	varies	varies	>20'	5'	5'



Semi-detached

Semi-detached housing should be designed to:

- ▶ ensure no lots have more than 25-30' of frontage to reduce the amount of road and services
- ▶ Maximize solar orientation (the long axis of buildings should be within 15 degrees of the east-west orientation)
- ▶ Should have a building setback of no more than 12-18' from the property line.
- ▶ Should have a traditional Wolfville housing style
- ▶ Garages should not be permitted unless on corner lots or designed in the middle of the unit.



Townhouses

Townhousing should be designed to:

- ▶ ensure lots have no more than 20' frontage (30' for end unit lots) to reduce the amount of road and services
- ▶ Maximize solar orientation (the long axis of buildings should be within 15 degrees of the east-west orientation)
- ▶ Should have a building setback of no more than 12-25' from the property line.
- ▶ Should have a traditional Wolfville housing style
- ▶ Garages should not be permitted unless in the rear and serviced by a shared laneway.



Clusters

A wide range of cluster type development options are open to the developers. These could include Courtyard clusters, townhouse clusters, Co-housing community clusters, etc. The overall intent is to reduce the amount of public roads by minimizing road frontages. This can be achieved by:

- ▶ Creating clusters on private laneways owned by residents associations
- ▶ Clustering parking near the road and then clustering units around a central open space
- ▶ Implementing courtyard clusters



Private Laneway cluster (Dartmouth)



Private Laneway cluster



Co-Housing Cluster

Multi-Unit Development

With more than 54% of the Wolfville housing stock in rental ownership, there should continue to be a market for multi-unit development (condo or rental). If market conditions warrant, mixed-use development should be encouraged. This may prove to be more feasible when Skyway eventually connects to Greenwich in the future. Developing multi-unit developments closer to the 101 Highway is a prudent strategy in that :

- ▶ taller buildings do not block the view of the river valley from shorter buildings
- ▶ provide a partial noise buffer from the highway for northern development
- ▶ are connected to the open space trail network
- ▶ are part of a later phase of development
- ▶ are located at a distance from existing single family development.
- ▶ Create a denser housing cluster to the south of the property.

The Town should consider requiring 'Townhouse

Apartment/Condo' type development. This type of development has townhouses at the base with individual doors and entries and shared hall units on the upper floors. Height limits should be restricted to 5 floors although development economics may suggest that more than 3 storeys are impractical.



4-5 unit Apartment Cluster



3.2 Preliminary Concepts

Three development concepts were prepared and presented to the client group. While all concepts addressed the principles set out in the design program noted at the beginning of this chapter, the concepts ranged from more single family units (Concept A) to more cluster units (Concept C).

The general consensus of the group was that concept A resonated most with the group provided that more cluster development could be accommodated in the first phase of the development. The final consensus plan addressed the shortcomings of Concept A.

The 3 concept plans are found on the following pages.



Wolfville West	Min	Plan A	Plan B	Plan C
SITE				
Density (units/acre)	5	8.1	8.6	7.8
Single Family Lots	# 88	76	37	
Semi-Detached	# 28	30	0	
Townhouses	# 121	73	60	
Apartments	# 204	204	144	
Cluster Housing	# 0	84	182	
Total Units		441	467	423
Total Length of Roadway (linear metres)	# 2,291	1,906	1,326	
Multiuse Trails (linear metres)	# 646	652	910	
Solar Orientation (% units east west)	75%	37%	52%	66%
District Energy (% of units)	50%	46%	62%	77%
Open Space (% site)	20%	17.3%	28.6%	43.7%
River Buffer (metres)	15	10	10	15
Community Gardens	1	0	6	13
Tree Covered Roads/Sidewalks	60%	80%	80%	80%
Integrated Transit Connections	√	-	-	-
Secured Covered bike Parking (% units)	30%	46%	62%	77%
Street Lights Night Sky Compliant (%)	√	√	√	√
Traffic Calming at intersections	√	√	√	√
Sidewalk Integrated Bioswales (stormwater)	√	√	√	√
Naturalized Stormwater Ponds	√	√	√	√
% Stormwater Retention	90%	90%	90%	90%
UNITS				
Public Side Porch or Shared Commons	√	√	√	√
FSC Wood Exteriors (% of units)	50%	50%	50%	50%
Exterior Lights: Motion / Daylight Sensors	√	√	√	√
Interior Lights: Occupancy/ Daylight Sensors	√	√	√	√
Rooftop Stormwater Harvesting	√	√	√	√
Greywater Toilets / Hosebibs / Irrigation	√	√	√	√
R30 walls / R50 Roofs / R5 Double Glazing Argon	√	√	√	√
Passive Solar: Integrated Solariums, Trombe Walls	√	√	√	√
Active Solar: Rooftop Solar for Hotwater / Heating	√	√	√	√
Clotheslines encouraged	√	√	√	√
Geothermal Heat Pumps / Radiant Heating & Cooling	√	√	√	√
District Energy in Clusters / Multi-units	√	√	√	√
Energy Recovery Fresh Air Ventilators (ERVs)	√	√	√	√
In Home Energy Monitoring / Control System	√	√	√	√
Low Flow Fixtures, Energy Star Appliances / Fans	√	√	√	√
Low VOC Paints, Sealants, Adhesives, Carpets	√	√	√	√
Community Dining Room Optional			√	√

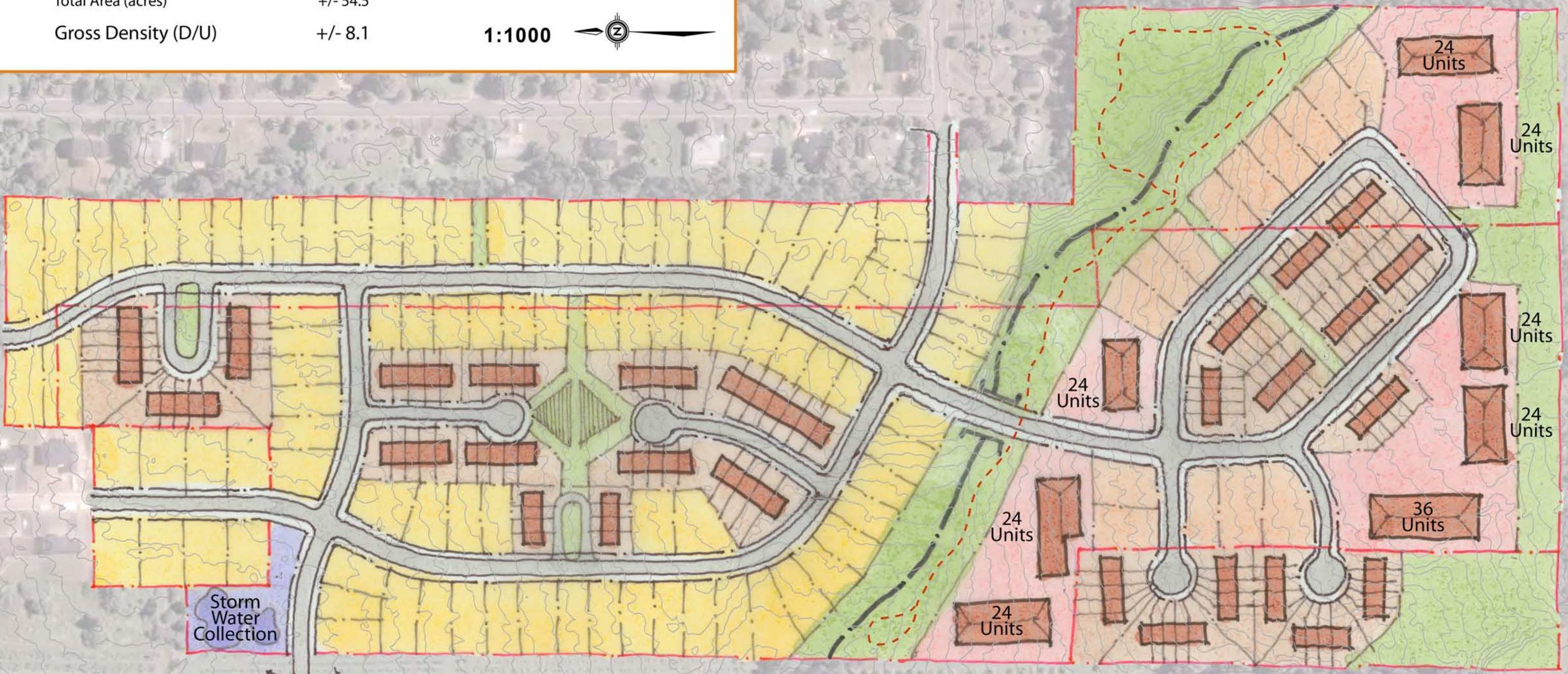
* All percentages, units counts, and other numbers indicated are averages based upon initial concept designs and are subject to change over the course of development.

Final Report











	DU		
Single Family Housing	+/- 88	Open Space (sq.m)	+/- 38,167 (17.3%)
Semi - Detached (2 units)	+/- 28	Roads (lin.m)	+/- 2,291
Town Houses	+/- 121	Trail	
Apartment Buildings (3 Stories)	+/- 204	Stream	
Total Units	+/- 441		
Total Area (acres)	+/- 54.5		
Gross Density (D/U)	+/- 8.1		

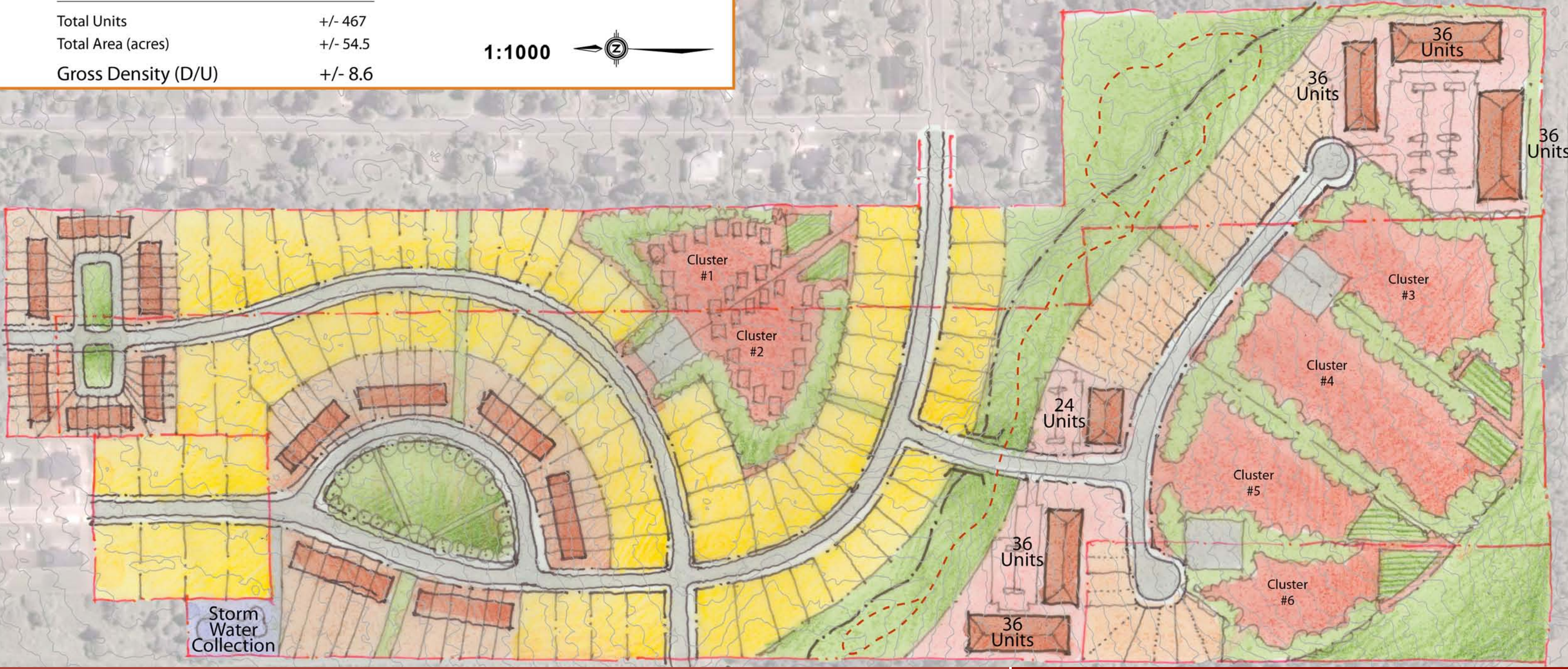


Development Concept A



Development Concept B

	Single Family Housing	DU		Open Space (sq.m)	+/- 63,131 (28.6%)
	Semi - Detached (2 units)	+/- 76		Roads (lin.m)	+/- 1,906
	Town Houses	+/- 30		Trail	
	Apartment Buildings (3 Stories)	+/- 73		Stream	
	Cluster Housing	+/- 204			
Total Units		+/- 467	<p>1:1000 </p>		
Total Area (acres)		+/- 54.5			
Gross Density (D/U)		+/- 8.6			





3.3 Final Development Concept

The intent of our final plan was twofold; first, to graphically depict the type of development which must arise from adherence to the newly written Wolfville MPS; second, to provide a workable plan which meets the code developed by the town, addresses the geographical opportunities and constraints of the land, and also satisfies the development agenda established by the land holders.

Our final plan reflects the MPS with its use of mixed housing types (8.4.5 (g)): single family, single family cluster units, multi family, semi-detached, and apartment units; which together puts the average density of the planned development at 8.6du/ac, well within the 5-12du/ac required range. This mixture of housing types also allows for a variety of price points answering the set goal of affordability (8.4.5 (c)).

The inclusion of relatively high density housing and cluster style housing allows for the preservation of more open space. Of the +/-54.5 acres of land 16.7% is to be preserved as open space. This preserved open space is used to provide protection for environmentally sensitive areas, public amenities, active/passive transportation opportunities, recreational areas, and natural wind (8.4.5 (b)iii), sound and visual barriers.

The major water course has been preserved as open space, thus protecting the watershed and retaining the steep slopes associated with it (8.4.5 (b)i). A trail and recreation area (8.4.5 (h)) around the water course has been proposed encouraging bicycle transit (8.4.5 (i)).

Other open areas exist for more community based activities and recreation including open space surrounding the cluster housing. Cluster developments are flexible in their layout. They can be more traditional, but their open layout also allows for an opportunity to plan and build alternative housing models, community spaces (including vegetable gardens,

shared parking, and shared recreational space) or housing layouts which maximize solar orientation, windbreaks, and other landscape features.

The site is oriented to maximize connectivity with existing neighborhoods, trails, sidewalks(8.4.5 (h)), and street infrastructure (8.4.5 (l)). This helps minimize the amount of new infrastructure needed.

The water detention area (8.4.5 (b)) located near the north-west corner of the site is an example of localized green infrastructure which eliminates the need for expensive and environmentally unsustainable infrastructure to handle storm water runoff. Rainwater will be captured on site and recharge the local water table and aid in the preservation of local waterways. Right-of-ways have been proposed so as to be large enough to include similar water capturing, channeling, and infiltrating, strategies, thus leaving the detention pond to manage only large rain falls.

The end result is a plan that provides a variety of housing at a variety of price points, is context sensitive, and provides the infrastructure for an environmentally sound community.

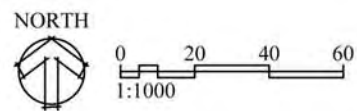




TOWN OF WOLFVILLE

GREEN COMMUNITY

APRIL 1st, 2011



EKISTICS PLANNING & DESIGN
1 STARR LANE, DARTMOUTH
PH: (902)461-2525 FAX: (902)465-3131

*Landscape Architecture
Environmental Planning
Visual Impact Assessment
Golf Architecture*

LEGEND

- SINGLE FAMILY
- SF CLUSTER UNIT
- MULTI FAMILY
- SEMI DETACHED
- APARTMENT UNITS
- PARKING
- OPEN SPACE / WATER DETENTION

LAND USE SUMMARY

SINGLE FAMILY	± 84
SF CLUSTER UNIT	± 12
MULTI FAMILY	± 123
SEMI DETACHED	± 36
APARTMENT UNITS	± 216
<hr/>	
TOTAL UNITS	± 471
TOTAL ACREAGE	± 54.5
GROSS DENSITY	± 8.6 du/ac
<hr/>	
OPEN SPACE	± 9.1
TOTAL ACREAGE	± 54.5
OPEN SPACE PERCENT	± 16.7%

3.5 Final Considerations & Guidelines

The Town should further consider the use of design guidelines to direct the overall development in achieving its sustainability goals. Development of detailed design guidelines is beyond the scope of this study, however, the Town should consider the following Building and Site/Landscape classifications when preparing detailed guidelines for the overall development:

Subdivision

- ▶ All streets should have at least a five foot wide sidewalk on one side of the street to promote walking
- ▶ Street trees on all streets should be spaced at no more than 50' (on average) on both sides of the street
- ▶ Consideration of rainwater gardens/swales alongside roads instead of typical curb and catch basin profile. The sidewalk should be located on the house side instead of the street side.
- ▶ All street lights should be full cut-off dark sky compliant.
- ▶ Street widths should be no more than 28'.
- ▶ A dedicated bike lane should be integrated into the Skyway Drive extension with 4' on both sides of the street. The Town should investigate the use of porous paving for the bike lanes.
- ▶ In addition to the preservation of the creek drainage system for open space, a major (> 1 acre) and a minor (>1/6 acre) park space should be preserved for the north end and middle of the site. Unlike the creek trail open space, these parks should include space for active and passive play. A community garden should be considered as part of the larger park space.
- ▶ The overall site design should employ a 'no net runoff' approach to stormwater management.

Landscape and Lot

- ▶ Every site should reduce the amount of turfgrass to no more than 70% of the landscape area of the lot (excluding house, driveways, etc.). The remaining lot should include native landscape plantings and non-mowable landscape.
- ▶ Use of native plant materials should be encouraged.
- ▶ Landscape irrigation systems should not be permitted to use Wolfville water.
- ▶ Clotheslines should be required for all but multi-family housing.
- ▶ Reflective and porous driveway materials should be encouraged to reduce urban heat island effect.
- ▶ No less than 4 caliper sized trees (>3" caliper) per lot.
- ▶ Each lot should plan to retain its own storm water by using cisterns, roof capture, or similar systems, for use as a non-potable domestic supply or for landscape irrigation.
- ▶ Parking for multi-family units should be encouraged at the rear and not between the street and the building.

Building

- ▶ Solar building orientation should be implemented for no less than 75% of the buildings in the development (long axis of building within 15 degrees of the east-west orientation)
- ▶ Insulation (energuide 80-100)
- ▶ Cisterns for all roofs to store the 80% percentile rainfall event.
- ▶ 75% of all roof surfaces should have high reflectance or green roofs (78 SRI for low slope roofs less than 2:12; 29 SRI for steeper roofs)
- ▶ Use of local Materials and reusable materials
- ▶ Use of low Flow fixtures (toilets - 1.6 gpf, bathroom faucet - 2.2 gpm @ 60psi, showerhead - 2.5 gpm @80 psi)

- ▶ 2% of the energy cost for the development should come from a renewable source like solar, wind, or geothermal, etc.
- ▶ "Energy Star" compliance for all appliances in the development
- ▶ The use of Energy Recovery Ventilation systems.
- ▶ Minimization of garages by limiting the number in the unit topologies and setting them back from the front of the unit so they are not pronounced.



EKISTICS PLANNING & DESIGN



EKISTICS PLANNING & DESIGN

Wolfville Future Neighbourhoods

Background & Inventory



Purpose

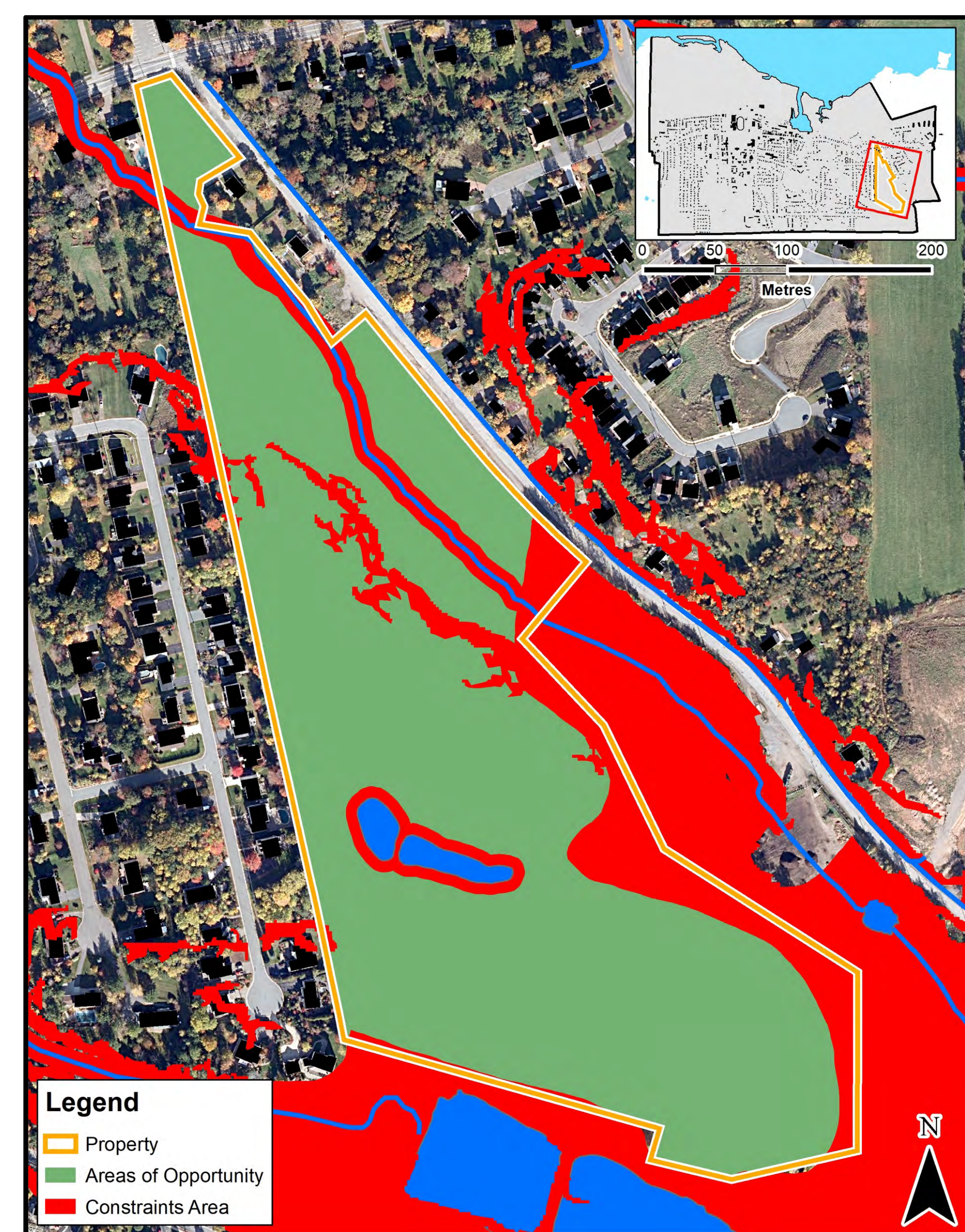
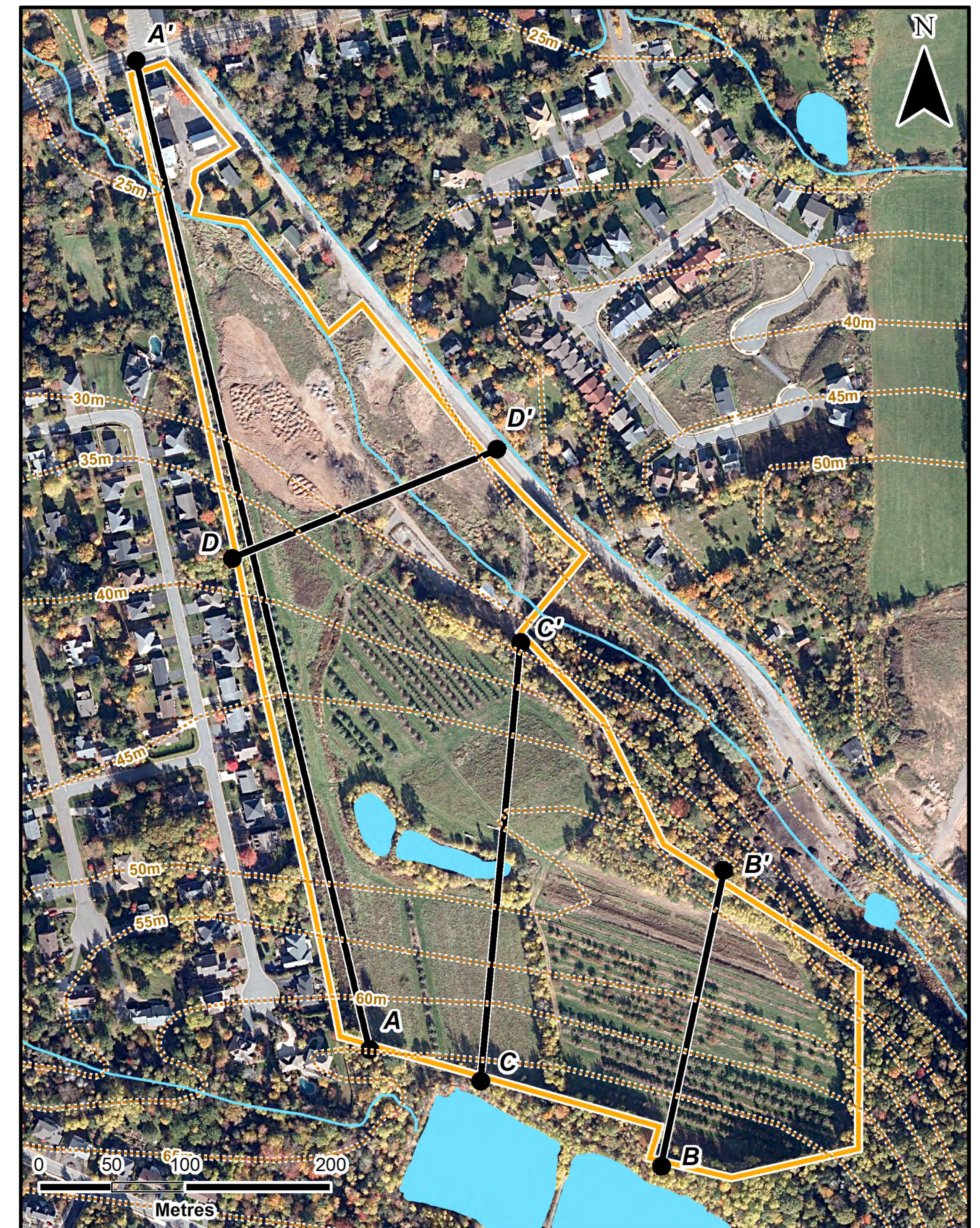
As part of the current MPS review, Council and town staff have tasked HACK Consulting to derive a set of guiding principles and policy recommendations for the new MPS (forthcoming). Drawing concepts from *Skinny Streets & Green Neighbourhoods* (Kellett & Girling 2005) and *Sustainable Urbanism* (Farr 2008), HACK Consultants will provide the Town of Wolfville with guiding principles for neighbourhood development.

Project Deliverables

- Site assessment
- 2 Site plans
 - 1 based on *Skinny Streets & Green Neighbourhoods*, by Girling and Kellett.
 - 1 based on *Sustainable Urbanism* by Farr.
- Key Requirements

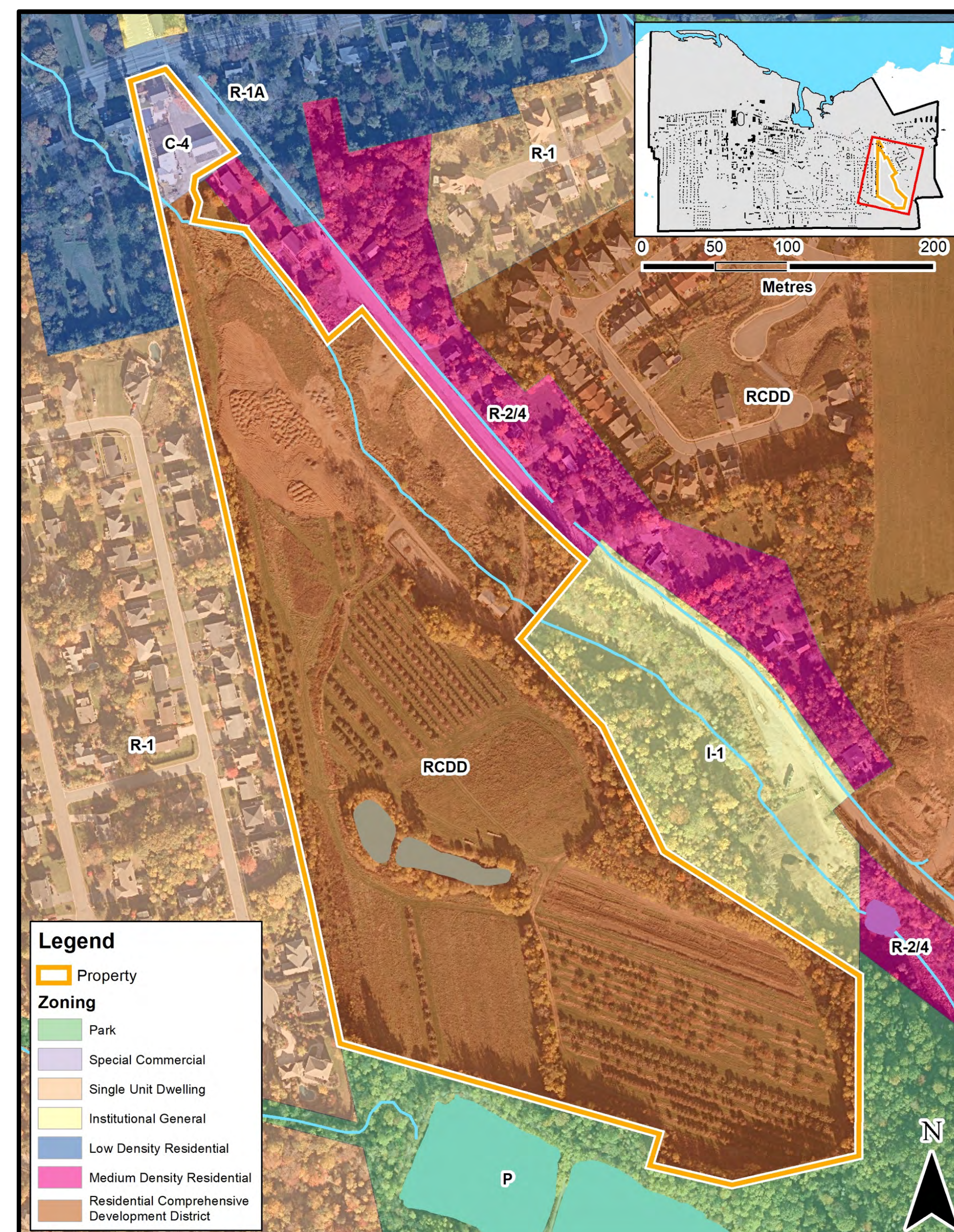
Background

- Municipal Planning Strategy review
- Comprehensive Development District (CDD)
- Town of Wolfville RFP – *Future Neighbourhoods*
- Site design study – *Kenny Lands*
 - 35.5 acres
 - Bounded by Maple Ave (to the east), Bishop Ave (to the west), Main St (to the north), and Reservoir Park (to the south)
 - Previous use: agricultural land
 - Surrounding uses: low-density residential (to the west), medium-density residential (to the east), institutional and park uses (to the south east)



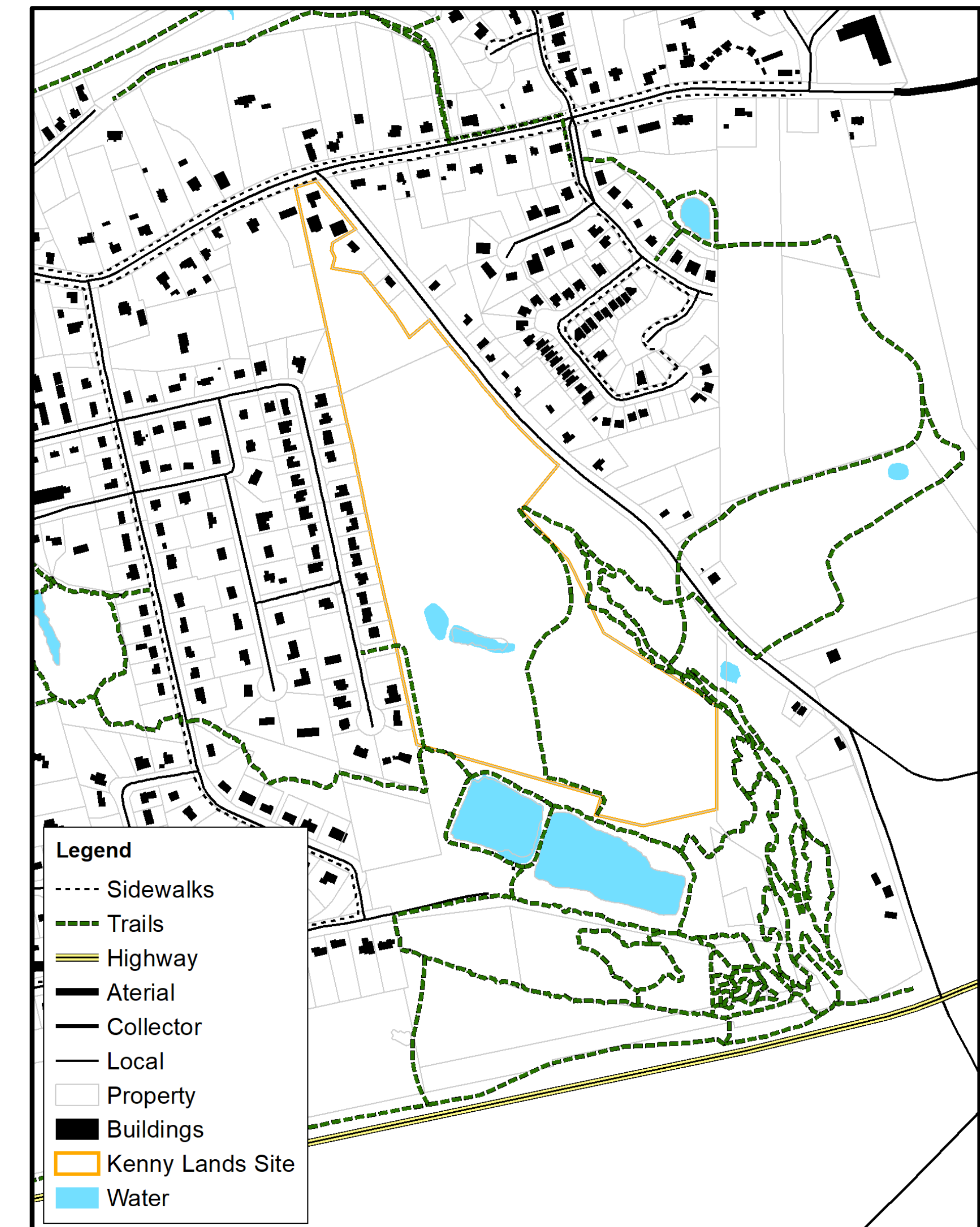
Inventory – Opportunities and Constraints

Vegetation, Hydrology, Topography, Geology & Soils



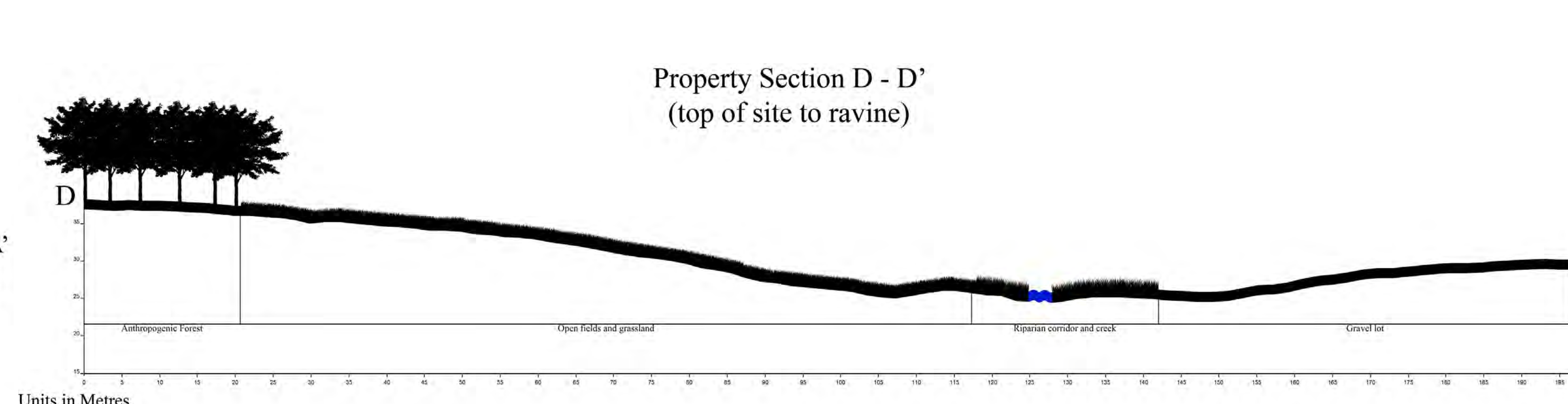
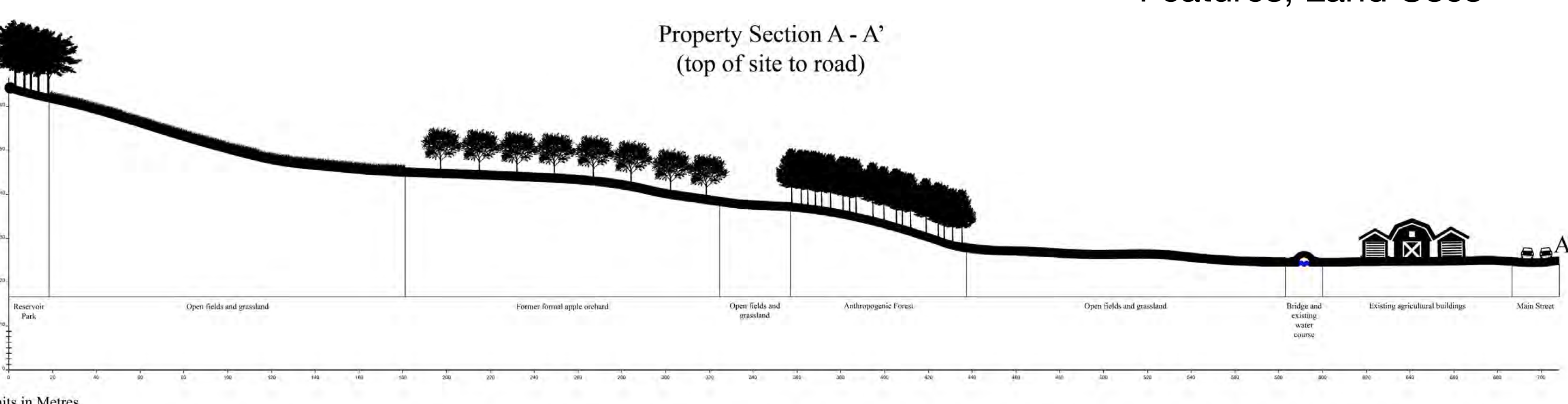
Inventory - Social Capital

Population & Demographics, Architectural Character, Housing Types, Housing Affordability, Streetscape Trends, Proximity to Services, Historic Features, Land Uses



Inventory - Connections

Road Types & Traffic Use, Public Trails & Paths, Pedestrian Infrastructure, Current Transit Options, Tourism Connections



Wolfville Future Neighbourhoods

Case Study: Skinny Streets



Villebois

Location: Wilsonville, OR
 Year Established: 2004
 Population: ~21,500
 Total Area: 482 acres
 Open/Green Space: 39%

Community Centre

- Public piazza with a central fountain
- Accessible recreational facilities
- Number of mature trees preserved
- Condominiums and row houses
- Four different builders



Green and Grey Connection

- 160 acres of trails, parks, and open space.
- Incorporates wetlands and wildlife habitats
- Coffee Lake Creek runs through the community
- Protected lands of Graham Oaks Nature Park
- Pedestrian-scaled loop facilitates



Green Infrastructure

- Translated as “village near the woods”
- Designed to restore the historic drainage pattern
- Network of open space and urban forest
- Villebois’ green space is estimated to be composed of 22% parkland and 78% natural landscape



Prairie Crossing

Location: Grayslake, IL
 Year Established: 1970s
 Population: 36,689
 Total Area: 675 acres
 Open/Green Space: >50%

Educational Opportunities

- Acknowledges and preserves farming tradition
- Educates future generations on cultivation practices and locally-grown food
- Farm-based programs to teach children and young adults how to grow and market produce.



Architectural Character

- Acknowledged for its architectural character and colour palette
- Evokes a Midwestern Americana style
- Pastoral setting that conveys an authentic picture of rural America



Environmental Conservation

- Primary design goals of biodiversity, native landscaping, and stormwater management
- Maintains natural landscape, restores wildlife habitats and biodiversity
- Active, knowledgeable, and cooperative relationship between residents and environment



Radburn

Location: Fairlawn, NJ
 Year Established: 1929
 Population: 3,100
 Total Area: 106 acres
 Open/Green Space: 16%

Community Centre

- A central park that serves as the ‘front yard’ for residences
- Vehicular access on the back side of buildings.
- Number of commercial uses that provide necessary services for the community at large.



Residential ‘Superblocks’

- Characterized by large-scale ‘superblocks’
- Fine-grained series of pedestrian lane-ways, trails, and open space
- Safe, accessible, and efficient alternatives to the driving.



Active Transportation

- Comprehensive trail network offers residents an uninterrupted connection to the commercial area
- Skinny lane-ways and cul-de-sacs discourage thru-traffic and provide opportunities for active transportation connections throughout.

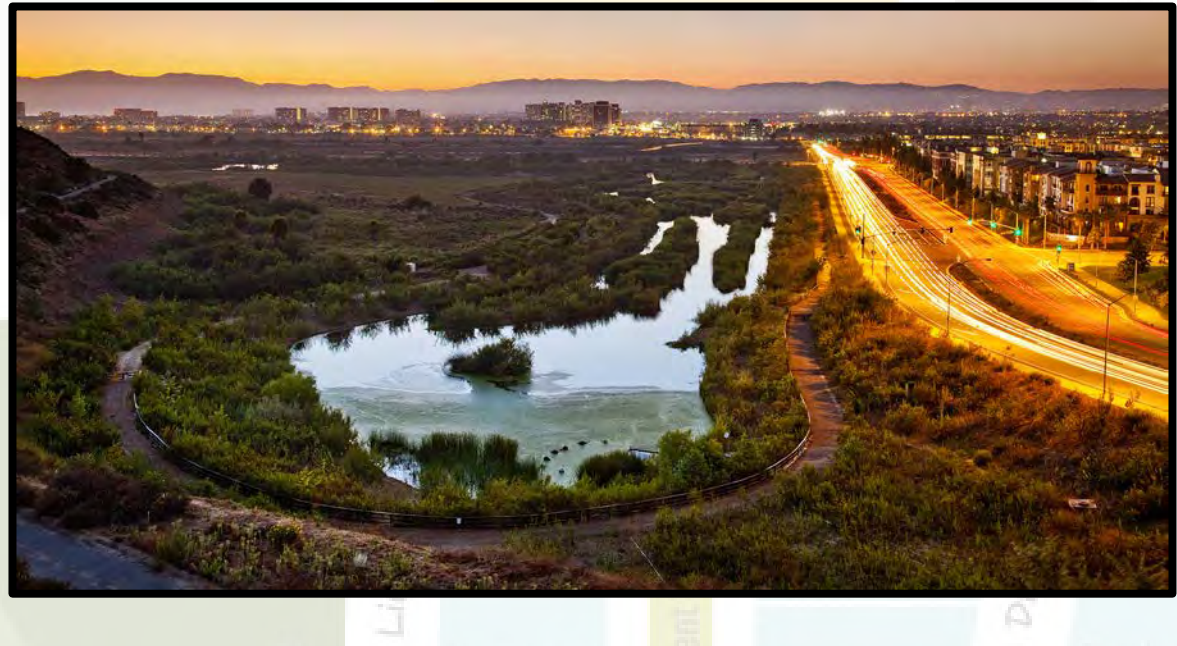


Playa Vista

Location: Los Angeles, CA
 Year Established: 2004
 Population: 59,560
 Total Area: 1,097 acres
 Open/Green Space: 65%

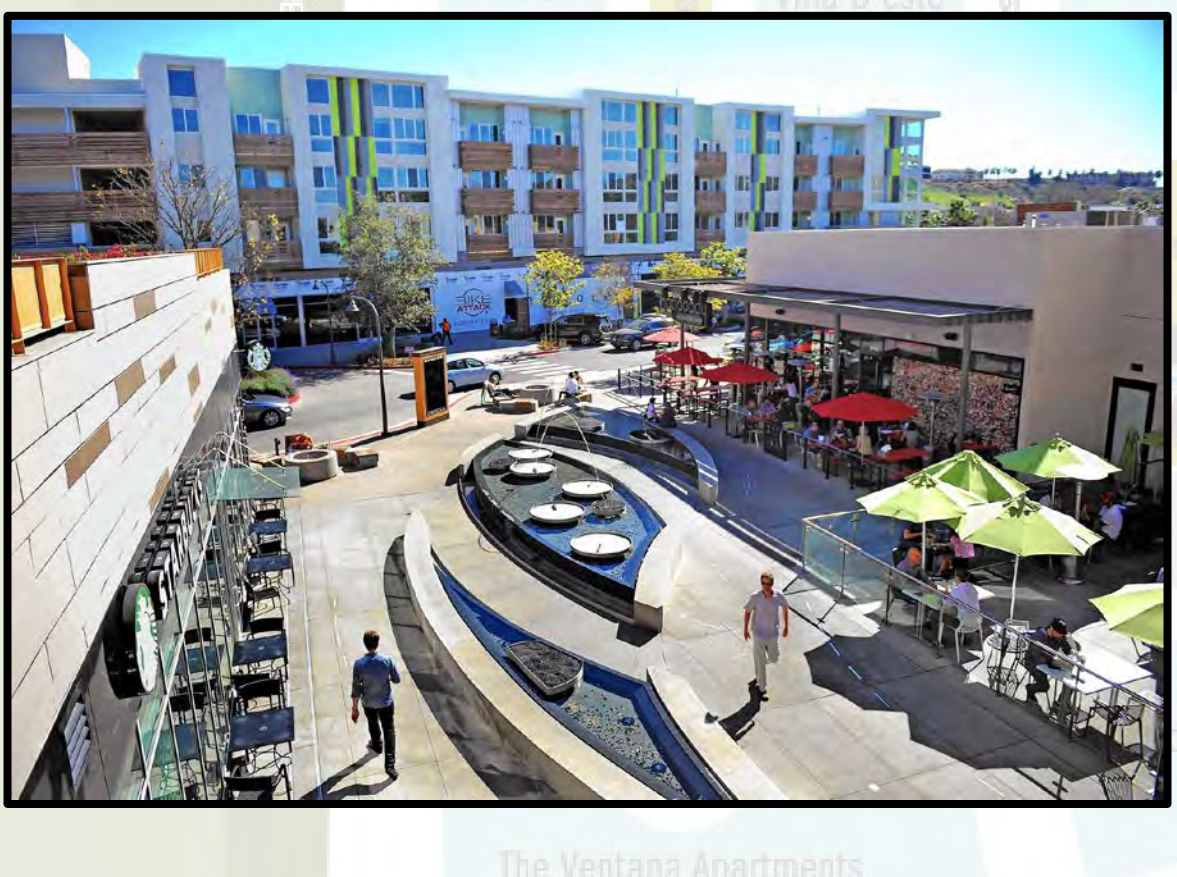
Environmental Conservation

- Conservation and protection of sensitive and/or threatened natural systems.
- Integrate strong, formalized gray networks and facilities with wilderness and wildlife preserves.



Mixed-Use

- Majority of the land area is allocated to open/green space, small scale retail opportunities serve each of the 12 districts
- Mix of housing types ranging from stacked townhouses, single-family detached dwellings, and four to five-story apartment complexes.



Green & Grey Connections

- Residential development is clustered and separated from thorough-fares
- Networks of trail systems facilitate easy, convenient movement through residential areas
- The implementation of cul-de-sacs discourages thru-traffic and increases pedestrian safety.



Wolfville Future Neighbourhoods

Case Study: Sustainable Urbanism



Glenwood Park

Location: Atlanta, GA
 Year Established: Early 2000s
 Population: ~15,000
 Total Area: 28 acres
 Open/Green Space: N/A

Leverage Existing Infrastructure

- Enhance existing infrastructure connections.
- Narrow tree lined streets with wide sidewalks and rear garages to foster pedestrian activity
- Create an environment that feels safe and comfortable

Central Green Corridor

- Designed around a large community space
- Eyes on the park and foster community safety
- Includes playgrounds, multiuse open space to allow for free play and pick-up games
- Fully vegetated with native plants to provide suitable habitat for wildlife.

Mixed Housing Supply

- Mix of architects to design the look of the community.
- Break away from the homogeneity of modern suburban development
- A variety of housing types included brownstone style townhomes and condominiums, single detached, live work apartments and commercial land uses throughout the site.



Greenwich Millennium Village

Location: London, UK
 Year Established: 2008
 Population: 2,300
 Total Area: 72 acres
 Open/Green Space: 30%

Stormwater Management

- 12,000 trees and 14 acres to open space
- Ecology Park, education and flood protection
- High walls on the north combination with weeping roofs that will deflect winds to create microclimates

Local Public Transit

- Encourages the use of public transportation
- 0.7 parking spaces per residence were provided, additional 275 spaces for non-residential use.
- Parking is be placed underground or on the outside of the site to minimize traffic impacts

Alternative Power Generation

- District energy program which uses a gas turbine to generate electricity
- The waste heat captured was used for passive heating and potable hot water
- Leveraged passive solar design, high thermal insulation, efficient windows, daylighting of interiors, and controlled lighting for common areas



Holiday

Location: Boulder, CO
 Year Established: 2007
 Population: N/A
 Total Area: 27 acres
 Open/Green Space: N/A

Affordable Housing

- 40% affordability rate with a total of 138 units
- Tied to the median income of the city
- Affordable housing is sprinkled throughout the neighbourhood
- Not distinguishable from other forms of housing

Local Public Transit

- Access to consistent, safe, affordable transportation
- Existing bus system is integrated throughout the neighbourhood
- Car share depots can at various locations

Sustainable Building Practices

- Environmental sustainable criteria outlined outlines a minimum standard of environmental sustainable criteria for new development
- Technologies such as solar water heating systems, passive solar orientation, and extra insulation in homes and businesses have significantly reduced energy consumption



BedZED

Location: London, UK
 Year Established: 2002
 Population: N/A
 Total Area: 4 acres
 Open/Green Space: ~25%

Sustainable Building Practices

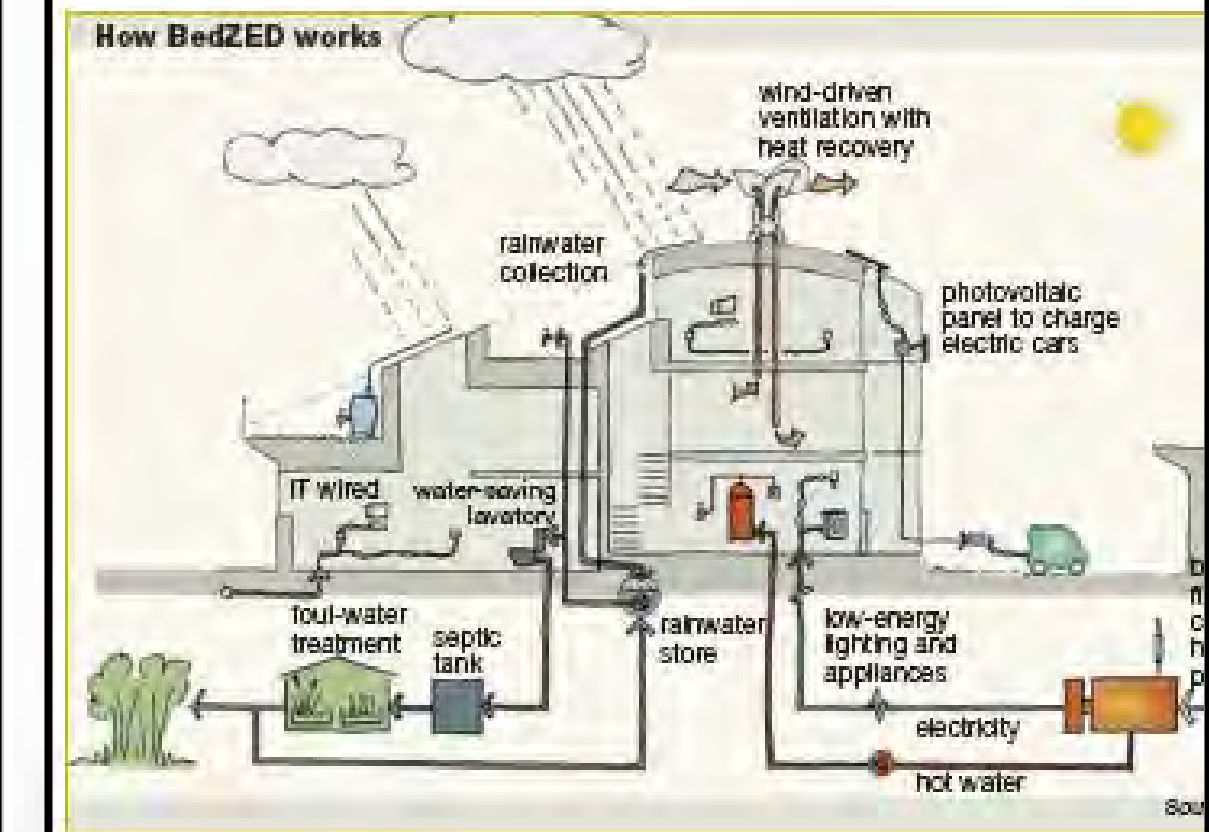
- Focused on innovative building design
- Building materials were recycled and sourced within 50-miles
- Dense enough for on-site water treatment plant

Alternative Power Generation

- Woodchip fueled heat and power plant
- Shared building walls and super insulation
- Efficient and cost effective airtight envelope that keeps in heat and exceeds th70

Stormwater Management

- Stormwater drainage is directed into natural ponds on the site
- Harvested rainwater provides irrigation for the site and urban gardens
- Storm and rain water may also be collected through the incorporation of living roves that are fitted with grass or moss.



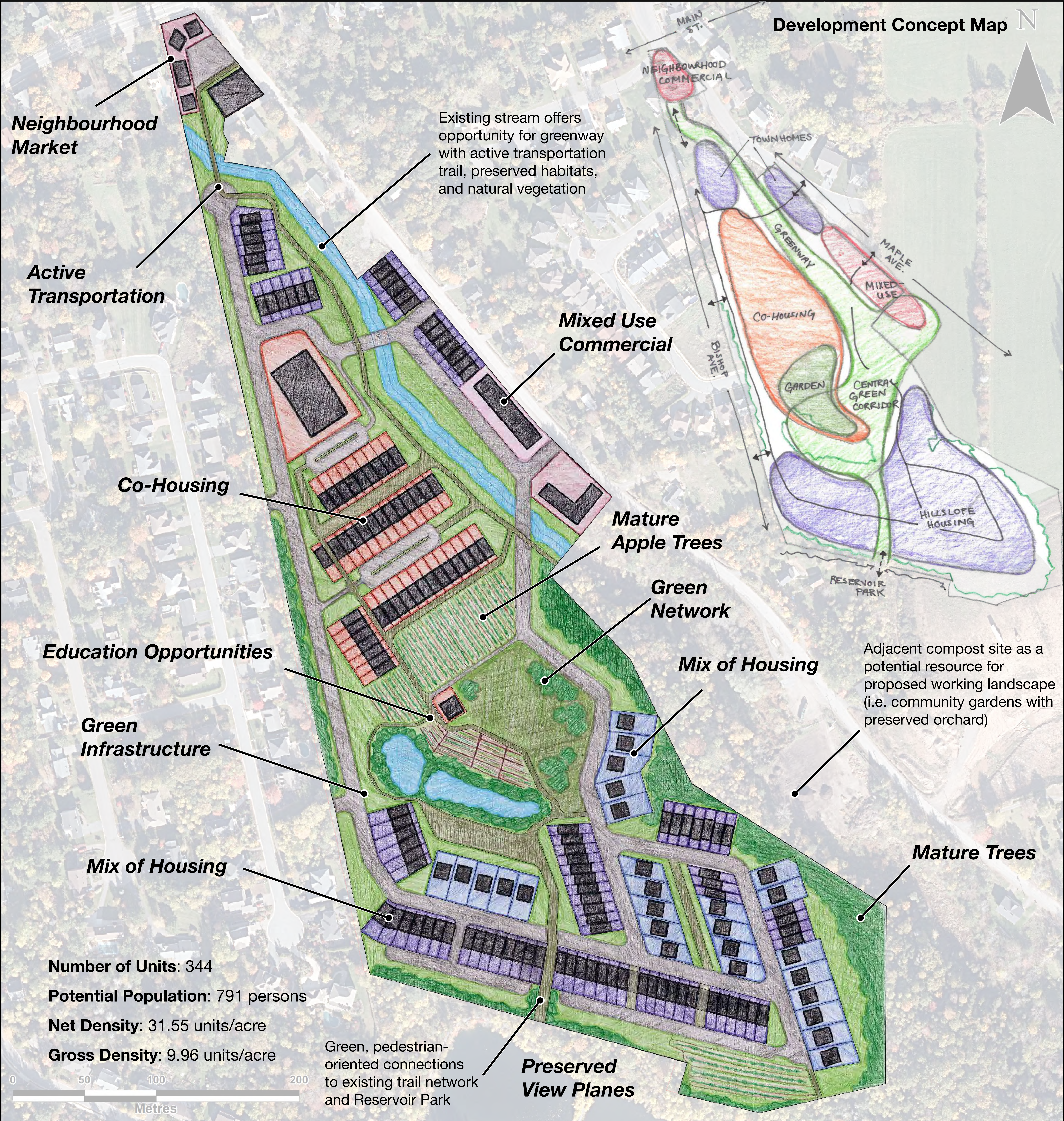
Wolfville Future Neighbourhoods

Site Plan: Sustainable Urbanism



Wolfville Future Neighbourhoods

Site Plan: Skinny Streets



Wolfville Future Neighbourhoods

Key Requirements



Leveraging Existing

Infrastructure The plan also respects the natural features of the site, such as the steep slope at the southern end, by adjusting the road network so that it is easily accessible by all modes of transportation.

Alternative Power Community spaces can incorporate solar panels and small windmills that can store and use energy to power the community.

Mixed Housing Types are found throughout the neighbourhood, from single-family detached to denser townhouses, co-housing and apartments.

Density Ensure proposed neighbourhood density can support public infrastructure costs.

Accessible Local Public

Transit Connections through the site to surrounding areas provide opportunity for public transit stops.

Sustainable Urbanism

Central Green Corridor

A central shared corridor with open space elements flows through the neighbourhood connecting Reservoir Park to surrounding areas.



Mixed-Use and commercial main access road, Maple Avenue, to service local residents and surrounding communities.



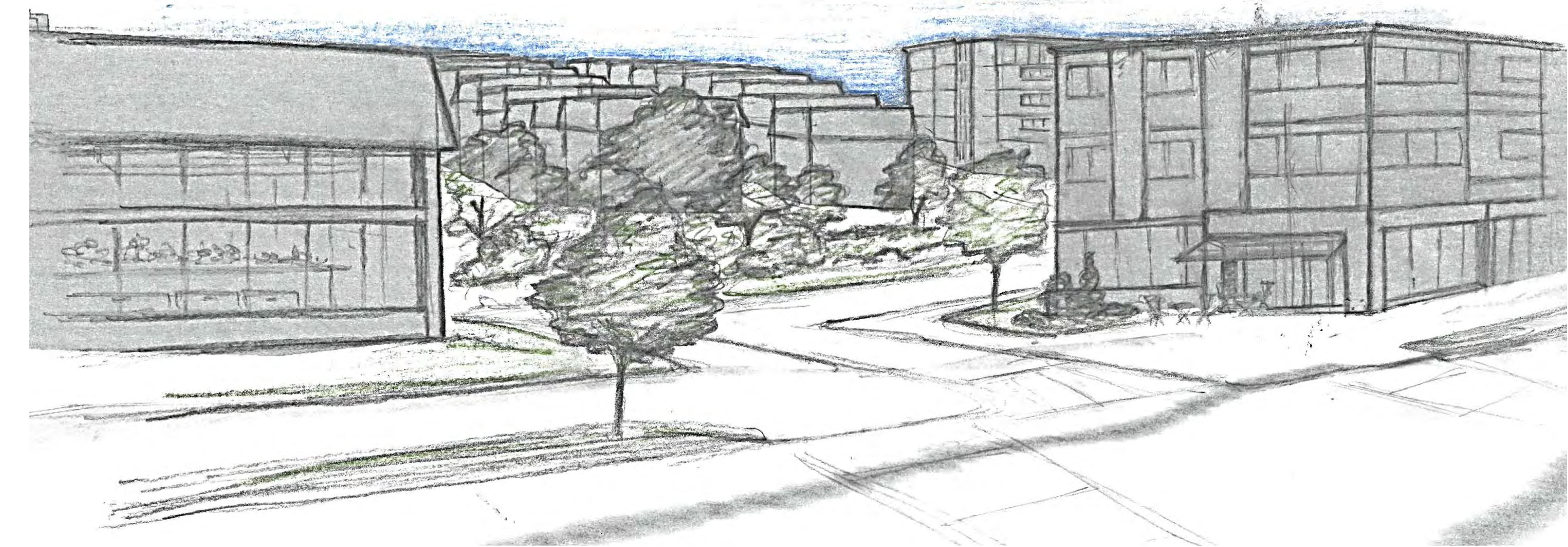
Environmental Considerations

The site plan further develops the existing stream, which once had a natural retention pond that could be transformed into a wastewater reserve.

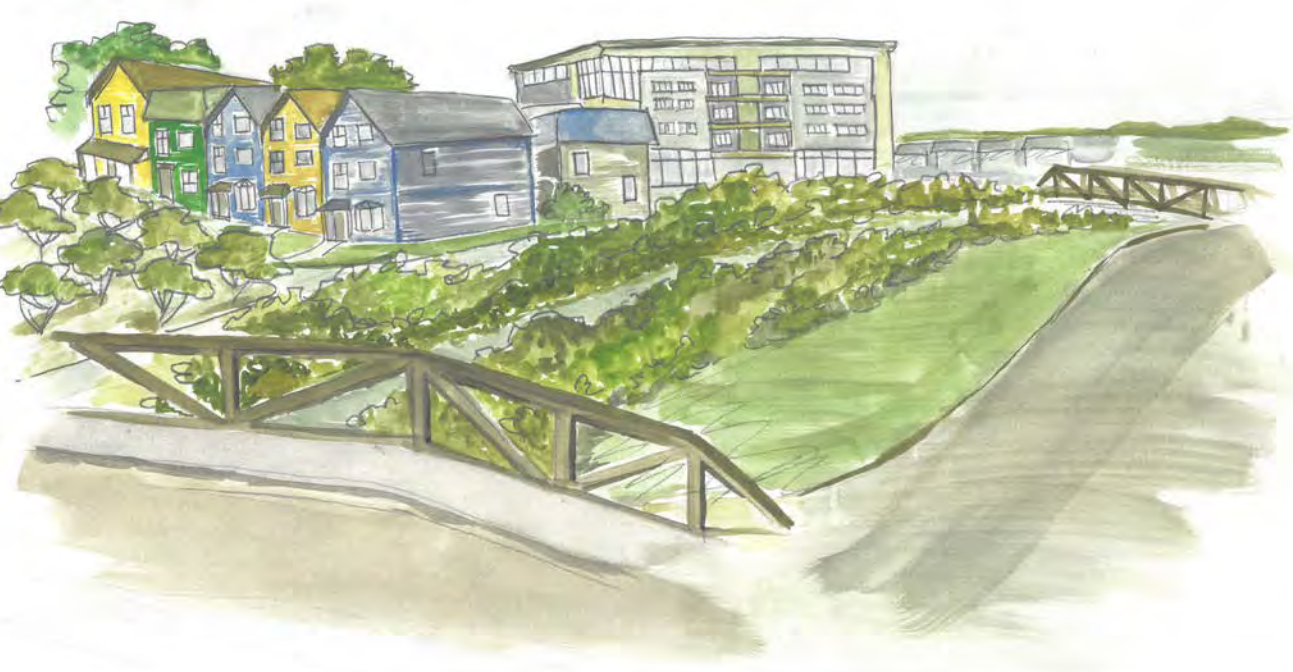
Stormwater Management is an excellent opportunity to educate residents on issues of environmental conservation and sustainability.

Sustainable Building Practices

Recycled and local materials can be sourced for neighbourhood development.



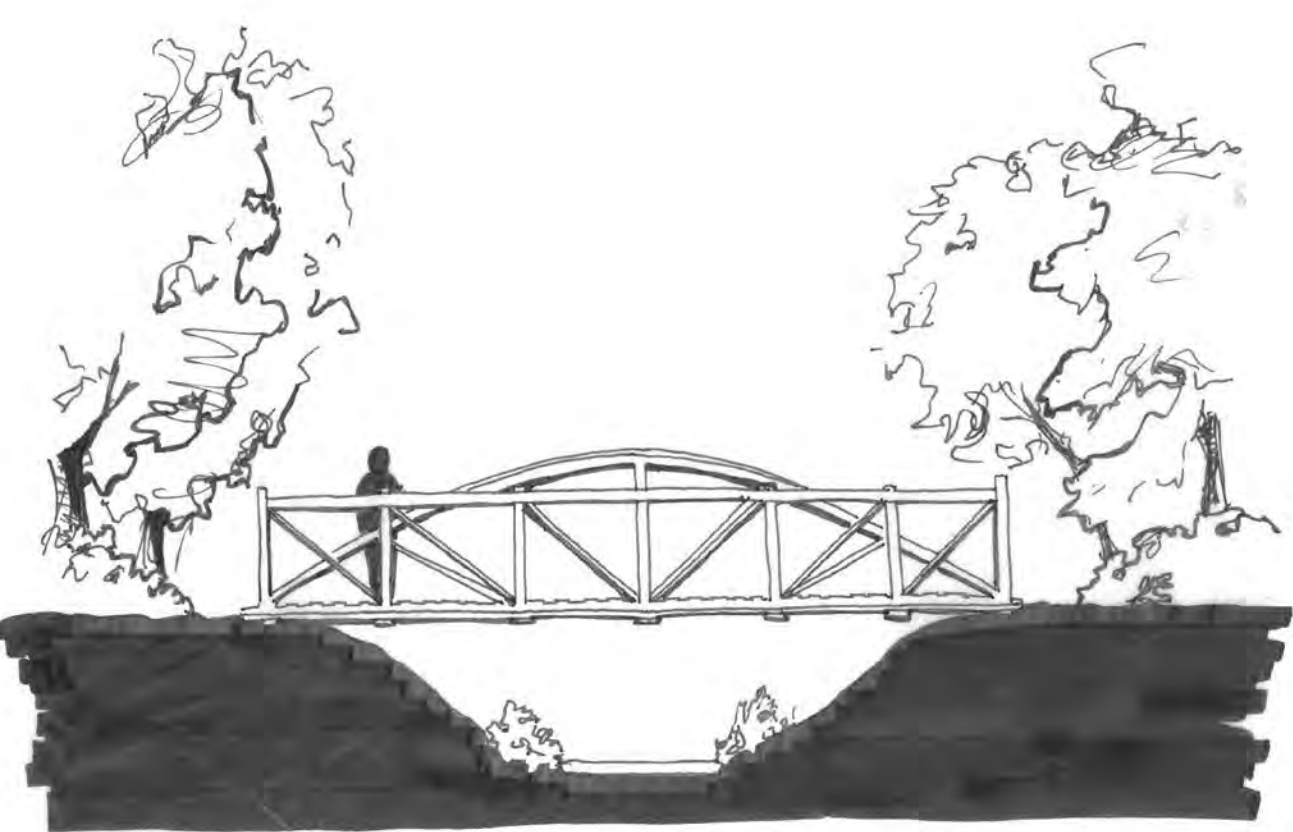
Skinny Streets and Green Neighbourhoods



Working Landscapes Explicitly integrates natural open space into the built landscape to facilitate between ecological systems and community use. Residents could share and cultivate the central community gardens and orchard.

Conserving Natural Assets retained where possible to preserve quality of green space and assist with drainage and soil retention, as well as conserve natural habitats.

Mixed Housing Types accommodate diverse socio-economic groups and family units. Co-housing is beneficial for student and senior populations.



Maintaining View Planes Views are preserved by low-density houses along the upper ridge and terraced buildings over steep slopes. Green corridors offer unobstructed views. Cluster housing offers dual frontages to a network of pedestrian-only green streets leading to a shared open space at the heart of the community.

Education Opportunities for sustainable practices, local food production, and ecology through the central farm building operated through the co-housing association.



Green and Grey Connections extend from trail connections through pedestrian streets, open green space, planted with local vegetation, and a greenway along the existing stream. Streets restrict automobile movement to the outer edges of the site to encourage active transportation within the community.

Slope Retention Placement of roads is sensitive to the topography of the site and follows Town policy.



Guiding Principles

Sustainability Sustainability based on environmental and financial indicators to ensure a prosperous and adaptable neighbourhoods for current and future Wolfville generations.

Environmental Sustainability refers to 3, while considering innovative practices and solutions to harness new environmental opportunities.

Economic Sustainability refers to the financial viability of the proposed development for the CDD site. Developers must demonstrate consideration of residential density versus public infrastructure costs have been considered

Connectivity Green and grey networks weave through the neighbourhood connecting the proposed site to surrounding neighbourhoods and the Town at large. Connections are clearly marked to implicitly guide pedestrians into and out of the site.

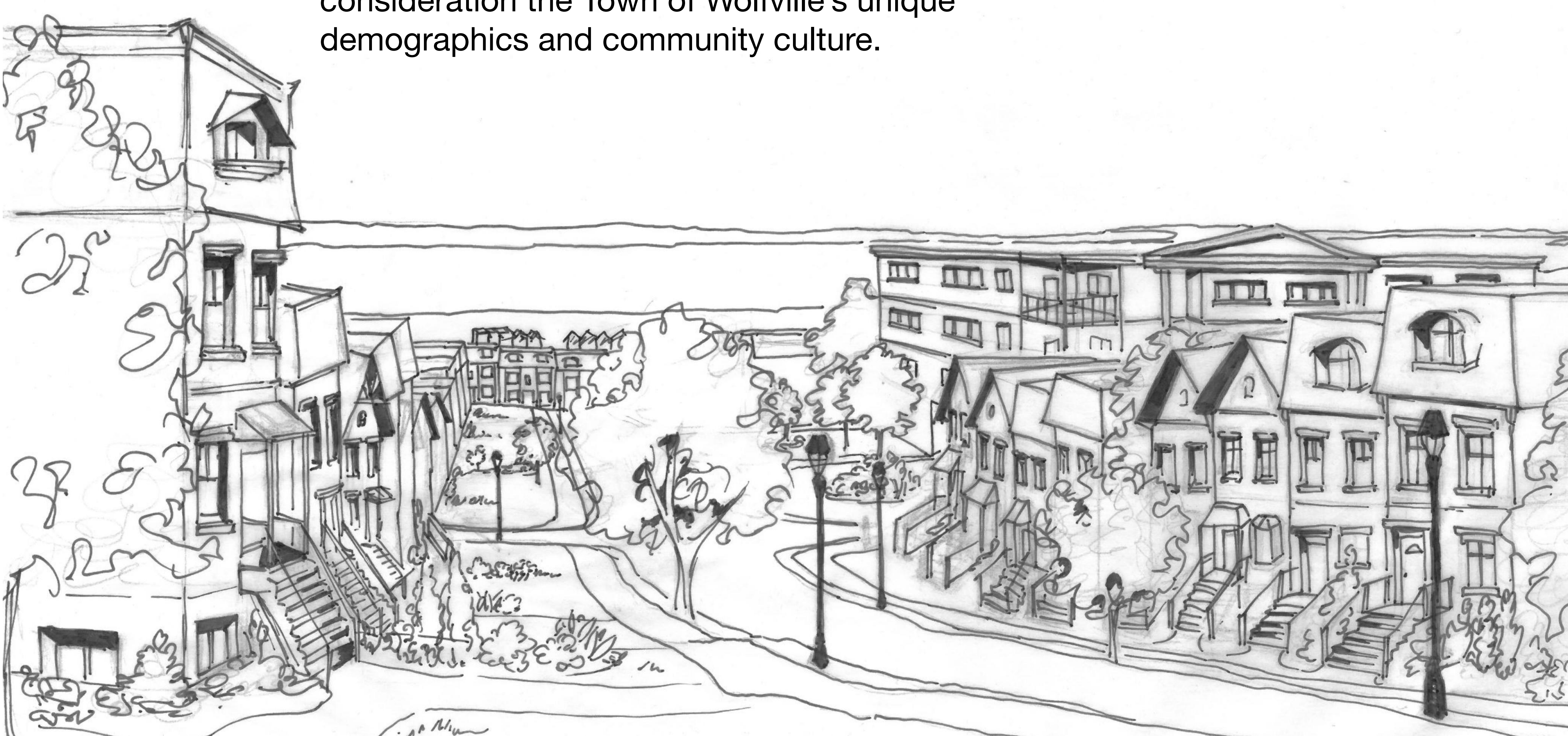
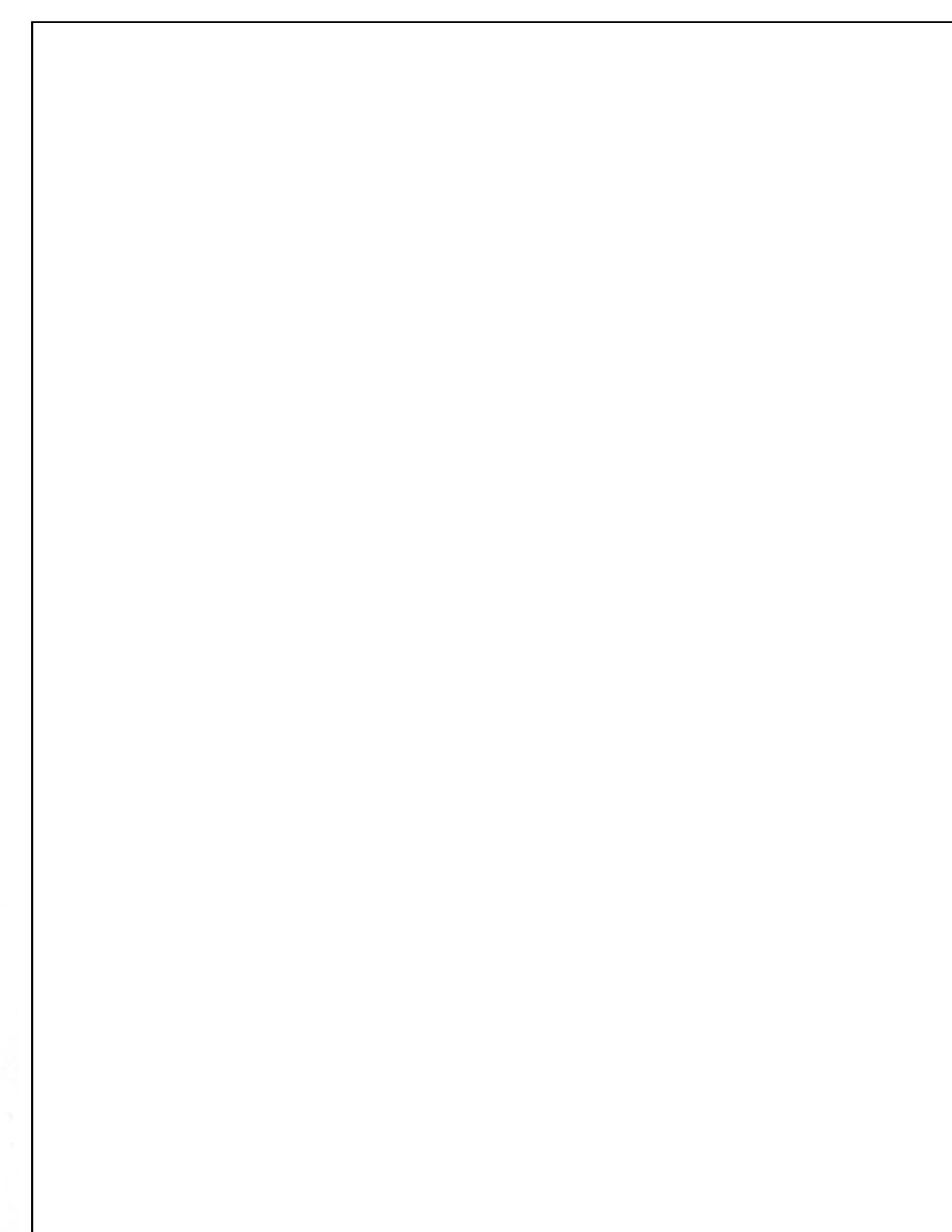
Complete Community The proposed development encompasses an array of land uses that reflect the needs of Wolfville residents and the neighbourhood members. A community centre ties surrounding areas and services together logically with daily needs within walking distance.

Inclusivity Neighbourhood design, provisions, and unit affordability account for individuals and households of various sizes and income levels. Where possible, infrastructure and building practices will accommodate accessible building practices. Mixed housing types are available throughout the neighbourhood and take into consideration the Town of Wolfville's unique demographics and community culture.



Sustainability Checklist

This Sustainability Checklist tool is intended for developers to use during the development of their proposal for CDD zones in Wolfville. This tool serves to provide structure and guidance to developments that align with the Town's vision for sustainable, walkable, and equitable neighbourhood development.



REQUEST FOR DECISION 033-2021

Title: Indemnification and Legal Assistance

Date: 2021-05-18

Department: Office of the CAO



SUMMARY

Indemnification and Legal Assistance

The Town of Wolfville has drafted policy that seeks to enable the provision of legal assistance to Council members and staff in situations where they might be drawn into a legal action based on duties performed in good faith or, in situations where protection from harassment may be warranted.

Currently, both staff and members of Town Council have indemnification coverage through our insurance provider, but there is nothing available to assist staff or members of Council if they are impacted by harassment from external parties.

The Indemnification and Legal Assistance Policy will allow the Town, through direction of Council, to respond in a timely and measured way, when and if there is a need.

DRAFT MOTION:

That Council approve the draft Indemnification and Legal Assistance Policy as presented.

REQUEST FOR DECISION 033-2021

Title: Indemnification and Legal Assistance

Date: 2021-05-18

Department: Office of the CAO



1) CAO COMMENTS

The CAO supports the recommendations of staff.

2) LEGISLATIVE AUTHORITY

1. Nova Scotia *Municipal Government Act* (MGA)
2. Nova Scotia *Municipal Conflict of Interest Act* (MCIA)

3) STAFF RECOMMENDATION

Staff recommend the adoption of the draft Indemnification and Legal Assistance Policy

4) REFERENCES AND ATTACHMENTS

- Draft Indemnification and Legal Assistance Policy

5) DISCUSSION

Jurisdictional scan

A jurisdictional scan has shown that policy has been created for indemnification coverage in other municipalities, for example, in the Region of Queens Municipality (Oct. 2013) and it is worth noting that the Business Development Association is also covered by this policy. In Annapolis County (July 2017), there is a similar indemnification policy, which grants the CAO authority to make the decision for coverage.

Outside of Nova Scotia, the City of Toronto's policy was also reviewed, and used as a basis for the draft policy now before Council because of its specific indemnification coverage provided to members of Council. While the City of Toronto policy does not mention harassment, assistance may be provided for members of Council in cases of defamation (*Indemnification Policy for Members of Council*, July 2008). For legal assistance in cases not covered by indemnification insurance, a decision is made by Executive Committee and Council with a value limit of \$25,000.

While indemnification coverage is becoming a more of standard provision, with or without specific policy, legal assistance, in the case of harassment of Council members, is not yet common and no provision of legal assistance for such occurrences showed-up in a jurisdictional scan.

Council members are not "employees"

The Town of Wolfville has, since 2008, provided a workplace free from harassment and discrimination as per Policy 130-021, but members of Council are not covered by this policy because they are **not** deemed

REQUEST FOR DECISION 033-2021

Title: Indemnification and Legal Assistance

Date: 2021-05-18

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“employees,” nor is the Town considered their “workplace.” This is consistent across both the Province and the Country.

Policy considerations

This policy supports the Town in formalising the provision of indemnification coverage for Town employees and Council members (representatives) against claims that may arise from the good faith performance of their duties. Insurance currently covers this provision, but the policy clarifies use.

This policy will also provide legal assistance for both employees and members of Council if they choose to defend against harassment. The inclusion of members of Council in this policy recognises the need to provide additional supports to Council members fulfilling their duties at a time when the harassment of public officials is becoming more common.

Members of Council are currently without protections of traditional workplace harassment coverage, so this policy allows Wolfville to take a bold step in providing legal assistance as needed to members of Council. As noted, no other policy providing this specific coverage could be found through a jurisdictional scan.

Because insurance does not provide coverage, there is a suggested limit of \$25,000 and staff recommend keeping the process at the Council level, which is provided for in the presented policy.

It should be further noted that insurance coverage is not currently available to provide a defense against harassment so the total amount would come from the Town’s operational budget. Additionally, it should be noted that while Council maintains the ability to make determinations under the Policy, precedent will be set if this Policy is adopted, and Council grants this coverage to an employee or Councillor.

6) FINANCIAL IMPLICATIONS

Where applicable, Indemnification is covered through the Town’s insurance at this time.

Should this policy be adopted, in the event an employee or representative becomes a victim of harassment or discrimination and decides to retain counsel independently to institute legal proceedings against the perpetrator(s), Council may provide direction that said employees or representative may be reimbursed for legal expenses to a maximum of \$25,000 where reimbursement of funds is warranted upon consideration of all the circumstances.

The Town Council may, in its sole discretion, put such limits and/or terms upon the reimbursement as it deems fit.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

REQUEST FOR DECISION 033-2021

Title: Indemnification and Legal Assistance

Date: 2021-05-18

Department: Office of the CAO



- **Social Equity:**

It is both fair and reasonable for members of staff and Council, acting in good faith, to be provided with indemnification coverage. Additionally, by taking a proactive stance to support staff and members of Council against harassment through the provision of legal assistance, this policy ensures equal support and protection through the removal of personal financial burden to both employees and members of Council.

- **Community Wellness:**

Supporting both staff and members of Council with indemnification protection builds trust in the team that operates and governs the Town of Wolfville by placing a focus on our commitment to act in good faith. With the added provision of legal assistance for any member of Council or staff experiencing harassment, the Town of Wolfville will be able to mitigate the impact and harms of harassment.

8) COMMUNICATION REQUIREMENTS

Internal communications will include a review of how staff and members of Council can report incidents.

9) ALTERNATIVES

To not adopt the draft Indemnification and Legal Assistance Policy, or to adopt it with changes. Changes could include such sections as the upper dollar limit of support.

Indemnification and Legal Assistance Policy

1.0 Purpose

To establish a Policy that permits the Town to provide indemnification to Town employees and representatives for liabilities arising out of the good faith performance of their duties for the Town.

The Town of Wolfville is committed to:

- Promoting an environment in which its employees and representatives may perform their duties without concern of civil or criminal liabilities arising from the good faith performance of those duties
- Protecting the Town's interests in relation to potential or actual liability arising from the acts or omissions of an employee or representative
- Providing an environment in which its employees and representatives are protected from discrimination and/or harassment

2.0 Scope

This policy is applicable to all Town employees and representatives. This policy does not apply to allegations or complaints of discrimination or harassment by a Town employee or representative against another Town employee or representative.

3.0 References

3.1 Nova Scotia *Municipal Government Act* (MGA)

3.2 Nova Scotia *Municipal Conflict of Interest Act* (MCIA)

4.0 Definitions

4.1 EMPLOYEE OR REPRESENTATIVE

All direct employees of the Town as well as all Town Council members.

4.2 DUTIES

The employee's work as defined within their respective job description and/or other tasks or actions that are authorized by the employee's manager/supervisor. The representative's actions in carrying out their mandate as authorized by Bylaw, Policy, Resolution or otherwise under the MGA.

4.3 GOOD FAITH

The carrying out of one's duties which are performed honestly, openly and without malice or ulterior motive, even if the performance is done negligently or results from an error in judgment.

4.4 INDEMNIFICATION

Compensation to or on behalf of an employee or representative for legal fees and/or financial losses incurred by them in respect of civil, criminal or administrative actions or proceedings to which they become a party as a result of carrying out their duties.

4.5 HARASSMENT OR DISCRIMINATION

This Policy only applies to harassment or discrimination perpetrated by non-Town employees or representatives. Harassment includes criminal harassment, sexual harassment as defined under the Nova Scotia *Human Rights Act* (HRA) and conduct prohibited under the Nova Scotia *Intimate Images and Cyber-protection Act*. Discrimination means discrimination as defined under the HRA.

4.6 LEGAL ASSISTANCE

The provision of legal representation and advice by the Town or another approved outside legal counsel.

5.0 Policy

5.1 CRITERIA

Employees or representatives who meet all of the following criteria may be eligible for indemnification and/or legal assistance:

- the employee or representative's actions or omissions at issue were within the scope of their duties and authority
- the employee or representative acted in good faith
- if applicable, the employee or representative reasonably believed that their conduct at issue was lawful
- if applicable, the employee or representative became a victim of harassment or discrimination in connection with their role with the Town or the carrying out of their duties.

5.2 NOTIFICATION AND DETERMINATION OF ELIGIBILITY

In order to be eligible for indemnification and/or legal assistance, employees or representatives must inform the Town CAO at the earliest opportunity after

experiencing discrimination of harassment or becoming aware of any alleged act or omission arising during the course of their duties that may give rise to the need for legal counsel or to a claim against them or the Town. In the case of a claim against the employee or representative, the notification must include details identifying:

- Relevant and related events
- A description of the incident / event
- A list of persons who are directly involved and/or potential witnesses
- Details regarding charges (or accusations) against the employee
- Any actions taken to correct the situation

The CAO will inform Town Council. The Town Council shall, on an *in camera* basis, determine whether the employee or representative meets the requirements of this policy for indemnification and/or legal assistance, whether indemnification and/or legal assistance will be provided, and if so, the terms of the indemnification and/or legal assistance. In the event a member of Council is the party seeking indemnification and/or legal assistance, the provisions of the MClA shall be observed.

5.3 PROVISION OF LEGAL ASSISTANCE

Employees and representatives may be eligible to receive legal assistance under certain circumstances, which include the following:

- They are charged with a criminal or provincial offence
- They may be subject to a penalty, including an administrative penalty.
- They are sued or threatened with a civil action
- They are required to be a witness at a trial as a result of a work-related duty
- They are required to appear before a judicial inquiry or other inquests
- They are interviewed by the police or other authorities in circumstances that may lead to charges against the Town
- They are subject to disciplinary proceedings of their professional organization for issues related to professional conduct during the course of their duties
- They are a victim of harassment or discrimination

If legal assistance is to be provided, the Town solicitor or approved legal counsel for the Town will normally provide such assistance.

If the provision of outside counsel is approved in accordance with this Policy, conditions regarding payment such as maximum reimbursement will be determined by Town Council on an *in camera* basis.

Employees and representatives are responsible for cooperating with assigned legal counsel.

Employee or representatives who are approved for legal assistance in accordance with this Policy may choose to obtain outside legal counsel at their own discretion and at their own expense. If an employee or representative wishes to decline representation by the Town, a written confirmation must be submitted.

The Town shall have conduct of any proceedings for which legal assistance has been provided under this policy.

The Town reserves the right to recover any indemnification or other costs by way of subrogation or other avenues.

Any decision to provide indemnification to an employee under this policy does not preclude a department from taking disciplinary or administrative action against the employee or representative if appropriate.

5.4 REIMBURSEMENT

In the event an employee or representative becomes a victim of harassment or discrimination and decides to retain counsel independently to institute legal proceedings against the perpetrator(s), upon the approval of Council acting *in camera*, employees or representatives may be reimbursed for legal expenses to a maximum of \$25,000 where reimbursement of funds is warranted upon consideration of all the circumstances.

The Town Council may, in its sole discretion, put such limits and/or terms upon the reimbursement provided in this section 5.4 as it deems fit.

5.5 CONTRAVENTION OF THE MCIA

No indemnification or legal assistance will be provided to an employee or representative in respect of an allegation that they contravened the MCIA.

From: [Andrea SW](#)
To: [Town Council](#); councillors@countyofkings.ca
Subject: Earth Day: Energy Costs of wireless tech, fyi
Date: April 23, 2021 3:40:23 PM
Attachments: [InefficiencyOfWireless.png](#)
[CellularPowerRequirements.png](#)
[MoreSustainableNetworking.png](#)

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Wolfville and King's County Councillors,

Here is some important information concerning energy use for your sustainability planning. I include the descriptive paragraph from the email I received with the link to the video, and I've taken three screen shots for some quick access info. As you'll see, there is a lot to recommend wired access to the premises.

All the best,
Andrea

1) A presentation for Earth Day that has **a lot of detailed information about the greater amounts of energy required for wireless devices and networks than wired ones.** This is information that should be presented to anyone concerned with climate change. If people don't care about EMF's effects on health, perhaps they will care about the effect on the earth. The presentation is about 43 min. followed by Q&A. At about the 30 min mark he tells why smeters' only benefit the utilities bottom line while contributing to global warming.

Expanded Wired Communications -- Presentation and Q&A -- Earth Day Special

<https://www.youtube.com/watch?v=kFuFxq8jONo> 1:49 hr.

From: [Andrea SW](#)
To: [Town Council](#)
Subject: sustainability fyi
Date: April 21, 2021 10:44:59 AM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Town of Wolfville,

I thought you'd like to know about this talk:

On Earth Day, April 22nd, Miguel Coma and Katie Singer will speak at the European Broadcasting Union's *Sustainability Summit* about defining our terms before we call 5G sustainable: <https://tech.ebu.ch/events/sustainability2021>

I also came across this article of interest on the topic of "sustainability" I've been wanting to share: <https://www.wired.com/story/solar-panels-are-starting-to-die-leaving-behind-toxic-trash/>

All the best,
Andrea

From: [Andrea SW](#)
To: councillors@countyofkings.ca; [Town Council](#)
Subject: Time sensitive C4ST announcement + alt energy letter
Date: April 28, 2021 8:52:34 AM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear County of Kings and Town of Wolfville,

1) Special announcement from C4ST:

Former President of Microsoft Canada, Frank Clegg Challenges a President of Rogers Communications to return the \$150m subsidy of taxpayer money

Dean Prevost, President of Connected Homes and Rogers for Business, Rogers Communications was addressing a virtual media conference on [March 19](#), announcing that Rogers is the successful winning bidder in the Eastern Ontario Regional Network project. The plan calls for antennas to be added to the current 300 towers and installations of 350 new cell towers. Mr. Prevost also discussed “the hundreds and hundreds of thousands of more Canadians” who can be impacted if this type of project is expanded to other parts of Canada.

In that media conference, **Prevost stated that radiation from 5G systems, cell towers and antennas is safe.**

Not once, but FOUR times.

In a short video, Frank Clegg, Former President of Microsoft Canada, challenges Mr. Prevost to show us the proof—actual scientific evidence in the peer-reviewed literature—that the radiation emitted by 5G and cell tower antennas is safe. In the news release announcing the video, Frank also asks for Rogers to return the \$150m subsidy of taxpayer money if the evidence is not provided. **On Wednesday, April 28, at 8:00 am PT**, that video will be posted on C4ST's facebook <https://www.facebook.com/search/top?q=C4ST%20-%20Canadians%20for%20Safe%20Technology> For those who don't use Facebook, look on the front page of our website www.stopsmartmetersbc.com for the video. **Please "like" the video and forward to your friends and family. Let's get this to go viral.**

2) Another "Dear Greta" letter by Katie Singer to help us better understand some of the "green" alternatives to fossil fuels.

Industrial-scale intermittent wind power: recognizing its unreliability before we spend billions
a column about nature and technology

"Greenwashing our dependence on electricity and the fact that every fuel source—including wind and solar photovoltaics [31]—has harmful consequences does not reduce those consequences. Who benefits when we call wind “clean” and “carbon neutral?” Who benefits when legislators vote on spending billions on industrial wind without due diligent evaluations? With due diligence on our table, what solutions (to energy demands, climate chaos and biodiversity loss) could emerge?"

<https://www.ourweb.tech/letter-21/>

Katie also recommends:

"Bright Green Lies," Julia Barnes' documentary is now available. Based on the book by Derrick Jensen, Lierre Keith and Max Wilbert, Bright Green Lies is about the ecological impacts of "renewable" power.

Katie highly recommends this film AND the book. www.brightgreenlies.com

Sincerely,
Andrea

From: [Courtney Harris](#)
To: [Town Council](#); [Kelton Thomason](#); [Alisha Christie](#); [Nick Zamora](#); [Dave Taylor](#); [Karen Outerleys](#)
Subject: Community Recreation Proposal
Date: May 5, 2021 2:23:27 PM
Attachments: [Toddler Playground Letter.docx](#)

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello,

I have attached a letter for a community recreation proposal I would like you to consider for the town.

Thank you,

Courtney Harris

Courtney Harris

May 5th, 2021

Town Hall
359 Main St.
Wolfville, NS
B4P 1A1

To Whom It May Concern,

I want to offer my sincere gratitude and appreciation for the Splash Pad being built in Willow Park. While I understand the significant amount of time, money, and effort that are involved in these projects, I would like you to consider creating a playground that is suitable for toddlers. I envision this could be paired with the Splash Pad. I believe that our community is under-serving our young families with children aged 1-4. I realize that Wolfville currently has playground facilities; however, none are suitable or safe for young children.

I gave birth to my first child during a global pandemic. I feared for her physical health and her social-emotional wellbeing. Due to our community being in lockdown, I was not able to provide social-emotional opportunities for my child that I had planned like community support groups, parent-baby yoga, and public skating to name a few. In fact, my daughter missed out on many recreational opportunities as purchasing any form of equipment was nearly impossible. Basic inexpensive recreational items for toddlers were out of stock like swings, play sets and kiddie pools.

14 Wing Greenwood Playground is an example of a playground designed for children aged 1-4. A toddler playground would benefit the community at large. Many generations of community members could utilize a playground regardless of their socioeconomic status. Social-emotional opportunities in early childhood set the foundation for success in educational settings. Please consider my request to provide this age group with suitable, safe, and accessible recreational opportunities.

Sincerely,

Courtney Harris

From: [Duncan Ebata](#)
To: [Town Council](#)
Subject: Active Transportation
Date: April 23, 2021 2:11:49 PM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good afternoon Wolfville Town Council.

I'd like to know what the rationale is in terms of turning down the active transportation proposal from the recent meeting?

We declared a climate emergency in 2019 and we are far from our goals from reduction in GHG emissions. It seems like an opportunity to show leadership in this area as many towns look to Wolfville for this kind of leadership.

What other proposal might reduce carbon emissions as much as this proposal?
What other proposal(s) for action have the potential to change mindsets around climate change not being an emergency with similar or less costs as well as leveraging the funds we have available?

Sincerely curious,

Duncan

Duncan Ebata

Social Entrepreneur & Community Builder

Office/Cell: 1-902-692-9421

Projects at: duncanebata.com/welcome

*May it be acknowledged that Wolfville is located in Mi'kma'ki ,
the ancestral and unsundered territory of the Mi'kmaq People.
Pronouns: he/him*

From: kevin.gildart@ns.sympatico.ca
To: [Town Council](#)
Subject: Fwd: EV charging pre-wire considerations
Date: April 16, 2021 4:21:53 PM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

----- Original Message -----

From: "kevin.gildart

Date: April 16, 2021 at 4:03 PM

Subject: EV charging pre-wire considerations

Hello Devin, Omar, and Kelton:

We, with assistance from Matt Donovan of Catalyst Sales (agents for Juice Box charging systems), will be submitting our application for an EV-Infrastructure support program next week.

It is our intention to apply for a minimum of 20 internal systems for Latitude 45 Suites.

We are designing in future electrical panel capacity to add an additional 16-20 units, for a possible capacity of 40 units at a future date.

The minimum application threshold is 20 units, and I would not expect that the Town is ready to install that threshold minimum at this point. I would ask you to ponder a "tag along" to our application if you see a wisdom in installing chargers in the Gateway parking lot behind Latitude 45 Suites.

Alternatively, Latitude 45 Suites would consider installing some parking lot charging systems adjacent to Latitude 45 Suites, to be used by town residents and visitors, under a metered usage program to recover our installation and operational costs.

If you feel this offer has merit for the town, and is worth discussion, please connect with me next week. I have been advised that this form of infrastructure support will probably lessen or be withdrawn entirely once target participation levels are reached.

Yours truly,
Kevin Gildart

From: [lukaluka](#)
To: [Town Council](#)
Subject: Inquiry on Busking
Date: April 19, 2021 9:12:13 PM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

To whom it may concern,

Good evening! I hope I've correctly contacted the Town of Wolfville's council in this email. I had an inquiry regarding busking in the town.

I'm a young jazz pianist and I hoped to put together a quartet to play some music and (hopefully) donate some money to charity! I really respect and value Wolfville's community and connection to the arts so I hoped for it to be a nice spot to play. I wanted to make sure there are no details I'm missing, or toes I'm otherwise stepping on, if I were to organize a little bit of playing on Saturday late morning/early afternoon (probably around 11am-2pm tops). I obviously want to respect both the rules set in place by the town, as well as its population. If you otherwise have any comments or tips please also let me know! Me and my fellow jazz musicians would love to play given the opportunity.

If it helps any... I am a pianist, and my quartet has a drummer, a bassist, and a trumpet player. I like to think of our music as not particularly offensive or disruptive to the public, but of course this is all up to interpretation, ha ha.

Additionally, if I've contacted the wrong email for this kind of question... I deeply apologize and would be very grateful if you could redirect me elsewhere.

Thank you,

Lukas James Dunham

From: [Radha Kashyap](#)
To: [Town Council](#)
Subject: Google Listing
Date: May 5, 2021 11:40:19 AM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

towncouncil@wolfville.ca

Good morning!

My name is Radha; I work as a Conversion Analyst.

I was doing research for another client when I came across your site.

After doing a quick analysis of your website, I noticed a couple of issues that are most likely causing people to leave without making you contact.

Would you be interested in getting more and relevant information based on these findings?

If this sounds good to you please email us back to get more info. (No obligations)

Thanks & have a pleasant day!

Cheers,
Radha Kashyap
Conversion Analyst

We sincerely apologize if you find this email an intrusion of your privacy or a source of inconvenience to you.



388 Main Street
Wolfville, Nova Scotia
B4P 1C9



20 April 2021

AT Plan – ICIP Grant Submission Approval

RE: Active Transportation plan

Dear mayor and town councillors

I am writing to express the Annapolis Cider Company's support for the AT plan currently under consideration by the Town of Wolfville. I wish to express my, and my family's, personal support at the same time.

I understand that the timeline provided to council to decide on whether to accept the funding from the ICIP grant programme is extraordinarily short, and that it was not considered during the 2021/2022 budget process. As a business owner and citizen of this town, I appreciate the effort the town council and town's employees are making to consider this initiative despite these sub-optimal circumstances.

The intention of this letter is to urge the town council to make bold decisions that advance our vision as a town, which includes becoming "a community with active transportation networks where people do not have to depend on the automobile".

I have read the document "RFD 027-2021 AT Plan" circulated to business owners in Wolfville, and I sympathize with town council: this is a tough decision to make and I can understand that the outcome may go either way. You have my support either way, but I'd be particularly proud of Wolfville if you choose to be bold and to take the more challenging path of making active transportation a top priority by accepting the ICIP grant.

Thank you for your consideration.

Best regards,

A handwritten signature in black ink, appearing to read "SM".

Sean Myles
Co-Founder

From: [Sean Myles](#)
To: [Town Council](#)
Cc: [Patrick Kelly](#); [Wendy Donovan](#); [Devin Lake](#)
Subject: Support for AT plan
Date: April 20, 2021 2:52:53 PM
Attachments: [Letter of support - AT Plan – ICIP Grant.pdf](#)

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Wolfville town councillors,

Please see the attached letter of support pertaining to the decision about the ICIP funding for Active Transportation in Wolfville.

Thank you for your time.

Cheers,

Sean

--

Sean Myles
Co-founder
Annapolis Cider Company
<http://drinkannapolis.ca/>

From: seancvibert@gmail.com
To: [Town Council](#)
Subject: Town of Wolfville Hat
Date: May 12, 2021 3:14:31 PM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello there,

I am reaching out wondering if you still carry the town of Wolfville hats. I purchased one about 2 years ago and its been my favourite ever since.

The hat is a low crown, black and white trucker hat with a mesh back and the Wolfville logo on the front. I understand that there is a new style Wolfville hat (high crown), but I would like an old style one if possible.

Kindly let me know if they are available for purchase, and if so, how I can get one.

Cheers,

Sean

From: [Wayne Woodman](#)
To: [Town Council](#)
Subject: Garden waste
Date: May 5, 2021 4:10:49 PM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi,

I observed last Fall that a home on Main St. East (potentially 210?) had dumped substantial garden waste on the edge of the Harvest Moon Trail. It had not happened again until today when I noticed they are adding to the pile with new brush from the garden. In my opinion it detracts from the sight lines and can only get worse over time. I would assume there may be some town guidelines about the disposal of waste on Town land?

Thanks,

Wayne

Wayne Woodman

Time is like a river. You cannot touch the water twice, because the flow that has passed will never pass again. Enjoy every moment of life!