

**MUNICIPALITY OF THE COUNTY OF KINGS**  
**COMMITTEE OF THE WHOLE**  
**November 20, 2018**  
**9:00 am**  
**AGENDA**

**Audio Recording Times Noted in Red**  
(Minutes:Seconds)

1. Roll Call **00:00**
2. Approval of Agenda **00:48** Page 1
3. Disclosure of Conflict of Interest Issues **None**
4. Approval of Minutes Page 2
  - a. October 16, 2018 Committee of the Whole **03:13**
5. Business Arising from Minutes Page 2
  - a. October 16, 2018 Committee of the Whole **03:43**
6. Presentations Page 12
  - a. 09:20 am Kings County Seniors' Safety Society **05:50** Page 13
  - b. 09:40 am Valley Regional Enterprise Network **46:35** Page 14
  - c. 10:00 am The Flower Cart Group **70:12/363:36**
7. Administration Page 16
  - a. Draft Kings REMO Regional Emergency Management Plan **158:05** Page 108
  - b. Community Flag Raising Request: Valley Restorative Justice Week **239:50** Page 109
  - c. Hospitality Policy **242:02** Page 117
  - d. Municipal Branding/Visual Identity **269:06** Page 119
  - e. Municipal Elections Advisory Committee **280:43**
8. Financial Services Page 123
  - a. Accountability Report (Period Ending September 30, 2018) **298:10** Page 130
  - b. 2018/19 Capital Investment Plan and Gas Tax Allocation to Villages **307:40** Page 135
  - c. Accelerated Payment of Kings Mutual Century Centre Remaining Grant **310:35**
9. Councillor Item Page 141
  - a. Climate Change Action Initiative: Helping Kings County Tax-Payers Access Energy Upgrades **344:10**
10. Correspondence **382:50** Page 142
  - a. 2018-10-31 Acadia Women's Rugby Championship Thank You **383:11/384:22** Page 143
  - b. 2018-10-31 Kings Transit Fare Adjustments **383:31** Page 144
  - c. 2018-11-13 Valley Hospice Foundation Thank You **383:39**
11. Board, Committee and Councillor Reports **388:12** Page 145
  - a. Annapolis Valley Trails Coalition Board **389:10** Verbal
  - b. Kings Transit Authority Board - Videos **400:56** Page 146
  - c. Diversity Kings County **391:24** Page 147
  - d. Kings Youth Council **391:24/395:38** Page 148
  - e. Lake Monitoring Technical Advisory Committee **390:06/392:24/393:50/396:42** Verbal
  - f. Regional Sewer Committee **405:55** Verbal
  - g. Budget and Finance Committee **405:55** Verbal
12. Other Business **None**
13. Comments from the Public **None**
14. In Camera re: Contract Negotiations & Personnel Matter **407:22**
15. Adjournment **411:30**

**COMMITTEE OF THE WHOLE  
October 16, 2018  
MINUTES**

**Meeting Date  
and Time**

A meeting of the Committee of the Whole was held on Tuesday, October 16, 2018 at 9:00 am in the Council Chambers, Municipal Complex, Kentville, NS.

**1. Attendance**

All Councillors were in attendance, with the exception of Councillor Raven who arrived at 9:06 am.

***Results for Roll Call***

For 9  
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	Meg Hodges	For
District 2	Pauline Raven	-
District 3	Brian Hirtle	For
District 4	Martha Armstrong	For
District 5	Paul Spicer	For
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

Also in attendance were:

- Scott Conrod, Chief Administrative Officer
- Rob Frost, Deputy Chief Administrative Officer
- Scott Quinn, Director, EPW, Lands & Parks Services
- Wendy Salsman, Interim Director, Finance & IT
- Janny Postema, Municipal Clerk/Recording Secretary

**2. [Approval of Agenda](#)**

**On motion of Deputy Mayor Lutz and Councillor Allen, that Committee of the Whole approve the October 16, 2018 agenda.**

**Motion Carried.**

***Results***

For 9  
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	Meg Hodges	For
District 2	Pauline Raven	-
District 3	Brian Hirtle	For
District 4	Martha Armstrong	For
District 5	Paul Spicer	For
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

**3. Disclosure of Conflict of Interest Issues**

No Conflict of Interest issues were declared.

4. **Approval of Minutes**

4a. [September 18, 2018](#)

On motion of Councillor Allen and Councillor Winsor, that the minutes of the Committee of the Whole meeting held on September 18, 2018 be approved.

**Motion Carried.**

**Results**

For 9  
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	Meg Hodges	For
District 2	Pauline Raven	-
District 3	Brian Hirtle	For
District 4	Martha Armstrong	For
District 5	Paul Spicer	For
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

5. **Business Arising from Minutes**

5a. [September 18, 2018](#)

Mayor Muttart noted that the Diversity and Outreach Specialist had responded to Councillors' questions regarding social media and was looking into the option of a workshop for Councillors.

Mayor Muttart reported that Planning staff were looking into Airbnb issues.

In response to a question from Councillor Spicer, the Deputy CAO noted that the date for the Air Show Atlantic 2019 had not yet been confirmed.

6. **Administration**

6a. [Adjustment for Tax Changes to Councillor Remuneration](#)

The Deputy CAO presented the report as attached to the October 16, 2018 Committee of the Whole agenda.

It was noted that Councillor Raven arrived at 9:06 am.

**On motion of Councillor Hirtle and Deputy Mayor Lutz, that Committee of the Whole recommends Council amend Policy FIN-05-002 Council and Committee Remuneration Policy effective January 1, 2019, to adjust for changes to the *Federal Income Tax Act* and that this recommendation constitute the required seven day notice per 48 (1) *Municipal Government Act*.**

**Motion Carried.**

**Results**

For 10  
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	Meg Hodges	For
District 2	Pauline Raven	For

District 3	Brian Hirtle	For
District 4	Martha Armstrong	For
District 5	Paul Spicer	For
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

6b. [World Polio Day Flag Raising and Proclamation](#)

The Municipal Clerk presented the report as attached to the October 16, 2018 Committee of the Whole agenda.

**On motion of Councillor Allen and Councillor Hirtle, that Committee of the Whole receive the report on the Community Flag Raising Request: World Polio Day as attached to the October 16, 2018 agenda for information purposes; and that Committee of the Whole proclaim October 24, 2018 'World Polio Day' in the Municipality of the County of Kings.**

**Motion Carried.**

**Results**

For 10  
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	Meg Hodges	For
District 2	Pauline Raven	For
District 3	Brian Hirtle	For
District 4	Martha Armstrong	For
District 5	Paul Spicer	For
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

6c. [Customer Experience Feedback Management - Standard Operating Procedure](#)

Katarina Sebastian, Policy Analyst, presented the report as attached to the October 16, 2018 Committee of the Whole agenda and provided a [presentation](#).

6d. [Business Expense Policy \(FIN-05-008\) Amendments](#)

Katarina Sebastian, Policy Analyst, presented the report as attached to the October 16, 2018 Committee of the Whole agenda and provided a [presentation](#).

**On motion of Councillor Best and Councillor Armstrong, to align municipal policy with requirements of Chapter 13 of the Revised Statutes of Nova Scotia 2017, that Committee of the Whole recommend that Council adopt the proposed amendments to FIN-05-008: Business Expense Policy contained in the October 16, 2018 Request for Decision Report and that this motion serve as the seven day notice of Council's intention to approve amendments per 48(1) *Municipal Government Act*.**

**Motion Amended.**

**On motion of Councillor Raven and Councillor Hodges, to amend the Family Care Rate from \$12 to \$15.**

**Amendment Defeated.**

***Results***

For 1  
Against 9

District	Name	Results
Mayor	Peter Muttart	Against
District 1	Meg Hodges	Against
District 2	Pauline Raven	For
District 3	Brian Hirtle	Against
District 4	Martha Armstrong	Against
District 5	Paul Spicer	Against
District 6	Bob Best	Against
District 7	Emily Lutz	Against
District 8	Jim Winsor	Against
District 9	Peter Allen	Against

**On motion of Councillor Armstrong and Councillor Winsor, to remove the hourly rate from the Family Care section.**

**Amendment Carried.**

***Results***

For 9  
Against 1

District	Name	Results
Mayor	Peter Muttart	For
District 1	Meg Hodges	For
District 2	Pauline Raven	For
District 3	Brian Hirtle	For
District 4	Martha Armstrong	For
District 5	Paul Spicer	For
District 6	Bob Best	Against
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

**Amended Motion:**

**To align municipal policy with requirements of Chapter 13 of the Revised Statutes of Nova Scotia 2017, that Committee of the Whole recommend that Council adopt the proposed amendments to FIN-05-008: Business Expense Policy contained in the October 16, 2018 Request for Decision Report and that this motion serve as the seven day notice of Council’s intention to approve amendments per 48(1) *Municipal Government Act*, and to remove the hourly rate from the Family Care section.**

**Amended Motion Carried.**

***Results***

For 9  
Against 1

District	Name	Results
Mayor	Peter Muttart	For
District 1	Meg Hodges	For
District 2	Pauline Raven	For
District 3	Brian Hirtle	For
District 4	Martha Armstrong	For
District 5	Paul Spicer	For
District 6	Bob Best	Against
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

## 7. Presentations

- 7a. [Grand View Manor Continuing Care Community](#) Menna MacIsaac, CEO/Administrator, thanked Councillors Allen and Hirtle for their service as chairperson and board member of Grand View Manor.
- 7b. [Kings Volunteer Resource Centre](#) Bruce MacArthur, treasurer, volunteer and founding member, and James Dorey, Project Communications/Outreach Officer and Volunteer Nova Scotia Website Coordinator, provided a [presentation](#) and demonstrated the new website.

### Recess

Committee of the Whole took a short recess from 11:09 am - 11:21 am.

## 6. Administration - Continued

- 6e. [New Municipal Complex: Furniture Plan and Budget Update](#) Scott Quinn provided a presentation.

- 6f. [Additional Committee of Council Meeting](#) The CAO presented the report as circulated on October 15, 2018.

Following discussion, it was agreed by consensus that Committee of the Whole would continue with the meeting agenda in its present form, eliminate the workshops, and devote the entire third Tuesday of the month with appropriate breaks and lunch breaks; that the meeting start at the normal time of 9:00 am and be concluded no later than 4:00 pm. The issue of an additional Committee of the Whole meeting would be revisited in 6 months.

### Recess

Committee of the Whole recessed for lunch from 12:26 pm - 1:30 pm.

## 8. Finance & IT Services

- 8a. [Accountability Report \(Year Ending March 31, 2018\)](#) Katrina Roefs and Karen Kluska, Financial Analysts, presented the report as attached to the October 16, 2018 Committee of the Whole agenda.

**On motion of Councillor Hirtle and Councillor Allen, that Committee of the Whole receive the Accountability Report (Year Ending March 31, 2018) as attached to the October 16, 2018 agenda for information.**

### Motion Carried.

### Results

For 10  
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	Meg Hodges	For
District 2	Pauline Raven	For
District 3	Brian Hirtle	For
District 4	Martha Armstrong	For
District 5	Paul Spicer	For
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

8b. [Update on Connect To Innovate Program](#)

Chad West, Manager of IT, provided a presentation.

**On motion of Councillor Hodges and Councillor Winsor, that Committee of the Whole receive the *Update on Connect To Innovate Program* presentation for information purposes.**

**Motion Carried.**

***Results***

For 10  
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	Meg Hodges	For
District 2	Pauline Raven	For
District 3	Brian Hirtle	For
District 4	Martha Armstrong	For
District 5	Paul Spicer	For
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

9. **Councillor Item**

9a. [MOK Internal Single Use Plastic Ban](#)

Councillor Hodges presented the report as attached to the October 16, 2018 Committee of the Whole agenda.

**On motion of Councillor Hodges and Deputy Mayor Lutz, that Committee of the Whole recommend that Council instruct the CAO to instruct staff to create an internal policy for the removal of single use plastics within the operations of the Municipality of the County of Kings.**

**Motion Carried.**

***Results***

For 9  
Against 1

District	Name	Results
Mayor	Peter Muttart	For
District 1	Meg Hodges	For
District 2	Pauline Raven	For
District 3	Brian Hirtle	For

District 4	Martha Armstrong	For
District 5	Paul Spicer	For
District 6	Bob Best	Against
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

10. **Correspondence**

Mayor Muttart provided an overview of the correspondence as attached to the October 16, 2018 Committee of the Whole agenda.

**On motion of Councillor Spicer and Councillor Hirtle, that Committee of the Whole receive the Correspondence as attached to the October 16, 2018 Committee of the Whole agenda.**

**Motion Carried.**

**Results**

For 10  
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	Meg Hodges	For
District 2	Pauline Raven	For
District 3	Brian Hirtle	For
District 4	Martha Armstrong	For
District 5	Paul Spicer	For
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

10a. [Mi'kmaq History Month Poster](#) For information.

10b. [Ombudsman Annual Report 2017/18](#) For information.

10c. [District of Lunenburg Resolution re: Offshore Drilling](#) For information.

11. **Board, Committee and Councillor Reports**

**On motion of Deputy Mayor Lutz and Councillor Spicer, that Committee of the Whole receive the Board, Committee and Councillor Reports as attached to the October 16, 2018 Committee of the Whole agenda and as provided verbally.**

**Motion Carried.**

**Results**

For 9  
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	Meg Hodges	For
District 2	Pauline Raven	For
District 3	Brian Hirtle	For



District 4	Martha Armstrong	For
District 5	Paul Spicer	For
District 6	Bob Best	For
District 7	Emily Lutz	-
District 8	Jim Winsor	For
District 9	Peter Allen	For

After moving the motion, Deputy Mayor Lutz noted that she had to briefly step out of the meeting.

- 11a. [Annapolis Valley Trails Coalition Board](#) Councillor Spicer presented the report as attached to the October 16, 2018 Committee of the Whole agenda.
- 11b. [Councillor Raven Activity Update](#) Councillor Raven presented the report as attached to the October 16, 2018 Committee of the Whole agenda.
- 11c. Diversity Kings County Committee Councillor Allen provided a verbal update on behalf of Deputy Mayor Lutz.
- 11d. [Grand View Manor](#) Councillor Hirtle presented the report as attached to the October 16, 2018 Committee of the Whole agenda.
- 11e. [Greenwood Source Water Protection Advisory Committee](#) Councillor Spicer presented the report as attached to the October 16, 2018 Committee of the Whole agenda.
- 11f. [Kentville Joint Fire Services Committee](#) Councillor Raven presented the report as attached to the October 16, 2018 Committee of the Whole agenda.
- 11g. [Kings Point to Point Transit Board](#) Councillor Spicer presented the report as attached to the October 16, 2018 Committee of the Whole agenda.
- 11h. [Kings Transit Authority Board](#) Councillor Raven presented the report as attached to the October 16, 2018 Committee of the Whole agenda.
- 11i. [Nova Scotia Federation of Municipalities Board Initiatives Report](#) Report attached to the October 16, 2018 Committee of the Whole agenda.
- 11j. [Planning Advisory Committee](#) Councillor Hirtle presented the report as attached to the October 16, 2018 Committee of the Whole agenda.
- 11k. [Police Services Advisory Committee](#) Councillor Hirtle presented the report as attached to the October 16, 2018 Committee of the Whole agenda.
- 11l. [Valley Community Fibre Network Board](#) Councillor Raven presented the report as attached to the October 16, 2018 Committee of the Whole agenda.
- 11m. [Valley Waste-Resource Management Authority Board](#) Councillor Hirtle presented the report as attached to the October 16, 2018 Committee of the Whole agenda.
12. **Other Business** There was no other business to come before Committee of the Whole.
13. **Comments from the Public** No members of the public were present.

14. **In Camera re: Contractual Matters**

**On motion of Councillor Spicer and Councillor Hirtle, that Committee of the Whole move in camera in accordance with Section 22 (2) (e) *Municipal Government Act* to discuss two contractual matters.**

**Motion Carried.**

***Results***

For 9  
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	Meg Hodges	For
District 2	Pauline Raven	For
District 3	Brian Hirtle	For
District 4	Martha Armstrong	For
District 5	Paul Spicer	For
District 6	Bob Best	For
District 7	Emily Lutz	-
District 8	Jim Winsor	For
District 9	Peter Allen	For

Committee of the Whole moved in camera at 2:41 pm and returned to open session at 4:08 pm.

It was noted that Deputy Mayor Lutz returned at the start of the in camera session. It was noted that Councillor Best left at 4:03 pm.

15. **Adjournment**

**On motion of Councillor Armstrong and Councillor Spicer, there being no further business, the meeting adjourned at 4:08 pm.**

**Motion Carried.**

***Results***

For 9  
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	Meg Hodges	For
District 2	Pauline Raven	For
District 3	Brian Hirtle	For
District 4	Martha Armstrong	For
District 5	Paul Spicer	For
District 6	Bob Best	-
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

**Approved by:**

\_\_\_\_\_  
Mayor Peter Muttart

\_\_\_\_\_  
Janny Postema  
Municipal Clerk/Recording Secretary

<b>Results Legend</b>	
-	Absent
COI	Conflict of interest
For	A vote in favour
Against	A vote in the negative or any Councillor who fails or refuses to vote and who is required to vote by the preceding subsection, shall be deemed as voting in the negative.

## Presentation to Committee of the Whole

**Subject:** Kings County Seniors' Safety Society - Need for Strong and Secure Funding Support

**Organization:** Kings County Seniors' Safety Society

**Name of Presenter(s):** Daisy J. Dwyer, President (Maybe others)

**Date:** November 20, 2018

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### Organization:

*(Who) Summary of the organization you will represent:*

The Kings County Seniors' Safety Society is a registered (2006) not-for-profit organization run by unpaid volunteers. The Society has a program coordinator hired to deliver services focused on providing for the safety, security and wellbeing needs of the senior population in Kings County. This population is increasing and their needs are expanding. Promotion, prevention and intervention services are offered to address a multitude of senior requests and identified needs. Public presentations, workshops, seminars and partnership events on safety and security are offered and the coordinator works in close alliance with the county RCMP and policing services. A large amount of time is spent dealing with in home visits, many of which present in crisis mode. Wills, Power of Attorney, Living Wills, Abuse, Frauds, Scams, Vial of Life, Individual Rights and Mental Health are but some of the topics presented and situations needing attention

### Discussion:

*(What) Brief summary of the topic you wish to discuss:*

The growing demand for services, the broadening array of cases presenting and the increasing number of seniors in Kings County needing assistance have placed the Society in a position of financial need to meet this demographic shift and demand. Focusing on the safety, security and wellbeing needs of seniors works in ways to empower communities of seniors to live more comfortably, independently and in more contributing and valued ways during their older years. Economically this is a win-win situation. Our growing need for services has placed a greater workload demand on our coordinator resulting in us identifying a clear need for additional staff support. We will be presenting our need to ask the Municipality of the County of Kings to continue their support for what we do as a Society.

### Request:

*(Why) Please indicate the purpose of the presentation - is your organization requesting a commitment? (funding, letter of support, etc.) Or providing the presentation for information?*

Our presentation will certainly be informative. It will also demonstrate our need for financial support to meet the needs of seniors and our recognition of the valued financial bond established with the county. This presentation will be used as a means to acknowledge and strengthen the partnership in current existence, the value and mutual benefits inherent in this partnership, and the resulting services that can be provided through this partnership and financial support.

## Presentation to Committee of the Whole

**Subject:** Valley REN Quarterly Update to Council

**Organization:** Valley Regional Enterprise Network (Valley REN)

**Name of Presenter:** Jennifer Tufts, Senior EDO, Strategy and Implementation

**Date:** November 20, 2018

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### **Organization:**

*(Who) Summary of the organization you will represent:*

The Valley Regional Enterprise Network (Valley REN) was incorporated in March 2014 and is funded by Glooscap First Nation, the Municipalities of the County of Kings and the District of West Hants and the Towns of Berwick, Kentville, Middleton, Windsor and Wolfville. Funding is matched by the Province of Nova Scotia. The Valley REN is governed by a Liaison and Oversight Committee and a Board of Directors.

With services designed to grow economic well-being and sustainability, the Valley Regional Enterprise Network is the only publicly-funded organization dedicated to supporting the local economic development of the seven (7) municipalities and one (1) First Nation.

### **Discussion:**

*(What) Brief summary of the topic you wish to discuss:*

We will be providing an update on Valley REN activities from Q1-Q3.

### **Request:**

*(Why) Please indicate the purpose of the presentation - is your organization requesting a commitment? (funding, letter of support, etc.) Or providing the presentation for information?*

We are providing the presentation for information.

## Presentation to Committee of the Whole

**Subject:** The Flower Cart Group – New Facility Presentation

**Organization:** The Flower Cart Group

**Name of Presenter(s):** Jeff Kelly & Leah Phinney

**Date:** November 20, 2018

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### **Organization:**

*(Who) Summary of the organization you will represent:*

The Flower Cart Group is an adult day vocational training organization head quartered in New Minas. Its mission is to provide supported employment and training to adults considered to have an intellectual disability. The Flower Cart group is celebrating its 48<sup>th</sup> year of operation in 2018, the whole time based in New Minas. Currently The Flower Cart group supports over 150 clients from all over Kings County in a range of social enterprises and projects.

### **Discussion:**

*(What) Brief summary of the topic you wish to discuss:*

A follow-up to the May 15, 2018 presentation will be made to Council concerning The Flower Cart Group's campaign for a new facility. Council will learn how the campaign has progressed to date, view a budget for the project and see a 3-D rendering of the new building. Also, Council will hear directly from a participant of The Flower Cart Group, Leah Phinney, on how important a new building is for everyone at The Flower Cart Group. The presentation will close with a request for Council to consider a multi-year community grant totaling \$300k towards construction of its new facility.

### **Request:**

*(Why) Please indicate the purpose of the presentation - is your organization requesting a commitment? (funding, letter of support, etc.) Or providing the presentation for information?*

The purpose of the presentation is to inform Council about The Flower Cart Group's intention of submitting a Major Community Initiatives & Civic Services Grant Application by January 15, 2018. The total request will be a multi-year commitment for \$300k over five years.

November 20, 2018

Jeff Kelly, Executive Director  
The Flower Cart Group  
9412 Commercial Street  
New Minas, NS B4N 3E9

Dear Mr. Kelly,

Thank you for the presentation to Committee of the Whole today, which served to educate the Municipality on what your organization does for your clients and by extension, our community.

As you are aware, the Committee gave direction that a letter of comfort be given to your organization, so that it is understood that the Municipality supports your work, your organization and your capital project.

Specifically, the Municipality would like to go on record as giving support to the relocation of your facility to your new location at 9503 Commercial Street, New Minas (PID 55210660). As you are aware, this new location is currently zoned residential in the New Minas Land Use By-law (By-law 57). The Municipality is in the final stages of adopting new planning documents (Municipal Planning Strategy and Land Use By-law), that would see the zoning on the subject property change to Institutional (I1). At its October 2, 2018 meeting, Council endorsed a timeline that would see the new planning documents in place by October 2019. I have attached the endorsed timeline to this letter.

To date, we are on track to see this timeline met; however, we would like to give you the additional promise that if we feel we are not on track to have an April 2019 First Reading of the new documents, that we will accept an application from your organization to immediately begin an amendment process to ensure that the appropriate zoning is in place (subject to the approval requirements of the *Municipal Government Act*) when you begin construction so that there will not be a delay in issuing building permits. Please keep us informed of any changes to your timeline so that we can productively work together to ensure that the goals of both the Flower cart Group and the Municipality of the County of Kings can be achieved.

Finally, I wish to point out another way in which the Municipality supports the Capital Campaign. The Municipality regulates all signage, but does specifically permit a sign to be placed at the future location indicating a capital campaign has been undertaken. Such a sign is exempt from permitting, provided it is on the property of the future site. This, too, should give potential funders a sense of our endorsement.

If you wish to discuss this further, please feel free to contact me.



# Municipality of the County of Kings

## Request for Decision

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**TO** Committee of the Whole / Council

**PREPARED BY** Dan Stovel, Kings County Regional Emergency Management Coordinator

**MEETING DATE** November 20, 2018 COTW / December 4, 2018 Council

**SUBJECT** Draft Kings REMO Regional Emergency Management Plan, September 2018

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### **ORIGIN**

- January 16, 2018 Kings County Inter-Municipal Services Agreement (IMSA)
- June 19, 2018 Committee of the Whole Presentation - Kings REMO

### **RECOMMENDATION**

That Committee of the Whole recommend Municipal Council adopt the Kings REMO Regional Emergency Management Plan dated September 2018.

### **INTENT**

For Council to review the Draft Kings REMO Regional Emergency Management Plan dated September 2018 and consider adoption for Kings County REMO.

### **DISCUSSION**

On April 1, 2018, the four municipalities of Kings County (Municipality of the County of Kings, the Towns of Berwick, Kentville and Wolfville) adopted a Kings Regional Emergency Management Organization under an Inter-Municipal Services Agreement (IMSA), dated January 16, 2018.

In support of Kings REMO Strategic Outcome (Appendix A) of a 'Safe and Resilient Kings County' and the activity of Emergency Management Planning, the Kings REMO Regional Emergency Management Coordinator (REMC) has developed a Draft Regional Emergency Management Plan.

The purpose of the Plan is to unify the efforts of Kings County resources for a comprehensive approach in responding to and reducing the impacts of an emergency. The Draft Regional Emergency Management Plan will increase emergency response capacity across all of Kings County.

This Plan is applicable to all municipalities within Kings County. The Kings County REMC will coordinate an annual review of the Plan with support from the Kings REMO Emergency Management Planning Committee.

### **FINANCIAL IMPLICATIONS**

- No immediate financial implications





# Municipality of the County of Kings

## Request for Decision

### COMMUNITY ENGAGEMENT

- The Draft Plan was reviewed by the Kings County Regional Emergency Management Planning Committee (REMP) on September 19, 2018 and supported for submission to the Regional Emergency Management Advisory Committee.
- The Kings REMO Regional Emergency Management Advisory Committee supported forwarding the Draft Plan to Kings County municipal Councils at the October 15, 2018 meeting.
- Upon approval by all Kings County Municipal units, the Plan will be made available on Municipal websites.

### ALTERNATIVES

- Council may opt to return the Draft Plan to staff for amendment.

### IMPLEMENTATION

- The Draft Plan will be submitted to Municipal Councils in accordance with the following schedule to obtain Municipal Council approval:
  - **2018-11-06**      **Wolfville COTW Meeting**
  - **2018-11-13**      **Kentville CAC Meeting**
  - **2018-11-20**      **Municipality of Kings COTW Meeting**
  - **2018-11-20**      **Wolfville Council Meeting**
  - **2018-11-26**      **Kentville Council Meeting**
  - **2018-11-27**      **Berwick COTW Meeting**
  - **2018-12-04**      **Municipality of Kings Council Meeting**
  - **2018-12-11**      **Berwick Council Meeting**
- Draft Plan to be posted to the County's website.

### APPENDICES

- Appendix A: Kings REMO Strategic Outcome
- Appendix B: Draft Regional Emergency Management Plan, September 2018

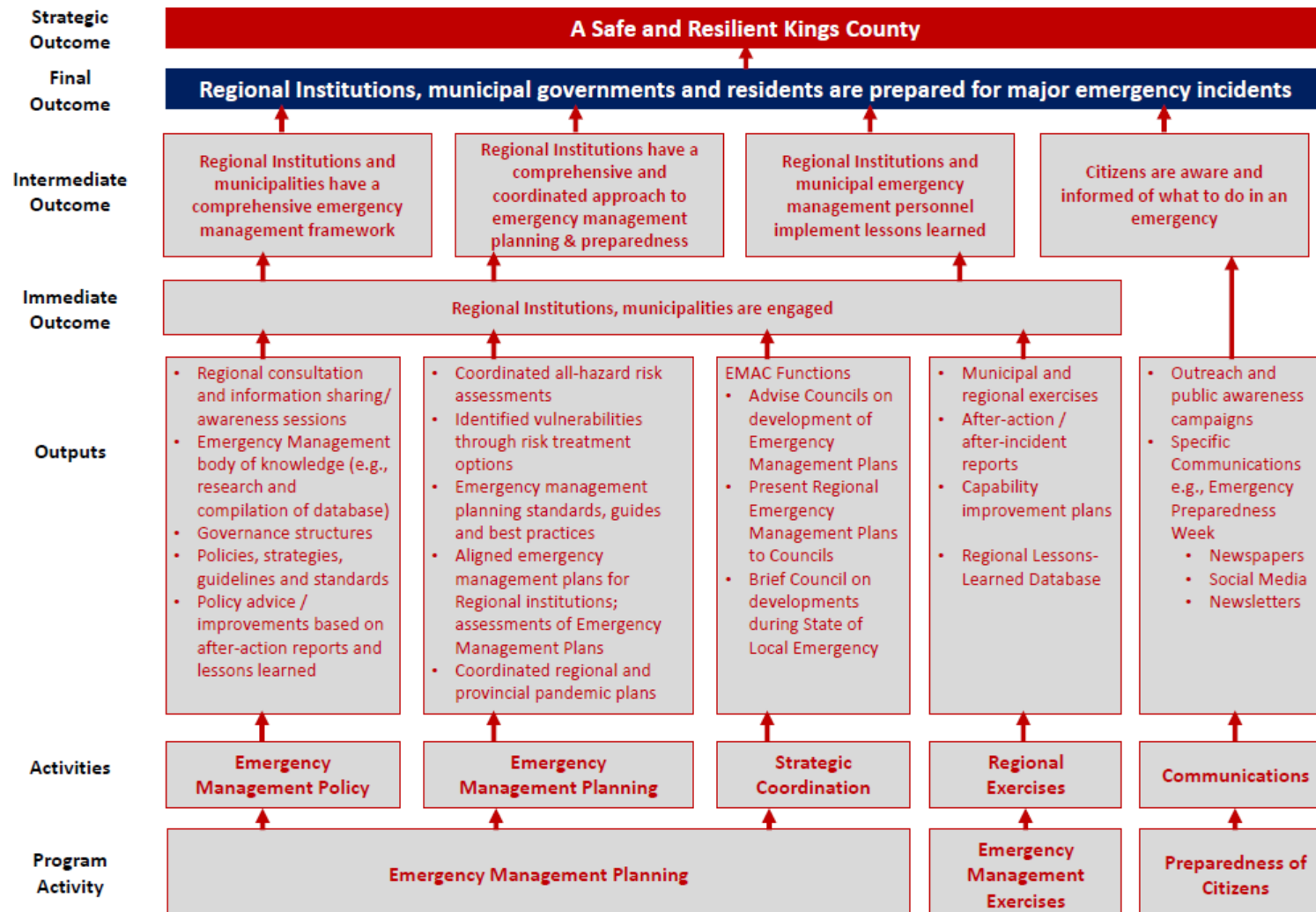
### APPROVALS

Scott Conrod, Chief Administrative Officer

Date: November 13, 2018



## Kings County – Regional Emergency Management





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

September 2018



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## FOREWORD

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

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

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

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

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

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Mayor  
Municipality of the County of Kings

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Mayor  
Town of Berwick

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Mayor  
Town of Kentville

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Mayor  
Town of Wolfville



## **1.0 INTRODUCTION**

### **1.1 Preface**

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

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

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

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

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

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

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

### **1.2 Relevant Legislation**

#### **1.2.1 Federal**

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

## 1.2.2 Provincial

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

### 1.2.2.1 Emergency Management Act - Provincial

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

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

Additionally, the Minister may:

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

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

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

### **1.2.3 Municipal**

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

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

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

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

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

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

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

The municipality may:

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

## 2.0 OBJECTIVES OF EMERGENCY MANAGEMENT

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



Figure 2.0 – Kings County Regional EM Plan Objectives

### 2.1 Objective 1 – Assess Risks

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

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

### 2.2 Objective 2 – Mitigate Risks

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

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

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

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

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

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

Planning for response includes:

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

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

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

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

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

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

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

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

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

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

## **3.0 EMERGENCY PLAN FRAMEWORK**

### **3.1 Scope**

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

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

### **3.2 Purpose**

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

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

### **3.3 Authority**

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

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

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

## 4.0 CONCEPT OF OPERATIONS (CONOPS)

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

### 4.1 Assumptions

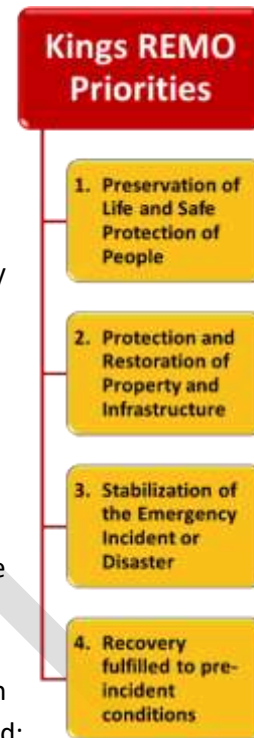
Assumptions are simply that – what, in development of the Regional Emergency Management Plan (REMP), has been treated as true for the Plan's execution.

#### 4.1.1 Incident Assumptions

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



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



#### 4.1.2 Plan Assumptions

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

## 4.2 Plan Activation

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

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

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

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

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

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

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

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

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

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

#### **Declaration Not Required**

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

#### **4.2.1 ECC Activation Levels**

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

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

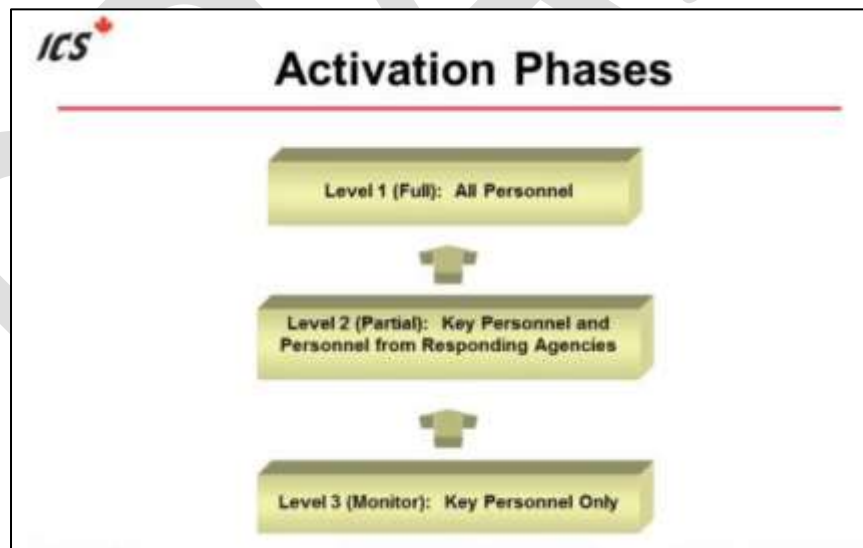


Figure 4.2.1 – ICS Canada Activation Phases

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

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

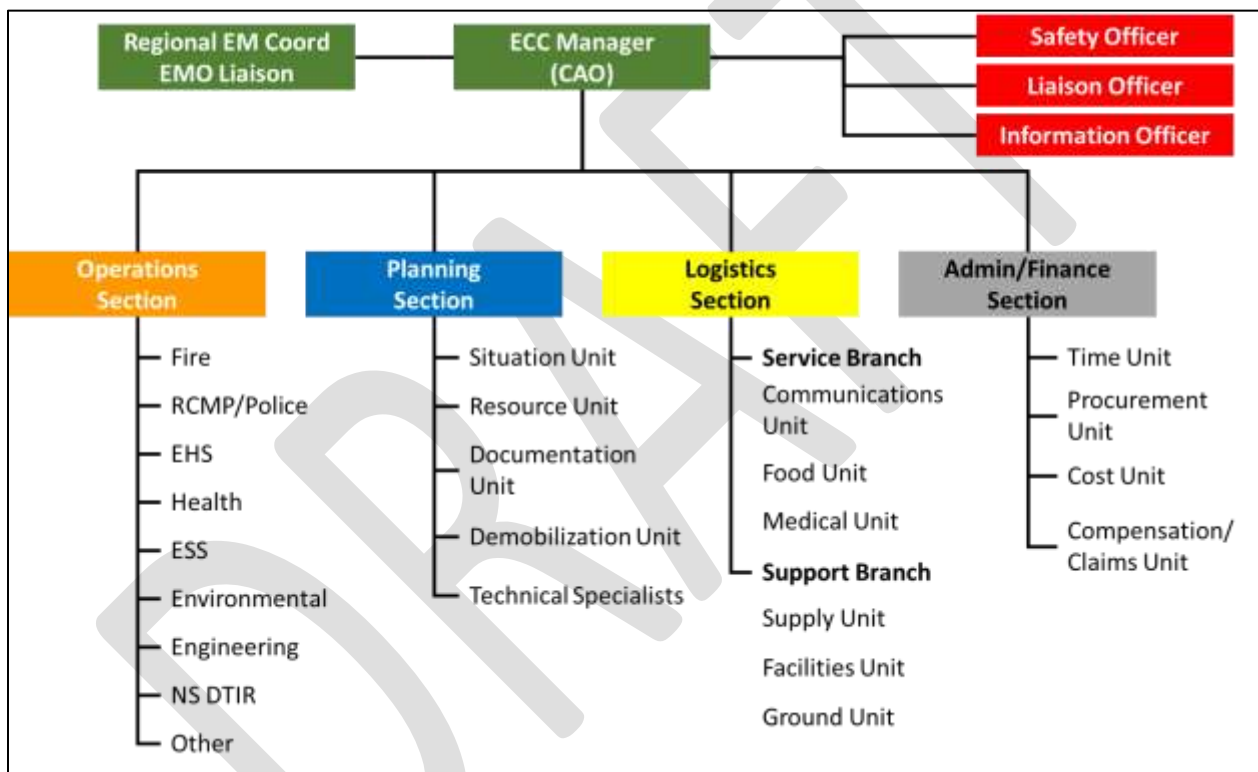


Figure 4.2.1.1 – ECC Level 1 – Full Activation

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

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

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

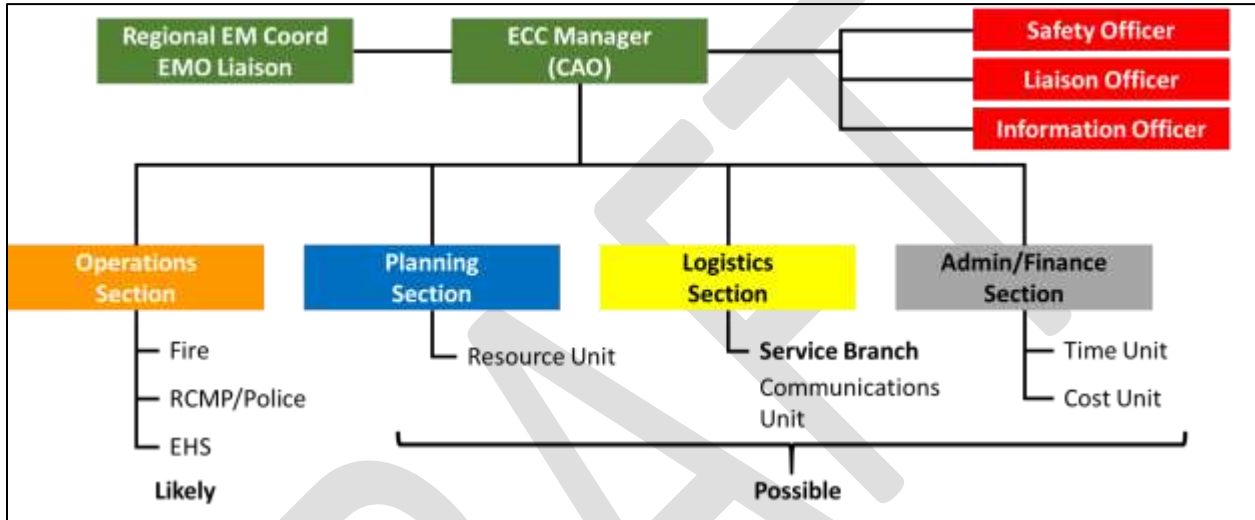


Figure 4.2.1.2 – ECC Level 2 – Partial Activation

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

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

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

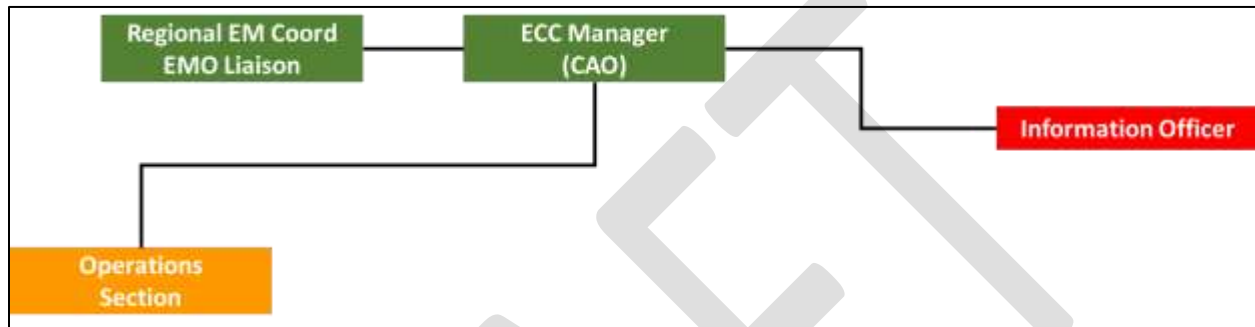


Figure 4.2.1.3 – ECC Level 3 – Monitoring

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

#### 4.2.2 Deactivation

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

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

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

## 5.0 HAZARD IDENTIFICATION AND RISK ANALYSIS (HIRA)

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

Hazard analysis determines:

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

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

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

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

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

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

### 5.1 Regional Hazard Analysis

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

#### 5.1.1 Hurricane/Windstorm/Snow

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

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

### **5.1.2 Power Failures**

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

### **5.1.3 Fire**

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

### **5.1.4 Flood**

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

### **5.1.5 Explosion**

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

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

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



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

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

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

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

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

#### **5.1.8 Construction Accident**

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

#### **5.1.9 Epidemic**





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

## 5.2 Risk Analysis Matrix

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

Very High Risk
  High Risk
  Medium Risk
  Low Risk

## Risk Analysis Matrix – Definitions of Risk Ratings

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

## 5.3 Hazard & Risk Mitigation

### 5.3.1 Blizzards and Heavy Snowfalls

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

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

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

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

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

### 5.3.1 Hurricanes

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

### 5.3.1 Floods

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

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

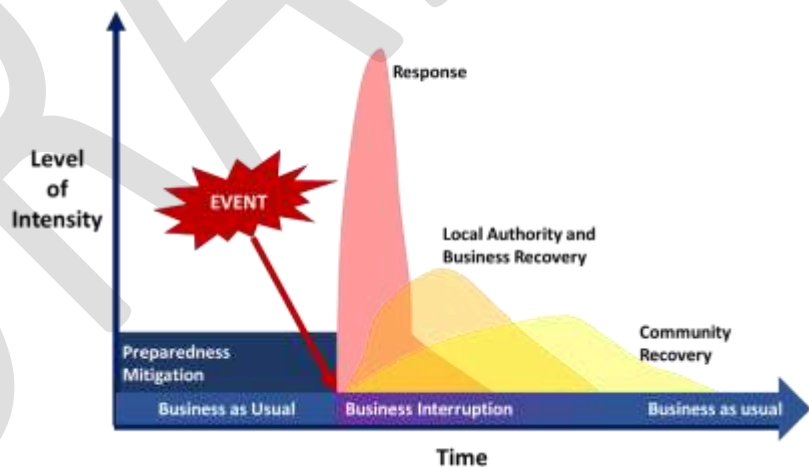
The south mountain area has a significant lake reservoir system created by [NS Power](#) consisting of canals and dams constructed to impound water for transmission to Lumsden Dam south of Wolfville. NS Power maintains control of the water through its management plan. Water levels are adjusted to maintain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

### 5.3.1 Catastrophic Fires and Explosions

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

### 5.4 Business Impact Analysis (BIA)

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



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

#### **5.4.1 Preparedness Level**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



#### 5.4.6 Water Distribution

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

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

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

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

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

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



#### 5.4.7 Water Distribution and Consumption - Livestock

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

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

*Source: Ontario Agriculture and Rural Affairs*

#### 5.4.8 Sewage Collection and Treatment

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

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

#### 5.4.9 Public Works Staff

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

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

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

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

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

#### **5.4.11 Nova Scotia Power**

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

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

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

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

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

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

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

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

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

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

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

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

DRAFT

## 6.0 EVACUATION

Reference: Kings County Evacuation Operational Guidelines, May 2018

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

During an emergency the ECC operational support functions may include:

- Damage Assessment
- Debris Management
- Livestock and Pet Coordination

### 6.1 Evacuee Alerting & Sheltering

The decision to evacuate any specific area has two levels:

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

## 6.2 Evacuation Process

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

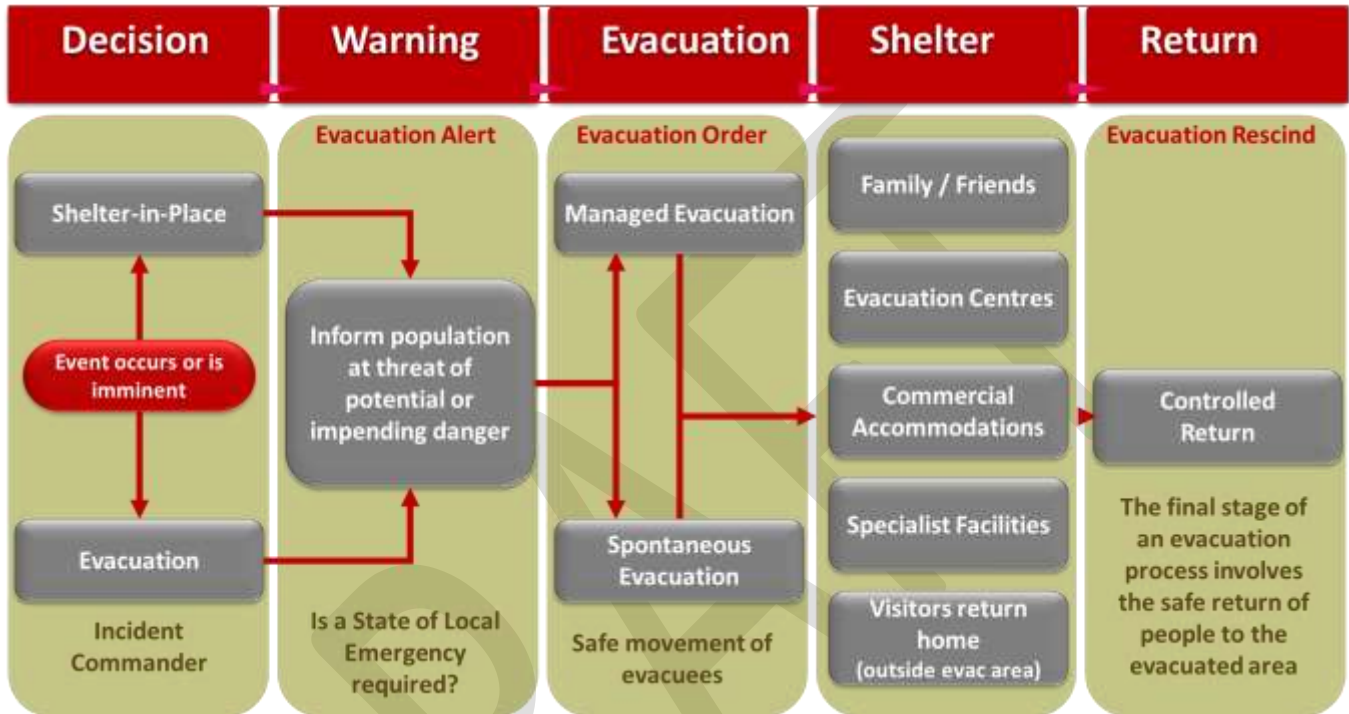


Figure 6.2 – Evacuation Process

## 7.0 REGIONAL EMERGENCY MANAGEMENT ORGANIZATION (REMO)

The Emergency Management organization consists of two branches known as:

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

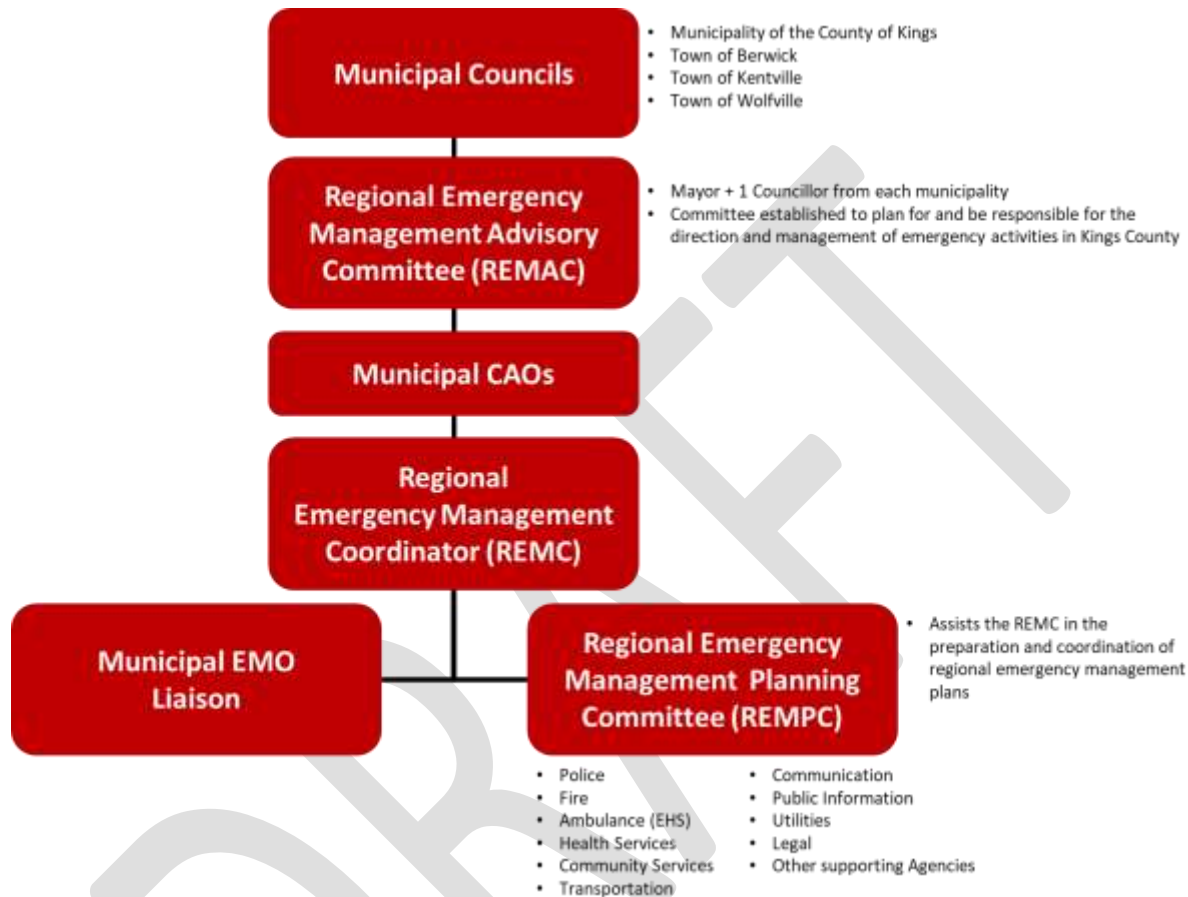


Figure 7.0 – Kings REMO Structure

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

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

The REMAC consists of:

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

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

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

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

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

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

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

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

The Planning Committee should consist of:

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



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

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

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

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

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

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

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

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

A State of Local Emergency may be called to:

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

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

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

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

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

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

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

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

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

## **8.2 Communications**

### **8.2.1 Emergency Telecommunications Plan**

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

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

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

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

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

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

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

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

- Information Officer (ICS Command Staff position)

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

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

### Information Mediums

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

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

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

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### 8.3 Emergency Coordination Centre (ECC)

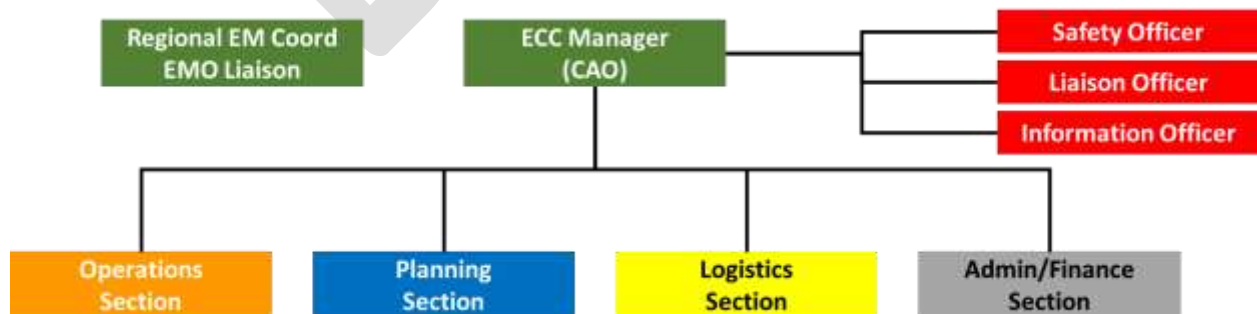
Reference: Kings County Emergency Coordination Centre Operational Guidelines, May 2018

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

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

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

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



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

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

### 8.3.1 ECC Principal Tasks

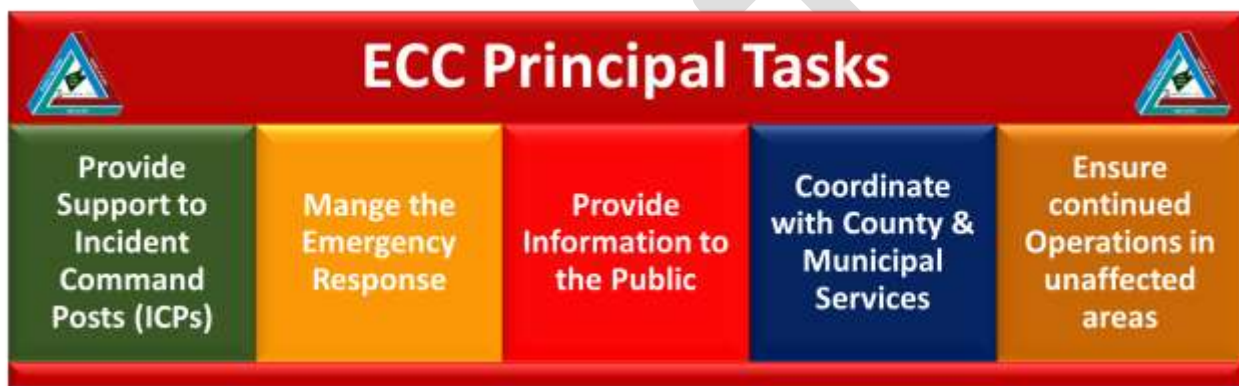


Figure 8.3.1 – ECC Principle Tasks

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

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

#### 8.4 Volunteers

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

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

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

Finding volunteers can be accomplished several ways;

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

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

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

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

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## 9.0 PLAN TESTING, REVIEW & MAINTENANCE

### 9.1 Plan Testing Schedule & Responsibility

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

### 9.2 Plan Maintenance & Responsibility

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

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

#### REVIEWS

MONTH	DAY	YEAR	BY

#### PLAN REVISIONS

MONTH	DAY	YEAR	CHANGE	APPROVED

## 10.0 PLAN DISTRIBUTION

Distributed electronically:

### **Municipal Units:**

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

### **Fire Departments**

- Kings County Fire Departments

### **Regional Emergency Management Planning Committee (REMP)**

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

## Annexes

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

## Annex A – List of Acronyms

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

## **Annex B - Definitions**

### **Critical Infrastructure**

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

### **Disaster**

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

### **Emergency**

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

### **Emergency Management**

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

### **Emergency Management Plan**

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

### **Hazard**

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

### **Impact**

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

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

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

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

### **Type 5 Incident**

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

### **Type 4 Incident**

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

### **Type 3 Incident**

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

### **Type 2 Incident**

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

### **Type 1 Incident**

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

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

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

### **Prevention**

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

### **Probability**

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

### **Risk**

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

### **Risk Management**

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

### **Risk Tolerance**

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

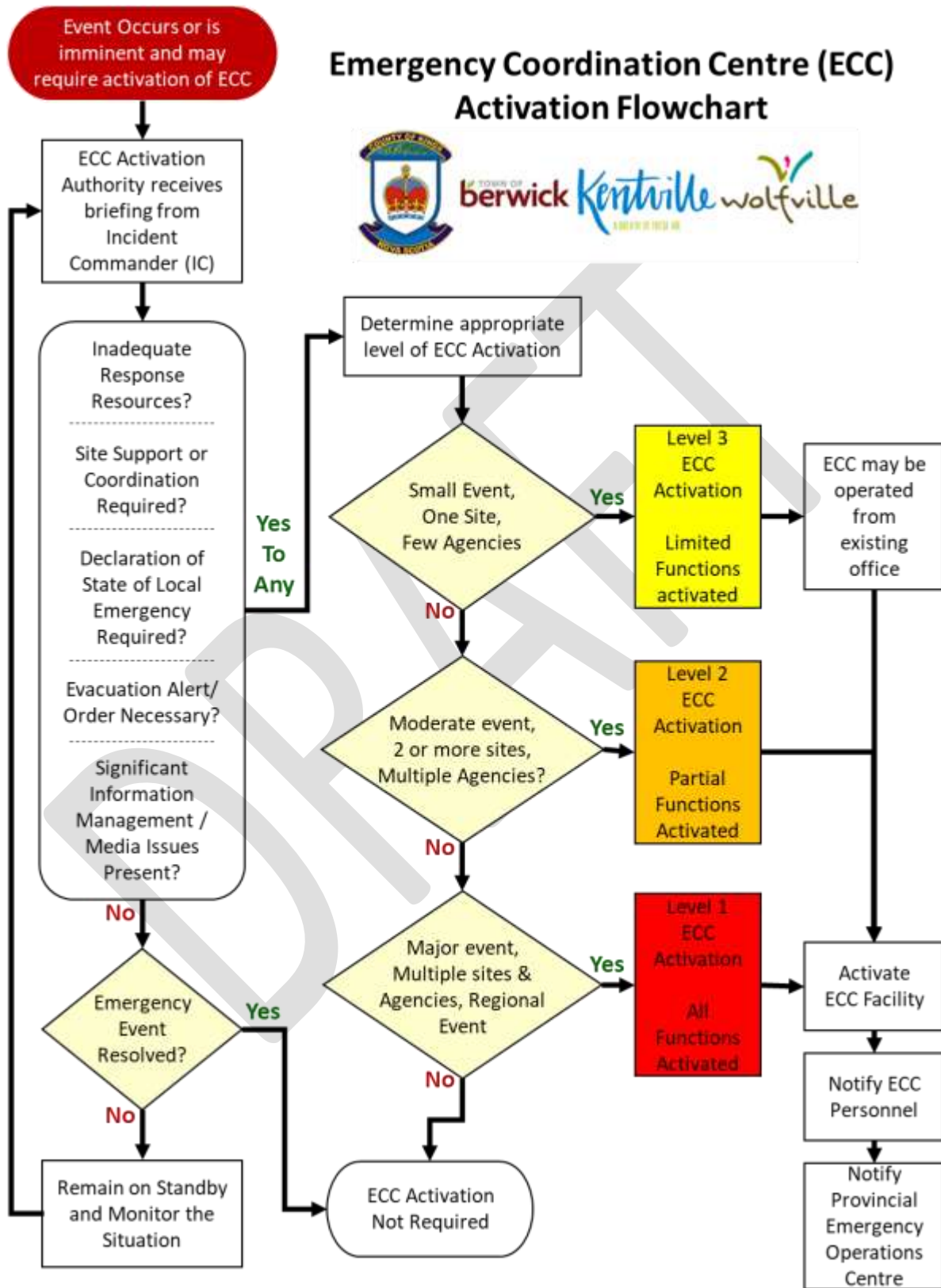
### **Threat**

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

### **Vulnerability**

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

Annex C – ECC Activation Flowchart





## Annex D – Disaster by Type

### Construction Accident

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

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

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

## Dangerous Gases

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

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

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

## Epidemic

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

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

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

## Explosion

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

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

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

## Fire (Major)

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

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

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

## Flood

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

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

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### Hurricane/Windstorm/Snowstorm

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

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

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



**Power Failure**

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

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

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

## Transportation – Air

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

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

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

## Transportation – Road

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

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

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

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

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

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

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

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

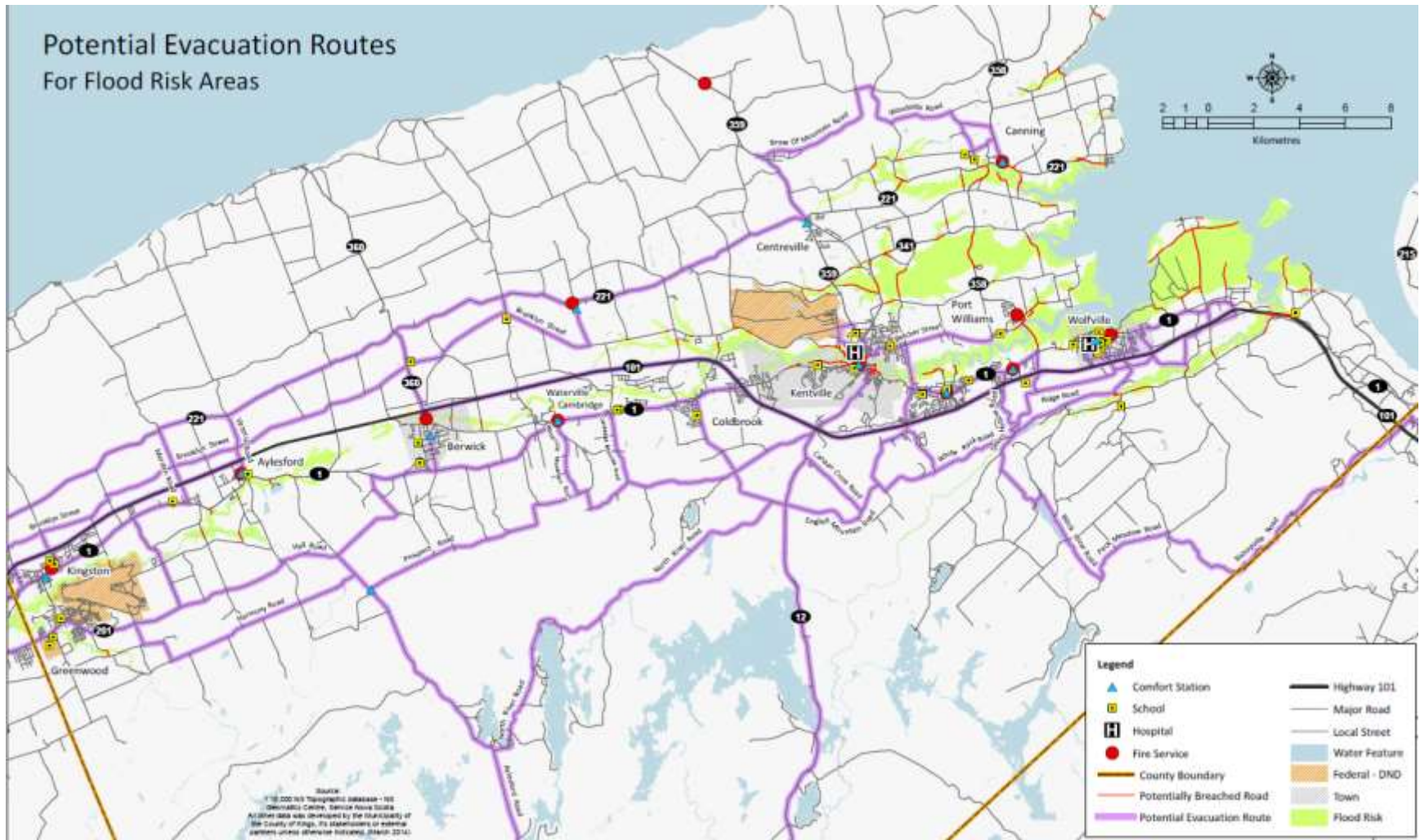
	<b>Situational Awareness</b>	<ul style="list-style-type: none"> <li>• Scale of threat</li> <li>• Current and predictive information</li> <li>• Accuracy and validity of information</li> </ul>
	<b>Consequences</b>	<ul style="list-style-type: none"> <li>• Level of impact</li> <li>• Degree of injury/damage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

## Re-Entry Phases

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



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



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

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

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

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

The ECCMT consists of the following positions:

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

### **Policy Director**

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

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



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

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

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

### **Safety Officer**

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

### **Liaison Officer**

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

### **Information Officer**

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

### **Operations Section Chief**

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

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

### **Branch Coordinators**

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

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

## Planning Section Chief

The Planning Section is responsible to:

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

## Logistics Section Chief

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

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

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

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## Fire Service

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

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

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

## Fire Service Representative

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

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

## **Police Service**

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

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

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

## **Police Service Representative**

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

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

## Ground Search and Rescue Organization

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

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

DRAFT

## **Transportation Service**

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

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

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

## **Transportation Service Representative**

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

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



## **Public Works Departments**

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

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

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

## **Public Works Representative**

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

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

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

### **PREAMBLE:**

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

### **PREPLANNING:**

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

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

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

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

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

### **CONTACT DETAILS:**

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

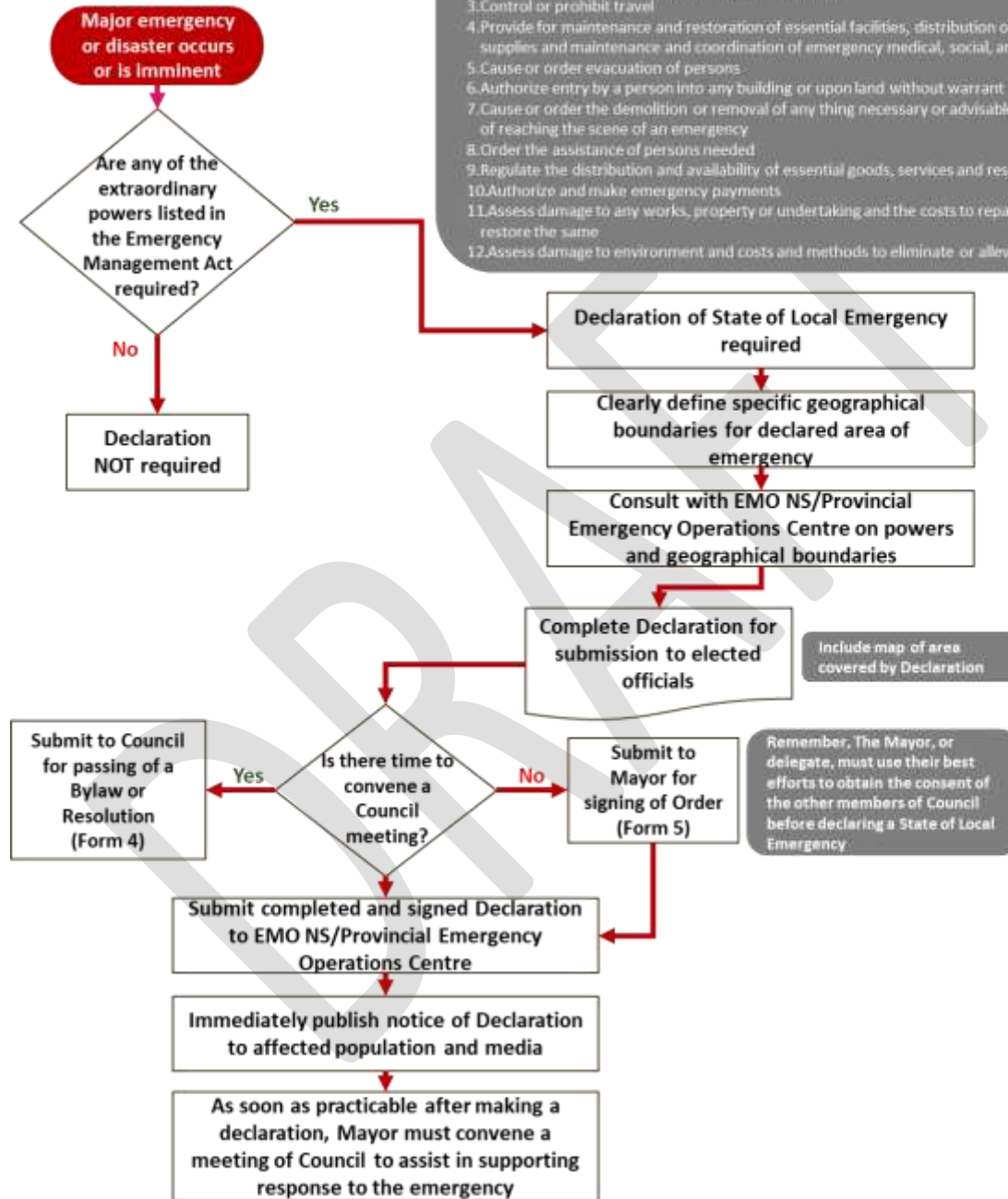
**Annex H – Declaring a State of Local Emergency (SOLE) – Decision Flowchart**

**Declaring a State of Local Emergency**

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

**Emergency Powers in Brief:**

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



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

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

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

#### **Casualties:**

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

#### **Property Damage:**

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

#### **Causes:**

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

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

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

**Description of the Crisis or Disaster:**

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

**Accompanying incidents:**

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

**Legal Actions:**

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

**How the Media can Help**

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

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

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

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

#### **Do’s**

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

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

#### **Don’ts**

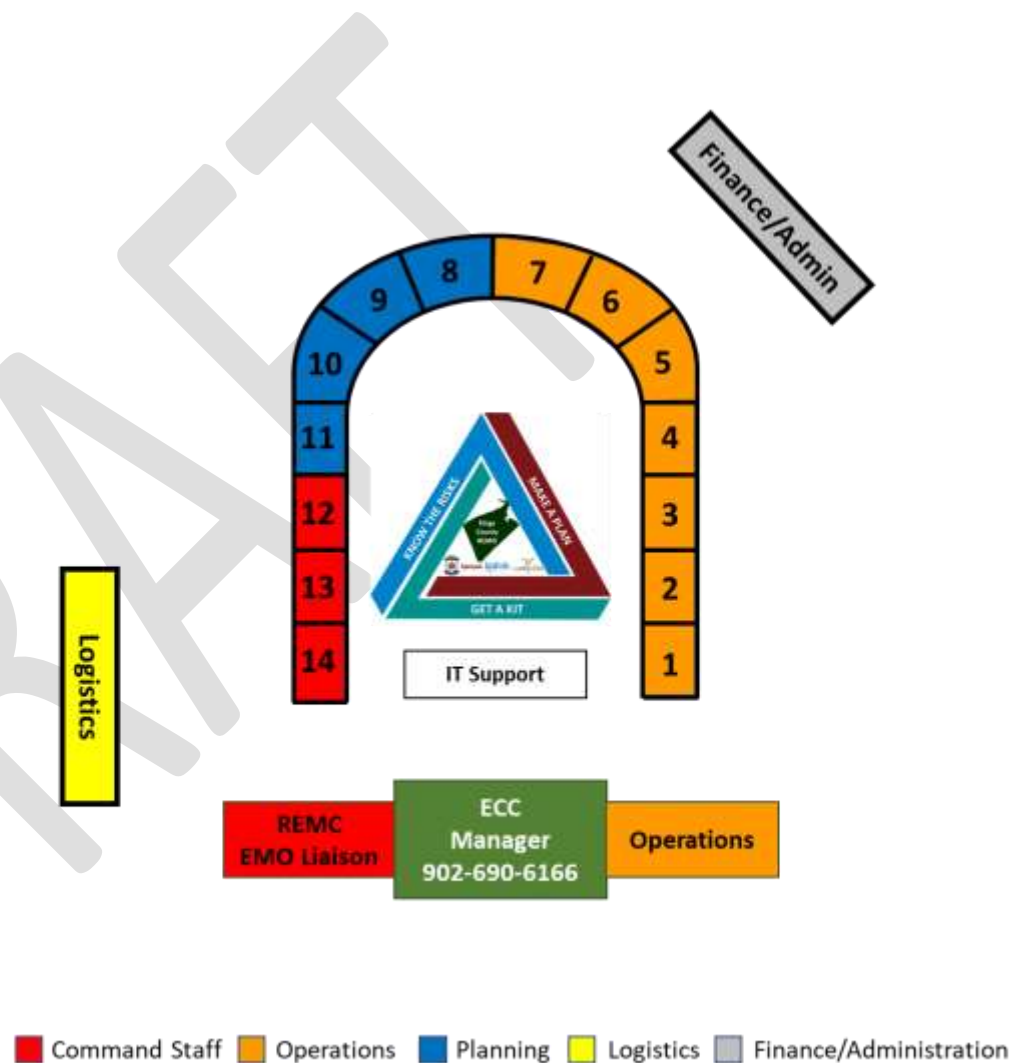
- Idly speculate on the cause of the emergency.
- Speculate on the resumption of normal operations.
- Speculate on the outside effects of the emergency.
- Speculate on the dollar value of losses.
- Interfere with the legitimate duties of the media.
- Permit unauthorized spokespersons to comment to the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

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

## Annex J – Primary ECC Layout

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

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



**Annex K – Volunteer Registration Tracking Sheet**

Name	Contact Information	Assigned Duties*	Signature

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



## Annex L – Province of NS – Important Numbers

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

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

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

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

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

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

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

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

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

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

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

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

### Department of Environment

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

### Department of Natural Resources

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

## Annex M – Reference Documents

### National Documents:

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

### Emergency Preparedness

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

### Provincial Documents:

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

### Other Information Sources:

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





# Municipality of the County of Kings

## Briefing

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**TO** Committee of the Whole

**PREPARED BY** Janny Postema, Municipal Clerk

**MEETING DATE** November 20, 2018

**SUBJECT** Community Flag Raising Request: Valley Restorative Justice Week

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### **ORIGIN**

- November 5, 2018 verbal request from Valley Restorative Justice
- [Community Flag Raising Policy ADMIN-01-11](#)

### **RECOMMENDATION**

That Committee of the Whole receive the report on the Community Flag Raising Request: Valley Restorative Justice Week as attached to the November 20, 2018 Committee of the Whole agenda for information purposes.

### **INTENT**

To inform Council of the community flag raising as per the Community Flag Raising Policy ADMIN-01-11.

### **DISCUSSION**

A request was received from Valley Restorative Justice to raise their flag during Restorative Justice Week November 18-25, 2018.

Section 4.6(b)(l) of the Community Flag Raising Policy ADMIN-01-011 states that:

The CAO shall review the applications to determine consistency with this Policy and shall:

If the flag raising was previously approved by Council within 5 years of the current request, and is consistent with this Policy, approve the flag raising and note it on a Council Agenda for information purposes.

The Valley Restorative Justice flag raising request was first received and approved in 2015 and again in 2016 and 2017. It is deemed consistent with the Policy and was approved by the CAO.

### **FINANCIAL IMPLICATIONS**

- No financial implications

### **COMMUNITY ENGAGEMENT**

- No community engagement was undertaken or required

### **ALTERNATIVES**

- No alternatives are recommended

### **IMPLEMENTATION**

- Valley Restorative Justice Week flag raising ceremony on November 15, 2018

### **APPENDICES**

- None

### **APPROVALS**

Scott Conrod, Chief Administrative Officer

Date: November 13, 2018



# Municipality of the County of Kings

## Request for Decision

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**TO** Committee of the Whole

**PREPARED BY** Katarina Sebastian, Policy Analyst

**MEETING DATE** November 20, 2018

**SUBJECT** Hospitality Policy

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### **ORIGIN**

- Joint Municipal Accountability and Transparency Committee. Recommendations Report (March 2017)
- Bill 10: An Act to Amend Chapter 18 of the *Municipal Government Act* (October 2017), s. 23 (3) of MGA.
- FRAM – Financial Reporting and Accounting Manual, A Regulation pursuant to the Municipal Government Act Sections 451 and 520 (September 2018)

### **RECOMMENDATION**

To align municipal policy with requirements of Chapter 13 of the Revised Statutes of Nova Scotia 2017, that Committee of the Whole recommend that Council adopt the proposed Hospitality Policy contained in the November 20, 2018 Request for Decision Report and that this motion serve as the seven day notice of Council's intention to approve the Policy per 48(1) *Municipal Government Act*.

### **INTENT**

For Committee of the Whole to review the proposed draft of FIN-05-XXX: Hospitality Policy and consider approval.

### **DISCUSSION**

In December 2016, the Joint Municipal Accountability and Transparency Committee (JMAT) was established. The mandate of the committee was to strengthen local government expense policies, and increase transparency of local government staff and elected officials' expenses to the public.

In March 2017, JMAT released a Recommendations Report, which suggested several amendments to the *Municipal Government Act* (MGA). The Recommendations Report was used to inform the amendments to Chapter 18 of the Act as introduced in [Bill 10](#): An Act to Amend the MGA in spring 2017, which received Royal Assent in October 2017.

Chapter 18 Subsection 23 (3) of the Act now requires that each municipality adopt a hospitality policy. Additionally, Subsection 23 (5) of the Act outlines the provisions which must be included in a hospitality policy as:

- (a) *Establish the expenditures, including an alcohol purchase, that may be a hospitality expense;*
- (b) *Establish the approval process for authorizing hospitality expenses;*
- (c) *Establish the scope and applicability of the policy; and*
- (d) *Comply with the regulations.*

Additionally, Chapter 18 Section 65A (3) states that "A municipality shall prepare a hospitality expense report within 90 days of the end of each fiscal quarter."



# Municipality of the County of Kings

## Request for Decision

Section 65A (4) further states:

*"A hospitality expense report must:*

- (a) Comply with the hospitality policy of the municipality;*
- (b) Be posted on a publicly available website for the municipality; and*
- (c) Comply with the regulations."*

Section 65A (5) requires that an annual summary report be prepared that complies with Ministerial requirements and 65A (6) requires that the report be filed with the Minister by September 30<sup>th</sup> of each year.

Currently, the Municipality does not have a Hospitality Policy. Accordingly, it is necessary to adopt a Hospitality Policy in order for the Municipality to be in compliance with the requirements introduced with Bill 10 amendments to Chapter 18 of the MGA. The draft Hospitality Policy in Appendix A will bring the Municipality into compliance with the Act.

The draft Policy is modeled on the requirements introduced to the Act through Bill 10, and related regulations, in addition to the AMANS Model Policy, Chapter 17, entitled "Hospitality Policy". Additionally, a jurisdiction scan was conducted to provide background as to what other Nova Scotia municipalities have implemented as a hospitality policy. The jurisdiction scan included Halifax Regional Municipality, and the Municipalities of the Counties of Richmond, Shelburne, and Guysborough.

### **FINANCIAL IMPLICATIONS**

- The September 30<sup>th</sup> reporting deadline represents an additional deadline that must be met before the Municipality will receive any provincial funding including Grants in lieu of property taxes, Gas Tax funding, HST Offset grants, among other items.

### **COMMUNITY ENGAGEMENT**

- A community engagement initiative is not required as the Policy is mandated by legislation.
- However, significant engagement initiatives were undertaken by the JMAT Committee, as part of the recommendation drafting process leading to Bill 10.

### **ALTERNATIVES**

- Committee of the Whole may opt to return the Policy to staff for further review.

### **IMPLEMENTATION**

- Policy will be submitted to Council for approval.

### **APPENDICES**

- Appendix A: Draft Hospitality Policy FIN-05-XXX

### **APPROVALS**

Scott Conrod, Chief Administrative Officer

Date: November 13, 2018

# Policy DRAFT

# FIN-05-XXX



## MUNICIPALITY OF THE COUNTY OF KINGS

### DRAFT – Hospitality Policy

**Creation Date:** November, 2018

**Approval Date:**

**Revision Date:**

**Policy Category:** Finance

**Next Review Date:**

**Replaces:**

### 1. Purpose

The Municipality of the County of Kings (“Municipality”) recognizes that hospitality-related activities are, at times, necessary and legitimate expenses supporting the effective conduct of government business and for reasons of diplomacy, protocol, business development or promotional advocacy.

The purpose of this policy is to establish guidelines for expenditures incurred in the course of carrying out hospitality-related activities including; receptions, ceremonies, conferences and other group events while hosting individuals or delegations from outside of the Municipality.

### 2. Policy Objectives

The objectives of the Hospitality Policy will be to:

1. Clearly identify the circumstances where hospitality expenses may be permitted;
2. Establish the expenditures that may qualify as a hospitality expense;
3. Establish the approval process for authorizing hospitality expenses.

### 3. Scope

This policy shall apply to all Reportable Individuals and employees of the Municipality.

**Reportable Individual** refers to the Mayor, Deputy Mayor, Councillor, Chief Administrative Officer (CAO), and includes any employee of the Municipality delegated any of the responsibilities or powers of the CAO.

**MASTER**



**MUNICIPALITY OF THE COUNTY OF KINGS**

**DRAFT – Hospitality Policy**

**4. Signing Authorities**

All hospitality expenses must obtain pre-approval by the Director of Finance (Signing Authority), and shall be reviewed by the CAO prior to payment. The Director of Finance may designate, in writing, a second signing authority.

The Director of Finance is responsible for administering and upholding the principles and provisions in this policy.

No employee or Reportable Individual shall authorize expenses on their own behalf.

**5. Policy**

The Municipality of the County of Kings shall cover eligible hospitality-related expenses incurred in the course of carrying out hospitality related activities that support the strategic plan of the Municipality, including diplomacy, protocol, business development or promotional advocacy.

Eligible Hospitality Expenses

**Hospitality Event**

Expenses incurred by a Reportable Individual, or by the Municipality, while hosting individuals from outside of the Municipality in the form of a hospitality event for conducting business activities may qualify as an eligible hospitality expense.

Hospitality may be offered under the following circumstances in accordance with this policy:

- Hosting foreign dignitaries;
- Engaging in official public matters with representatives from other governments, business, industry or labour leaders, or other community leaders;
- Sponsoring or hosting conferences;
- Hosting ceremonies / recognition events; and
- Other official functions, as approved by Council or the CAO.

**MASTER**





**MUNICIPALITY OF THE COUNTY OF KINGS**

**DRAFT – Hospitality Policy**

**Alcohol Related Expenses**

While the Municipality's standard for hospitality is the provision of non-alcoholic beverages, the provision of alcohol in the context of hospitality for reasons of diplomacy, protocol, business development or promotional advocacy is deemed an acceptable expense in limited circumstances. Any request for approval to serve alcohol at a hospitality event must have prior approval by either Council or the CAO.

If alcohol is provided at a municipal hospitality event, applicable liquor laws must be adhered to, in addition to the principles of this policy.

**Gifts**

For reasons of diplomacy, protocol, business development or promotional advocacy, the giving of token gifts to individuals outside of government is sometimes appropriate. Any giving of gifts must obtain prior approval from the Director of Finance or the CAO. No gifts shall exceed the cost of \$40.00 including tax.

**6. General**

**Hospitality Expense Request**

Subject to this policy, all hospitality events and expenses require prior approval from the Signing Authority, and shall be reviewed by the CAO.

A request for pre-approval must include the following:

- (a) rationale or purpose of the event/expense;
- (b) estimated and itemized costs including gratuities and supplementary expenses;
- (c) If alcohol-related expenses are anticipated, justification that alcohol-related expenses are necessary and appropriate according to this policy.

**Submission of Hospitality Invoices:**

Hospitality expenses must be submitted on the form in Appendix A of this policy, and must be signed by the claimant.

All hospitality invoices or expense claims must include the following:

- (a) Written proof of prior approval (email, written notice);
- (b) The names and positions of the guests at the hospitality event;

**MASTER**



**MUNICIPALITY OF THE COUNTY OF KINGS**

**DRAFT – Hospitality Policy**

- (c) The business objective for the expense;
- (d) Detailed itemized receipts or invoices; and
- (e) If applicable, a copy of the Special Occasion Liquor License.

**7. Reporting Requirements:**

A hospitality expense report shall be prepared by Finance staff and posted to the Municipal website within 90 days of the end of each fiscal quarter. The quarterly hospitality expense report shall describe the hospitality expenses incurred by the Municipality, including any purchases of alcohol during the quarter, and shall be signed by the Director of Finance indicating his/her approval of each of the hospitality expenses listed.

Finance staff shall prepare a Hospitality Annual Summary Schedule of hospitality expenses, which shall be filed with the Minister by September 30<sup>th</sup> of each year.

**8. Review Requirements:**

The Audit Committee shall review the Hospitality Annual Summary Schedule annually.

By January 31<sup>st</sup>, immediately following a regular election held under the *Municipal Elections Act*, Council shall review this policy and, following a motion by Council, either re-adopt the policy or amend the policy and adopt the policy as amended.

**MASTER**



**MUNICIPALITY OF THE COUNTY OF KINGS**  
**DRAFT – Hospitality Policy**

**APPENDIX A – HOSPITALITY EXPENSE CLAIM**



Municipality of the County of Kings  
Hospitality Expense Claim

Event: \_\_\_\_\_

Location: \_\_\_\_\_

Date and Time: \_\_\_\_\_

Event description

--

Business objective

--

Provide a list of guests, including name and position

Check here if list is separately attached

Name	Position



**MUNICIPALITY OF THE COUNTY OF KINGS**

**DRAFT – Hospitality Policy**

**Summary of Expenses**

Description of Eligible Costs Incurred	Payable To (Name of Supplier)	Invoice #. (or document #)	Invoice Date	Invoice Subtotal	HST	Invoice Total	Invoice Attached
	thrt					0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	

If alcohol related expenses were incurred please provide justification why those expenses are necessary:

Proof of pre-approval for event is attached

All hospitality expenses are governed by policy FIN-05-XXXX Hospitality Policy. Please refer to this policy for full regulations and requirements.

I hereby certify that the information contained in this claim form is accurate and complete.

\_\_\_\_\_  
 Name & title

\_\_\_\_\_  
 Date

Approval:  
 \_\_\_\_\_

\_\_\_\_\_  
 Name and title

\_\_\_\_\_  
 Date



# Municipality of the County of Kings

## Request for Decision

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**TO** Committee of the Whole

**PREPARED BY** Melissa Morrison, Strategic Project Specialist

**MEETING DATE** November 20, 2018

**SUBJECT** Municipal Branding/Visual Identity

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### **ORIGIN**

- October 17, 2017 Council Workshop Discussion
- Off-Site Signage Discussions

### **RECOMMENDATION**

That Committee of the Whole recommend Municipal Council approve the creation of a new visual identity (brand) at a cost not to exceed \$9,999, to be funded from the Economic Development Advertising Budget Line 01-2-262-970.

### **INTENT**

For Committee of the Whole to recommend that Council approve the process, budget and timeline for the branding project.

### **DISCUSSION**

A brand typically involves a logo, tagline or slogan, and a brand manifesto. In totality, these elements support what the County represents and what sets us apart from other municipalities. These three things together should capture our vision, mission, values, core competencies and the qualities we want residents and visitors to associate with our Municipality. In the absence of a strong brand, one will be created for you. A strong visual identity creates a seamless, united look. It allows us to be recognizable. The process of developing a brand also presents an opportunity for both public and employee engagement.

From previous discussions at workshop we have heard that Council is interested in creating a new visual identity for the Municipality. An opportune time to make this change is before us, as; we are in the process of reviewing signage throughout the Municipality, as well as deciding what will go on signage in the new municipal building. With moving, we will also need to change the address on a number of items: business cards, letterhead, envelopes etc. Therefore, the most cost-effective time to implement a change is with the new municipal building.

The Branding Sub-Committee was struck from the CAO's Off-Site Signage Working Group to determine the way forward. This Committee first met mid August. This group has compiled information from public consultation done during Kings 2050, looked at how other municipal units have undertaken branding, and have done general public engagement through social media including a survey (both to staff and the public) to provide background data to a design firm. The Committee also put out an Expression of Interest (EOI) October 5<sup>th</sup>-October 23<sup>rd</sup>, 2018 seeking qualified individuals, groups of individuals or firms to assist in the development of a new visual identity. The results of the EOIs have framed this request for decision.

Thirteen EOIs were received. All EOIs have all been scored by the Branding Sub-Committee based on the following criteria:



# Municipality of the County of Kings

## Request for Decision

Experience – 15 points  
Capacity/Creativity – 30 points  
Timeline of Project – 25 points  
Cost of Project – 30 points

Pending Council approval of this RFD, staff will engage the top scoring candidate to immediately commence the design process. The creative process takes ~2 weeks to prepare concepts for presentation from gathered data. To ensure successful integration of a new visual identity we would like to see a decision on final design made by January 8, 2019.

Once Council has approved this RFD (December 4, 2018), an ad hoc group will be struck to make recommendations on the final design. This work group will meet with the firm selected and work through the process to the point of final design. The committee would be made up of the following:

Two members of Council  
Current branding sub-group (5 staff)  
A minimum of two representatives from the groups below:  
Annapolis Valley Chamber of Commerce  
Kings County Federation of Agriculture  
One member from the Arts Community  
14 Wing Greenwood  
Michelin

This ad hoc group will ensure a design is chosen quickly and that it represents the Municipality as a whole for many years to come. The group's recommendations will be presented as part of the December 19, 2018 Committee of the Whole. Further public and staff engagement would then take place December 19 – December 21, 2018. The final concept would then be able to be presented for approval as part of the January 8, 2019 Council agenda package.

### **FINANCIAL IMPLICATIONS**

- If Council approves the project, the cost will be \$9,999 from Economic Development Advertising Budget Line 01-2-262-970. Future costs will be considered as part of upcoming budget deliberations.

### **COMMUNITY ENGAGEMENT**

- The public will be given the opportunity to provide feedback on the proposed concepts.
- Background data has been gathered through community feedback from Kings 2050, and more recently through social media and a survey to both staff and the public.

### **ALTERNATIVES**

- Make no change to the Municipality's visual identity.
- Consider changing the visual identity at a later date.

### **IMPLEMENTATION**

- Branding Sub-Committee tables concepts for Council review and public comment.
- Council makes a decision on final design.
- Design implemented as part of new building signage.
- Phased implementation over time.

### **APPROVALS**

Scott Conrod, Chief Administrative Officer

November 13, 2018



# Municipality of the County of Kings

## Request for Decision

**TO** Committee of the Whole

**PREPARED BY** Melissa Morrison, Strategic Project Specialist

**MEETING DATE** November 20, 2018

**SUBJECT** Municipal Elections Advisory Committee

### ORIGIN

- 2016 Municipal Election Report, presented by the Returning Officer on November 15, 2017

### RECOMMENDATION

Committee of the Whole recommends that Council direct the CAO to create a Municipal Elections Advisory Committee as per the Terms of Reference attached to the November 20, 2018 agenda package.

### INTENT

An advisory committee should be created to ensure future elections are well organized, efficiently run, and that they achieve an increase in voter turnout. The Municipal Elections Advisory Committee will serve as a consulting and recommending body to the Returning Officer and Council in addressing issues related to the municipal election process.

### DISCUSSION

TOPIC	WHO CONSIDERS RECOMMENDATION
District Boundaries (MGA Section 369) <i>-not part of Committee's mandate. Doesn't need to be reviewed until 2022</i>	
Election Budget	Council
By-law for Alternative Voting <i>-by mail, electronically, phone, etc.</i>	Council
Appointment of a Registrar of Voters <i>-before May 1<sup>st</sup> of an election year to oversee the conduct of enumeration and preparing the preliminary list of electors</i>	Council
Appointment of the Returning Officer <i>-before March 15<sup>th</sup> of an election year</i>	Council
Appointment of Assistant Returning Officers	Council, but can be delegated to the Clerk or CAO
Municipal Elections Act: <i>-overseeing and directing the administrative conduct of the election</i> <i>-appointing and instructing other elections officers</i> <i>-polling divisions</i>	Returning Officer

It is proposed that the Municipal Elections Advisory Committee would make recommendations on issues related to the municipal election including, but not limited to, the issues which are addressed in the Returning Officer's report as presented to Council in the November 15, 2017 agenda package:



# Municipality of the County of Kings

## Request for Decision

- Election Budget
- Voter Enumeration
- Polling Divisions
- E-Voting
- Voter Turnout
- Voter Cards
- Municipal Elections Act and Staff

In the past, we have hired a Returning Officer the same year as the election. This process has only allowed us to repeat what was done in the past, as it does not provide us with enough time to explore new approaches to municipal elections such as E-Voting. An advisory committee will ensure that we are working towards improving and budgeting appropriately for future municipal elections.

The Municipal Elections Advisory Committee shall be comprised of the following members:

- The Returning Officer, or former if a new one has yet to be appointed
- A staff member from the IT/GIS team responsible for Civic Addressing
- A staff member from Administration
- The Strategic Project Specialist
- The Diversity and Outreach Specialist

Items surrounding voter turnout will be brought to the following standing committees for consideration: Diversity Kings County and the Kings Youth Council.

The Municipal Elections Advisory Committee shall report to Council on a yearly basis, or as required for additional decision making by Council. At the first meeting of the advisory committee, priorities and an anticipated work plan will be established for the coming year. It is envisioned that the work plan will consist of three major reports: voter turnout, enumeration, and polling divisions. See Appendix A for the proposed Terms of Reference.

### **FINANCIAL IMPLICATIONS**

- Honorarium for the Past Returning Officer ~\$800/year

### **COMMUNITY ENGAGEMENT**

- Both elected official and public input will be sought as needed by the committee to help inform the decision making process.

### **ALTERNATIVES**

- Take no action.

### **IMPLEMENTATION**

- Create Municipal Elections Advisory Committee - 2018
- Recommendations for 2020 Election - 2019
- Ensure the Municipality is ready for the next Municipal Election - 2020
- Review 2020 Election process and make future recommendations - 2021

### **APPENDICES**

- Appendix A: Municipal Elections Advisory Committee Proposed Terms of Reference

### **APPROVALS**

Scott Conrod, Chief Administrative Officer

November 14, 2018





# Municipality of the County of Kings Municipal Elections Advisory Committee

APPENDIX A

## Establishment of the Committee

1. The Municipal Council of the Municipality of the County of Kings establishes an advisory committee to be known as the "Municipal Elections Advisory Committee".

## Purpose

2. To ensure future elections are well organized, efficiently run, and that they achieve an increase in voter turnout. The Municipal Elections Advisory Committee will work to ensure our Municipality is adequately prepared for future elections.

## Responsibilities

3. The Municipal Elections Advisory Committee may make recommendations to Council on the following issues:
  - a) Election Budget
  - b) By-law for Alternative Voting
  - c) Voter Enumeration
  - d) Appointment of the Returning Officer
  - e) Appointment of a Registrar of Voters
  - f) Appointment of Assistant Returning Officers
4. The Municipal Elections Advisory Committee will assist the Returning Officer in making decisions related to:
  - a) Polling Divisions
  - b) E-Voting (if approved by Council)
  - c) Voter Turnout
  - d) Voter Cards
  - e) Municipal Elections Act and Staff

## Membership

5. The Municipal Elections Advisory Committee shall be comprised of the following members:
  - The Returning Officer, or former if a new one has yet to be appointed
  - The staff member from the IT/GIS team responsible for Civic Addressing
  - A staff member from Administration
  - The Strategic Project Specialist
  - The Diversity and Engagement Specialist
6. The following Standing Committees of Council shall be consulted on all issues related to voter turnout:
  - Diversity Kings County
  - Kings Youth Council



# Municipality of the County of Kings Municipal Elections Advisory Committee

APPENDIX A

7. After each election's recommendations are presented, Council shall revisit and make any necessary amendments to these Terms of Reference.

## **Reporting**

8. The Municipal Elections Advisory Committee shall report to Council on a yearly basis, or as required for additional decision making by Council.

## **Meetings**

9. The first meeting of the Municipal Elections Advisory Committee shall take place by January 31, 2019 following acceptance of these Terms of Reference by Municipal Council.
10. A staff member will act as the Secretary for the Municipal Elections Advisory Committee.
11. The Municipal Elections Advisory Committee shall elect a Chair from amongst the members at the first meeting of the Committee.
12. The Chair shall preside at all meetings but, in the absence of the Chair, a member appointed at the meeting shall preside.

## Procedural Matters

13. At the first meeting of the Municipal Elections Advisory Committee, members will establish priorities and an anticipated work plan for the coming year.  
  
The Municipal Elections Advisory Committee will evaluate the work plan and priorities annually.
14. The Municipal Elections Advisory Committee will hold regular meetings as required to complete the work plan. The time and place of each meeting will be determined at the preceding meeting.
15. Minutes of each meeting shall be recorded by the Secretary and shall capture all recommendations of the Municipal Elections Advisory Committee.
16. The Municipal Elections Advisory Committee shall endeavour to use a consensus-based approach to make decisions.

## Quorum

17. A simple majority of 50% + 1 of the Municipal Elections Advisory Committee shall constitute a quorum.



# Municipality of the County of Kings

## Briefing

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**TO** Committee of the Whole

**PREPARED BY** Katrina Roefs, Financial Analyst, CPA, CA

**MEETING DATE** November 20, 2018

**SUBJECT** Accountability Report (Period Ending September 30, 2018)

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### **ORIGIN**

- Reporting & accountability requirements: MGA Section 32(1), Part A
- Quarterly Operating and Capital Variance Reports (internally generated)
- [FIN-05-014 Surplus Allocation Policy](#)

### **RECOMMENDATION**

That Committee of the Whole receive the Accountability Report (Period Ending September 30, 2018) as attached to the November 20, 2018 agenda for information.

### **INTENT**

The intent of this report is to provide a summary of material variances from amounts budgeted in the 2018/19 Operating and Capital Budgets to actual results to September 30, 2018, together with a forecast of the year-end results at March 31, 2019.

### **DISCUSSION**

#### **Section A – Operating Budget Review & Forecast to Year-end**

This report brings us to the end of quarter two for the fiscal 2018/19 year. It is early in the operating year and some expenses have timing or seasonal differences creating variance from budget. Discussions have been held with Managers and Directors across the organization to determine forecasts to year end. Currently we are forecasting a surplus of \$351,115 for the year 2018/19. The key components of the forecast surplus include:

- Salaries & Benefits savings due to vacant positions
- Small changes to the annual amounts paid for mandatory provincial expenses
- Revenue variances in relation to NSP and MT&T payments
- Interest revenue variances due to prime rate increase
- Increased property tax in lieu revenue

The variances forecast are based on information available at the time of this report; events during the year can change these forecasts in the future.



# Municipality of the County of Kings

## Briefing

### Core Revenues – \$143,740 above budget

Core Revenues include Property taxes, Grants-in-Lieu of Taxes from the Federal and Provincial government, rent income, HST Offset Grant income from UNSM, and the net interest income after transfers to capital reserves.

Core Revenues	2018/19 Budget	Forecast	Forecast Variance (\$)	Forecast Variance (%)	Reason
					<u>Items Previously Reported On:</u> Farm Property Acreage, NS Power, and MT&T actuals came in slightly above budget. Budgets are based on historic information and can fluctuate annually based on changes to assessment
Property Tax	36,357,750	36,376,605	18,855	0.05%	
PILT	2,915,300	2,939,540	24,240	0.82%	Positive variance relates to Federal Property Tax in Lieu Payments, which are higher due to change in ownership and assessment values
Rent	3,000	20,490	17,490	85.36%	<u>Items Previously Reported On:</u> Unbudgeted rent on farm land in Waterville
HST Offset Grant	99,400	132,555	33,155	25.01%	Budgeted based on historic three year average. Actual amount is calculated by the Province based on each municipalities share of its federal portion of the HST.
Net Interest Income	140,500	190,500	50,000	26.25%	<u>Items Previously Reported On:</u> Positive variance projected based on Prime Rate increase
<b>Total</b>	<b>39,515,950</b>	<b>39,659,690</b>	<b>143,740</b>		

### Mandatory Payments including RCMP - \$11,590 below budget

Mandatory payments include all payments required to be paid, by the *Municipal Government Act* (MGA), the *Libraries Act*, the *Police Act*, or the Provincial Municipal Service Exchange Agreement, specifically:

Entity	2018/19 Budget	Forecast	Forecast Variance (\$)	Forecast Variance (%)
Annapolis Valley Regional School Board (AVRSB)	11,641,975	11,642,460	485	0.0%
Property Valuation Services Corporations (PVSC)	809,900	818,275	8,375	1.0%
Municipal Highway Contribution	719,200	719,165	(35)	0.0%
Correctional Services	635,610	635,610	-	0.0%
Western Regional Housing Authority	207,200	207,200	-	0.0%
Annapolis Valley Regional Library	305,300	305,250	(50)	0.0%
RCMP & DNA Services	7,132,100	7,111,735	(20,365)	-0.3%
<b>Total</b>	<b>21,451,285</b>	<b>21,439,695</b>	<b>(11,590)</b>	



# Municipality of the County of Kings

## Briefing

The RCMP & DNA Services Variance is broken down as follows: RCMP \$9,572 under budget, budget is based on 45 officers and estimated increase from RCMP at budget time. Prosecution Services are \$10,793 below budget, this amount is budgeted based on historic three year average, these are billed by the Provincial Government and can fluctuate based on actual costs.

### Inter Municipal Service Agreements

The Municipality has Inter-Municipal Service agreements which require the Municipality to make capital and operating contributions.

Subsequent to the approval of the 2018/19 operating budget Valley Waste Resource Managements budget was approved by Council which resulted in an increase to the Municipality's contribution by \$208,028. This was funded by a transfer from the VWRM Operating Reserve.

Kings Transit Authority also had their operating budget approved subsequent to the approval of the Municipality's 2018/19 operating budget. This resulted in an increase in the Municipality's contribution to that organization in the amount of \$58,200, this was funded by a transfer from the General Operating Reserve.

### Core Municipal Services -\$195,785 below budget

Departmental includes the following components of the Municipality's operations:

**Legislative:** Legislative expenses include Councillor remuneration, travel, meals, committee honorarium, scholarships, and other legislative services.

**Administration:** Administration includes the office of the CAO, Human Resources, Recreation and Economic Development. Expenses include compensation, legal and consulting fees, training for all staff, Occupational Health & Safety, diversity and public relations projects, advertising, and other related administrative, recreation programming, and economic development expenses.

**Corporate Services:** Corporate Services includes Finance department, Revenue services, and Information Technology (IT). The department generates revenue for the Municipality through the administration of the Property Tax, Utility Billing, Area Rates, Capital Charge processes and management of banking and treasury functions. The department also generates revenue from the provision of services for other municipal entities, such as IT and payroll processing.

**Engineering and Public Works:** EPW manages the sewer and water utilities; the Municipal complex; municipal parks and trails; roads; sidewalks; and street lights. Sewer, water and street lights all generate revenue from utility billing or area rates that pays for the costs associated with the provision of these services. Expenses include compensation, vehicles and equipment, utilities, insurance, supplies & parts, repairs & maintenance, consulting services

**Building, Development & Protective Services:** This department manages Planning, Building & Development, Fire, Bylaw Enforcement, Emergency Management, (shared with EPW), services. The department generates revenues by providing Building and Fire inspection services to other municipalities, sale of building permits, application fees and other permits, and through recreation program revenue and grants from other governments and organizations. Expenses include compensation, vehicles, office supplies, and contracts with third parties for provision of 911 dispatch and animal control services.



# Municipality of the County of Kings

## Briefing

### Core Services

	2018/19 Budget	Forecast	Forecast Variance (\$)	Forecast Variance (%)	Reason
Legislative	555,800	570,770	14,970	2.7%	Increases to Council stipend in order to compensate for changes to income tax legislation.
Administration	2,294,075	2,233,175	(60,900)	-2.7%	Variances relating to Salary and Benefits due to timing issues regarding filling of vacant positions. Small variance regarding recreation programming.
Corporate Services	1,285,770	1,273,765	(12,005)	-0.9%	Timing issues regarding filling of vacant position in IT, projected favorable variance in postage, and expected to be slightly above budget on toner for the year.
EPW	2,618,295	2,517,245	(101,050)	-3.9%	Savings include decreased landfill monitoring costs. Airport insurance and lease payments are below budget, budget was based on estimate for these items, insurance costs are now being reimbursed, and lease payments will have offsetting transfers from the operating reserve. Revenue at our septage station is expected to be higher than previously budgeted. Admin fees collected from Greenwood Water Utility were not included in the 2018/19 operating budget but will be \$23,500.
Building & Development Services, Protective	4,121,015	4,084,215	(36,800)	-0.9%	Salary variances regarding filling of new position in fire inspection and a two month vacancy within Bylaw. Small variance in relation to: animal control costs, dog tag revenue, and unbudgeted expense of by law radio.
<b>Total</b>	<b>10,874,955</b>	<b>10,679,170</b>	<b>(195,785)</b>		

### FINANCIAL IMPLICATIONS

- The forecast operating surplus will be finalized subsequent to year end and distributed using the guidelines set out in FIN-05-014 Surplus Allocation Policy
- Any municipal sewer surplus at year end is required under the Surplus Allocation Policy to be first used to reduce long-term borrowing and the balance transferred to the Sewer Capital Reserve.

### COMMUNITY ENGAGEMENT

A community engagement initiative is not required as the subject was approved as part of the 2018/19 Operating and Capital Budget. The community had the opportunity to provide public comments as part of that process. This report is providing an update on those budgets.



# Municipality of the County of Kings

## Briefing

### APPENDICES

- Appendix A – Operating Variance Report
- Appendix B – Capital Program Report

### APPROVALS

Wendy Salsman, Interim Director of Finance & IT      Date: November 8, 2018

Scott Conrod, Chief Administrative Officer      Date: November 13, 2018

Municipality of the County of Kings  
First Quarter Accountability Report  
30-Sep-18

		30-Sep-18							
		Actual June 30, 2018	Budget Q1	Variance (\$)	Variance %	Year-End Forecast	Year-End Budget	Forecast Variance (\$)	Forecast Variance (%)
<b>Core Revenue</b>									
Property Tax		(36,448,825)	(36,356,035)	(92,790)	0.3%	(36,376,605)	(36,357,750)	(18,855)	0.1%
PILT		(2,736,040)	(2,711,800)	(24,240)	-	(2,939,540)	(2,915,300)	(24,240)	0.8%
Rent		(17,480)	-	(17,480)	-	(20,490)	(3,000)	(17,490)	583.0%
HST OFFSET GRANT		(132,555)	(99,400)	(33,155)	-	(132,555)	(99,400)	(33,155)	33.4%
Net interest income		(195,225)	(121,570)	(73,655)	60.6%	(190,500)	(140,500)	(50,000)	35.6%
<b>Total Core Revenue</b>		<b>(39,530,125)</b>	<b>(39,288,805)</b>	<b>(241,320)</b>		<b>(39,659,690)</b>	<b>(39,515,950)</b>	<b>(143,740)</b>	
<b>Less Mandatory Payments</b>									
Annapolis Valley Regional School Board		5,821,230	5,820,990	240	0.0%	11,642,460	11,641,975	485	0.0%
Assessment Charges		613,710	607,425	6,285	1.0%	818,275	809,900	8,375	1.0%
Municipal Highway Contribution		359,580	539,400	(179,820)	-33.3%	719,165	719,200	(35)	0.0%
Correctional Services		317,805	317,805	-	0.0%	635,610	635,610	-	0.0%
Regional Housing Corporation		-	-	-	-	207,200	207,200	-	0.0%
Regional Library		152,625	152,650	(25)	0.0%	305,250	305,300	(50)	0.0%
RCMP (& DNA)		1,800,285	1,793,175	7,110	0.4%	7,111,735	7,132,100	(20,365)	-0.3%
<b>Total</b>		<b>9,065,235</b>	<b>9,231,445</b>	<b>(166,210)</b>		<b>21,439,695</b>	<b>21,451,285</b>	<b>(11,590)</b>	
<b>Available for Municipal Operations</b>		<b>(30,464,890)</b>	<b>(30,057,360)</b>	<b>(407,530)</b>		<b>(18,219,995)</b>	<b>(18,064,665)</b>	<b>(155,330)</b>	
<b>Area Rates</b>									
Area Rates Collected		-	(4,991,445)	4,991,445	(9,982,890)	(4,991,445)	(4,991,445)	-	0.0%
Less Area Rate Revenue Paid out		-	4,991,445	(4,991,445)	9,982,890	4,991,445	4,991,445	-	0.0%
<b>Subtotal</b>		<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	
<b>Inter-municipal Service Agreements</b>									
		<b>2,650,465</b>	<b>2,173,390</b>	<b>477,075</b>	<b>22%</b>	<b>5,093,700</b>	<b>5,093,700</b>	<b>-</b>	<b>0%</b>
<b>Legislative</b>									
Council		<b>283,315</b>	<b>307,340</b>	<b>(24,025)</b>	<b>-8%</b>	<b>570,770</b>	<b>555,800</b>	<b>14,970</b>	<b>3%</b>
<b>Administration</b>									
Administration		565,360	978,435	(413,075)	-42.2%	1,739,670	1,768,185	(28,515)	-1.6%
HR		56,550	67,400	(10,850)	-16.1%	139,180	141,350	(2,170)	-1.5%
Economic Development		44,615	60,310	(15,695)	-26.0%	116,620	116,620	-	0.0%
Recreation Administration		106,385	135,750	(29,365)	-21.6%	235,070	260,300	(25,230)	-9.7%
Net contributions to Recreation programming		-	-	-	-	-	-	-	-
KINGS PROGRAMS	(750)	(2,000)	1,250	-62.5%	(3,350)	(3,350)	-	0.0%	
ACTIVE KIDS, HEALTHY KIDS	850	(3,310)	4,160	-125.7%	5,250	1,500	3,750	250.0%	
DAYCAMP	15,050	19,585	(4,535)	-23.2%	11,000	17,735	(6,735)	-38.0%	
PARTNERSHIP PROGRAMS	(21,885)	(33,860)	11,975	-35.4%	(42,775)	(40,775)	(2,000)	4.9%	
MOMS IN MOTION	1,735	245	1,490	608.2%	2,500	2,500	-	0.0%	
AQUATICS	(13,570)	(3,190)	(10,380)	325.4%	1,150	1,150	-	0.0%	
SENIORS	(1,895)	4,000	(5,895)	-147.4%	4,000	4,000	-	0.0%	
AFTERSCHOOL PROGRAMS	9,135	21,905	(12,770)	-58.3%	24,860	24,860	-	0.0%	
<b>Total Administration</b>		<b>761,580</b>	<b>1,245,270</b>	<b>(483,690)</b>		<b>2,233,175</b>	<b>2,294,075</b>	<b>(60,900)</b>	
<b>Corporate Services</b>									
Finance		351,740	316,890	34,850	11.0%	660,040	666,140	(6,100)	-0.9%
Revenue Services (Net of cost recoveries)		(16,400)	(122,005)	105,605	-86.6%	(164,830)	(164,830)	-	0.0%
IT (net of cost recoveries)		362,405	413,150	(50,745)	-12.3%	778,555	784,460	(5,905)	-0.8%
<b>Total Corporate Services</b>		<b>697,745</b>	<b>608,035</b>	<b>89,710</b>		<b>1,273,765</b>	<b>1,285,770</b>	<b>(12,005)</b>	
<b>EPW</b>									
EPW Administration (Net of administration fees)		6,775	90,670	(83,895)	-92.5%	325,205	354,530	(29,325)	-8.3%
Building (net of Provincial cost share)		315,590	331,280	(15,690)	-4.7%	542,850	542,500	350	0.1%
Municipal parks & trails		153,325	167,480	(14,155)	-8.5%	171,790	186,300	(14,510)	-7.8%
Roads and Sidewalks		531,100	505,550	25,550	5.1%	1,355,465	1,355,465	-	0.0%
Airport		142,990	56,700	86,290	152.2%	27,235	69,800	(42,565)	-61.0%
Solid Waste	(1,570)	33,850	(35,420)	-104.6%	50,200	65,200	(15,000)	-23.0%	
<b>Subtotal</b>		<b>1,148,210</b>	<b>1,185,530</b>	<b>(37,320)</b>		<b>2,472,745</b>	<b>2,573,795</b>	<b>(101,050)</b>	
Municipal Sewer Revenue		(3,514,560)	(3,750,590)	236,030	-6.3%	(4,147,300)	(4,147,300)	-	0.0%
Less Municipal Sewer Expense		3,202,925	3,387,745	(184,820)	-5.5%	4,191,800	4,191,800	-	0.0%
<b>Subtotal</b>		<b>(311,635)</b>	<b>(362,845)</b>	<b>51,210</b>		<b>44,500</b>	<b>44,500</b>	<b>-</b>	
Street Light Revenue		(104,185)	(120,900)	16,715	(137,615)	(120,900)	(120,900)	-	0.0%
Less street light expense		47,810	60,740	(12,930)	-21.3%	120,900	120,900	-	0.0%
<b>Subtotal</b>		<b>(56,375)</b>	<b>(60,160)</b>	<b>3,785</b>		<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total EPW</b>		<b>780,200</b>	<b>762,525</b>	<b>17,675</b>		<b>2,517,245</b>	<b>2,618,295</b>	<b>(101,050)</b>	
<b>Building &amp; Development Services</b>									
Building & Development Services (net)		85,835	101,785	(15,950)	-15.7%	223,740	223,740	-	0.0%
Planning		223,745	232,840	(9,095)	-3.9%	452,680	452,680	-	0.0%
Development		161,395	190,715	(29,320)	-15.4%	358,450	358,450	-	0.0%
<b>Total Building &amp; Development Services</b>		<b>470,975</b>	<b>525,340</b>	<b>(54,365)</b>		<b>1,034,870</b>	<b>1,034,870</b>	<b>-</b>	
<b>Protective Services</b>									
Fire & Fire Inspection (net )		1,214,945	1,264,495	(49,550)	-3.9%	2,647,815	2,664,325	(16,510)	-0.6%
Bylaw Enforcement (net)		82,355	95,135	(12,780)	-13.4%	174,600	188,570	(13,970)	-7.4%
EMO		115,405	122,335	(6,930)	-5.7%	226,930	233,250	(6,320)	-2.7%
<b>Total Protective Services</b>		<b>1,412,705</b>	<b>1,481,965</b>	<b>(69,260)</b>		<b>3,049,345</b>	<b>3,086,145</b>	<b>(36,800)</b>	
<b>Total Building &amp; Development Services, Protective Service</b>		<b>1,883,680</b>	<b>2,007,305</b>	<b>(123,625)</b>		<b>4,084,215</b>	<b>4,121,015</b>	<b>(36,800)</b>	
<b>Total Core Municipal Services</b>		<b>7,056,985</b>	<b>7,103,865</b>	<b>(46,880)</b>		<b>15,772,870</b>	<b>15,968,655</b>	<b>(195,785)</b>	
<b>Funds available after Core Municipal Services</b>		<b>(23,407,905)</b>	<b>(22,953,495)</b>	<b>(454,410)</b>		<b>(2,447,125)</b>	<b>(2,096,010)</b>	<b>(351,115)</b>	
<b>Grants</b>									
Councillor Grants to organizations		-	-	-	-	72,000	72,000	-	0.0%
Property Tax exemptions per Bylaws		647,010	673,000	(25,990)	698,990	673,000	673,000	-	0.0%
Leisure Services & Rec Director Salary Grants		-	-	-	-	205,000	205,000	-	0.0%
Crossing Guard Grants	2,655	-	2,655	(2,655)	30,900	30,900	-	0.0%	
Program grants (CRAF, CHAP, CPDP, etc.)		357,145	347,050	10,095	0.0%	437,935	500,900	(62,965)	-12.6%
Major Community Initiatives & Civic Services		522,245	497,960	24,285	4.9%	677,175	614,210	62,965	10.3%
<b>Total Grants</b>		<b>1,529,055</b>	<b>1,518,010</b>	<b>11,045</b>		<b>2,096,010</b>	<b>2,096,010</b>	<b>-</b>	
<b>Forecast Surplus to Year End</b>						<b>(351,115)</b>			



**Municipality of the County of Kings  
Capital Program Report  
Year to date as of September 30, 2018**

	Carryover Budget	2018/19 Budget	Total Budget	Spent prior years	Spent Current Year	Total Expenditures	Budget \$ Remaining	Comments - Carryover budgets
<b>Municipal Infrastructure - General Tax Rate Supported</b>								
<b>Information Technology</b>								
21-3-361-101		85,000	85,000		19,345	19,345	65,655	
21-3-361-102		25,000	25,000			-	25,000	
21-3-361-128		100,000	100,000			-	100,000	
21-3-361-129		36,000	36,000			-	36,000	
21-3-361-130	30,391		30,391		295	295	30,096	few PO's outstanding over year-end
21-3-361-132		40,000	40,000			-	40,000	
21-3-361-133		90,000	90,000			-	90,000	
	<b>30,391</b>	<b>376,000</b>	<b>406,391</b>	<b>-</b>	<b>19,640</b>	<b>19,640</b>	<b>386,751</b>	
<b>Municipal Building</b>								
21-3-375-124		7,541,189	7,541,189	1,349,796	2,489,827	3,839,623	3,701,566	construction in progress
	<b>7,541,189</b>	<b>-</b>	<b>7,541,189</b>	<b>1,349,796</b>	<b>2,489,827</b>	<b>3,839,623</b>	<b>3,701,566</b>	
<b>Roads and Sidewalks</b>								
21-3-372-101	59,124	500,000	559,124	8,921	1,095	10,016	549,108	Coldbrook design & Nichols Ave/ McKittrick crosswalk construction
21-3-372-115		150,000	150,000		125,038	125,038	24,962	
	<b>59,124</b>	<b>650,000</b>	<b>709,124</b>	<b>8,921</b>	<b>126,133</b>	<b>135,054</b>	<b>574,070</b>	
<b>Building &amp; Development Services Vehicles</b>								
21-3-365-101		55,000	55,000		54,660	54,660	340	
	<b>-</b>	<b>55,000</b>	<b>55,000</b>	<b>-</b>	<b>54,660</b>	<b>54,660</b>	<b>340</b>	
<b>Parks and recreation</b>								
21-3-371-114	65,735	25,000	90,735		47,084	47,084	43,651	complete Grand Pre Trail amenities
21-3-371-115		25,000	25,000			-	25,000	
	<b>65,735</b>	<b>50,000</b>	<b>115,735</b>	<b>-</b>	<b>47,084</b>	<b>47,084</b>	<b>68,651</b>	
	<b>7,696,439</b>	<b>1,131,000</b>	<b>8,827,439</b>	<b>1,358,717</b>	<b>2,737,344</b>	<b>4,096,061</b>	<b>4,731,378</b>	
<b>Municipal Sewer Infrastructure - Sewer Rate Supported</b>								
21-3-382-101	627,080	300,000	927,080	408,246	239,545	647,791	279,289	5 lift stations to be completed
21-3-382-102		400,000	400,000		9,611	9,611	390,389	
21-3-382-103	9,740	550,000	559,740	9,740	247,640	257,380	302,360	Coldbrook design
21-3-382-109		25,000	25,000		8,169	8,169	16,831	
21-3-382-901		85,000	85,000		77,340	77,340	7,660	
	<b>636,820</b>	<b>1,360,000</b>	<b>1,996,820</b>	<b>417,986</b>	<b>582,305</b>	<b>1,000,291</b>	<b>996,529</b>	
<b>Greenwood Water Projects - Water Rate Supported</b>								
22-3-351-200	250,000	250,000	500,000	54,831	3,340	58,171	441,829	continue test wells & develop production well
22-3-351-432		150,000	150,000		35,021	35,021	114,979	
22-3-351-435		50,000	50,000			-	50,000	
	<b>250,000</b>	<b>450,000</b>	<b>700,000</b>	<b>54,831</b>	<b>38,361</b>	<b>93,192</b>	<b>606,808</b>	
<b>Regional Sewer Projects - User Fee Supported</b>								
23-3-354-125		150,000	150,000			-	150,000	
23-3-354-130		50,000	50,000		1,251	1,251	48,749	
23-3-354-131		350,000	350,000		10,930	10,930	339,070	
	<b>-</b>	<b>550,000</b>	<b>550,000</b>	<b>-</b>	<b>12,181</b>	<b>12,181</b>	<b>537,819</b>	
<b>Special/Contingent Projects</b>								
21-3-369-114	473,174		473,174	247,080	1,205	248,285	224,889	completion pending NSP & Bell pole work
21-3-369-116		140,000	140,000			-	140,000	
21-3-369-117		182,500	182,500			-	182,500	
21-3-369-119		200,000	200,000			-	200,000	
21-3-369-120		8,604	8,604			-	8,604	
21-3-369-121		30,000	30,000		17,979	17,979	12,021	
21-3-369-123		30,000	30,000			-	30,000	
21-3-369-125		225,000	225,000			-	225,000	
21-3-369-126		312,858	312,858			-	312,858	
	<b>473,174</b>	<b>1,128,962</b>	<b>1,602,136</b>	<b>247,080</b>	<b>19,184</b>	<b>266,264</b>	<b>1,335,872</b>	
<b>Total Capital Program</b>	<b>9,056,433</b>	<b>4,619,962</b>	<b>13,676,395</b>	<b>2,078,614</b>	<b>3,389,375</b>	<b>5,467,989</b>	<b>8,208,406</b>	



# Municipality of the County of Kings

## Request for Decision

**TO** Committee of the Whole

**PREPARED BY** Karen Kluska, Financial Analyst, CPA,CA

**MEETING DATE** November 20, 2018

**SUBJECT** 2018/19 Capital Investment Plan and Gas Tax Allocation to Villages

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### **ORIGIN**

- Council Minutes August 1, 2017 & Committee of the Whole Agenda July 18, 2017
- Council Minutes July 17, 2018 & Committee of the Whole Agenda July 17, 2018
- Council Minutes September 4, 2018 (first amendment related to Village of New Minas project)
- Correspondence from the Village of Canning dated October 10 and November 6, 2018

### **RECOMMENDATION**

That Committee of the Whole recommend Municipal Council approve a second amendment to the **2018/19 Gas Tax use for Village Projects** and the **2018/19 Five Year Capital Investment Plan** attached to the Request for Decision dated July 17, 2018, to add the Village of Canning J Jordan Sidewalk project with a total budget of \$33,789 and Gas Tax use of \$22,526.

### **INTENT**

To provide Council with information about the change in funding requested by the Village of Canning for their J Jordan Sidewalk project.

### **DISCUSSION**

On August 1, 2017, Council approved the Village of Canning using \$67,000 of their Gas Tax allocation to fund two-thirds of the cost of constructing or upgrading sections of sidewalk along J Jordan Road in Canning. The sidewalk provides pedestrian access to the new Multi-Complex, football/soccer/baseball fields, schools, daycare and the arena. The Village did not proceed with the project in 2017, and did not include it in their 2018/19 Capital Budget. As a result, the project was not included in the Capital Investment Plan approved by Council on July 17, 2018.

The Village has since re-evaluated the need for the project and is replacing damaged sections and increasing the width of the sidewalk to 5 feet to accommodate snow removal in winter and improve pedestrian safety. The project will improve 313 meters of sidewalk, running from the new Multi-complex to the Glooscap Arena at a total cost of \$33,789, for which the Village is requesting two-thirds funding from Gas Tax or \$22,526.

### **FINANCIAL IMPLICATIONS**

Council has previously approved the allocation of a portion of the Municipality's Gas Tax allocation to the Village of Canning. The funding for this project simply draws down the balance of Gas Tax held by the Municipality for future Village of Canning Gas Tax projects. There are no new financial implications to the Municipality arising from this request.



# Municipality of the County of Kings

## Request for Decision

### **COMMUNITY ENGAGEMENT**

- The Village Clerk has affirmed that the requested amendment was approved by the Village Commission, during duly-called public meetings.
- Council has previously approved the Municipality's Capital Budget and allocation of Gas Tax Funds to the villages during the annual budget process, which meetings were open to the public.
- No further community engagement was undertaken or required.

### **ALTERNATIVES**

- No alternatives are recommended

### **IMPLEMENTATION**

- The amended Capital Investment Plan will be filed with the Province.
- The Village of Canning will be advised of Council's decision

### **APPENDICES**

- Appendix A: Email correspondence from Village of Canning enclosing passed resolutions of the Village Commission requesting Gas Tax funding for the sidewalk
- Appendix B: Second Amendment of Gas Tax Projects 2018-2019

### **APPROVALS**

Scott Conrod, Chief Administrative Officer

November 13, 2018

**From:** [Village of Canning](#)  
**To:** [Karen Kluska](#)  
**Subject:** Gas tax increase- J Jordan sidewalk  
**Date:** November-06-18 11:19:06 AM  
**Importance:** High

---

Good Morning Karen:

We need to increase our ask again for the J Jordan sidewalk as they came on some extra work that needed to be done before they can lay the asphalt. We now have to put in extra gravel in soft areas. The increase total is \$3500 plus tax so we are requesting another \$2,433.34 to add to our gas tax request. A motion was made via email. As follows to approve the increase in ask.

Via email Nov 2/18: On Motion Angela Cruickshank and Everett MacPherson the Commission approves requesting and increase to gas tax with the Municipality for the J Jordan sidewalk as additional work is required. The increase for the gas tax ask will be \$2,433.34. All in favor, Motion carried.

If you require anything else from me please let me know.

Thanks,  
Ruth Pearson  
Clerk/Treasurer

**From:** [Village of Canning](#)  
**To:** [Karen Kluska](#)  
**Subject:** Motion- sidewalk funding gas tax  
**Date:** October-10-18 12:03:36 PM  
**Importance:** High

---

Good Morning Karen:

The Canning Village Commission made a now use some of the funds that had been previously designated from our Gas tax for the J Jordan Sidewalk replacement. We are requesting 2/3 of the costs of the project as noted below.

Project \$28,9000 plus HST=\$33,235.00  
Less HST rebate- -\$3096.34

Total cost \$30,138.66 2/3 amount \$20,092.44

**On motion Angela Cruickshank and Wanda Sheffield, the Commission will request to use \$20,092.44 from gas tax for the J Jordan Sidewalk, from the previously designated amount that was requested to be put aside. All in Favor, Motion carried.**

Please advise if you will require any further information to ensure we will be able to access this amount from our gas tax.

Thank you,

Ruth Pearson  
Clerk/Treasurer

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MUNICIPALITY OF THE COUNTY OF KINGS  
SECOND AMENDED GAS TAX PROJECTS 2018-2019

APPENDIX B

Unit	Project	Current Year Gas Tax	Gas Tax on Open Projects from Last Year	Total Gas Tax	Total Gas Tax Approved
<b>Municipality of Kings</b>					
	Gas Tax Carryforward Account Balance Beginning of Year				882,182
	Annual Allocation 2018/19				1,361,138
	Gas Tax Available				2,243,320
	Lift Station Replacements	300,000	204,437	504,437	(504,437)
	Sewer Treatment Plant Infrastructure Renewal	400,000		400,000	(400,000)
	Sewer Collection System Line Replacements	380,000		380,000	(380,000)
	Sidewalk Construction	200,000		200,000	(200,000)
	Total Gas Tax Projects	1,280,000	204,437	1,484,437	(1,484,437)
<b>Village of Aylesford</b>					
	Sidewalk - Victoria Rd from Hwy 1 to Park St firehall	105,860		105,860	(105,860)
<b>Village of Greenwood</b>					
	Tremont Mountain Carryforward Balance Yr 1		133,279	133,279	
	Tremont Mountain Sidewalk Yr 2	152,512		152,512	
	Whittington Drive Sidewalk	41,813		41,813	
	Total Gas Tax Projects	194,325	133,279	327,604	(327,604)
<b>Village of Cornwallis Square</b>					
	3 Bus Shelters	26,000		26,000	(26,000)
	Gas Tax Account Balance				<u>299,419</u>
<b>Municipality of Kings</b>					
<b>Village of Canning</b>					
	Gas Tax Carryforward Account Balance Beginning of Year				370,525
	Annual Allocation 2018/19				112,311
	Gas Tax Available				482,836
	J Jordan Sidewalk Upgrades	22,526		22,526	
	Design for Chapel Rd Water & Sidewalk project	15,000		15,000	
	Total Gas Tax Projects	37,526	-	37,526	(37,526)
	Gas Tax Account Balance				<u>445,310</u>
<b>Village of Canning</b>					
<b>Village of Kingston</b>					
	Gas Tax Carryforward Account Balance Beginning of Year				172,502
	Annual Allocation 2018/19				185,614
	Gas Tax Available				358,116
	Sidewalk & curb replacements Main St	30,000		30,000	
	Lift station upgrade at RCMP offices	150,000		150,000	
	Clarifier renewal at STP	75,000		75,000	
	Total Gas Tax Projects	255,000	-	255,000	(255,000)
	Gas Tax Account Balance				<u>103,116</u>
<b>Village of Kingston</b>					
<b>Village of Port Williams</b>					
	Gas Tax Carryforward Account Balance Beginning of Year				316,000
	Annual Allocation 2018/19				177,973
	Gas Tax Available			-	493,973
	Sewer lagoon rehabilitation	400,000		400,000	
	Total Gas Tax Projects	400,000	-	400,000	(400,000)
	Gas Tax Account Balance				<u>93,973</u>
<b>Village of Port Williams</b>					
<b>Village of New Minas</b>					
	Gas Tax Carryforward Account Balance Beginning of Year				620,076
	Annual Allocation 2018/19				375,076
	Gas Tax Available				995,152
	Chemical Storage Building	220,000		220,000	
	Test Well - Jones Rd	13,000		13,000	
	Household meter reader boxes	54,000		54,000	
	Stationary generator - Forsythe Reservoir	16,000		16,000	
	Stationary generator - Lockhart Ryan Well	40,000		40,000	
	Total Gas Tax Projects	343,000	-	343,000	(343,000)
	Gas Tax Account Balance				<u>652,152</u>
<b>Village of New Minas</b>					



# Municipality of the County of Kings

## Request for Decision

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<b>TO</b>	Committee of the Whole
<b>PREPARED BY</b>	Katrina Roefs, Financial Analyst, CPA, CA
<b>MEETING DATE</b>	November 20, 2018
<b>SUBJECT</b>	Accelerated Payment of Kings Mutual Century Centre Remaining Grant

---

### **ORIGIN**

- Letter dated November 9, 2018 from Berwick and District Community Association
- COTW motion April 15, 2013 approving funding commitment

### **RECOMMENDATION**

That Committee of the Whole recommend to Council that the grant to the Berwick Community Association for phase two construction of the Kings Mutual Century Centre not be paid in an accelerated fashion and that the existing grant commitment be followed until complete.

### **INTENT**

The Berwick and District Community Association is requesting that the remainder of the grant committed by the Municipality for the phase two construction of the Kings Mutual Century Centre (KMCC) be paid in full now that the project is complete, in order for the organization to avoid debt on the facility.

### **DISCUSSION**

Municipal Council approved funding of phase two construction of the KMCC as part of their 2013/14 operating budget. The original approved motion was that \$30,000 be committed for 2013/14 with an additional \$55,000 pledged annually for the next seven years subject to annual Council approval, ending in 2020/21. The total commitment was \$415,000 (see Appendix B for original motion).

To date, the County has paid \$294,000 towards the project (see Appendix A - KMCC Funding Summary). The organization would like the remaining balance to be paid now that the project is complete in order to avoid incurring debt.

Entering into the 2019/20 budget and grant season, it should be noted that there are currently seven organizations whom we have multiyear commitments with, and that the total of those commitments for the 2019/20 year is \$330,000. Several of those projects have also completed construction.

Payment of the remaining commitment would potentially limit the amount of grant funds available for other projects in the upcoming year. This could set a precedent for other organizations to request accelerated payment of their remaining commitments, which would further diminish available annual grant funds.

### **FINANCIAL IMPLICATIONS**

- No financial implication at this time; if an accelerated option is approved, payment of \$121,000 from expense account 01-2-271-230 would be included in the 2019/20 operating budget.



# Municipality of the County of Kings

## Request for Decision

### **COMMUNITY ENGAGEMENT**

- A community engagement initiative is not required as the subject was approved as part of the Operating Budget. The community had the opportunity to provide public comments as part of that process. This report is providing an update on those budgets.

### **ALTERNATIVES**

- Inclusion of accelerated payment amount in the 2019/20 operating budget.

### **IMPLEMENTATION**

- Continue to follow existing commitment and include Berwick and District Community Association in the 2019/20 operating budget at \$55,000, subject to Council approval.

### **APPENDICES**

- Appendix A: Phase 2 KMCC Funding Summary
- Appendix B: COTW Motion April 15, 2013 approving original commitment
- Appendix C: Letter from Berwick & District Community Association
- Appendix D: Summary of existing multiyear grant commitments

### **APPROVALS**

Rob Frost, Deputy CAO	November 15, 2018
Scott Conrod, Chief Administrative Officer	November 15, 2018



**Appendix A**  
**Phase 2 KMCC Funding Summary**

Originally approved in the 2013/14 operating budget for \$30,000 plus a commitment for \$55,000 per year for the next seven years.

**Total Original Commitment                      415,000**

<b>Budget Year</b>	<b>Amount Budgeted</b>	
2013/14	30,000	
2014/15	55,000	
2015/16	44,000	Note 1
2016/17	55,000	
2017/18	55,000	
2018/19	55,000	
<b>Budgeted/Paid to date</b>	<b>294,000</b>	

**Remaining Commitment                              121,000**

**Note 1) During the 2015/16 budget multi year grants were reduced by 20% with a motion that they could apply for that 20% in the year after their final committed payment.**

- Warden Brothers stated that there are many things Council could choose to do with these funds and wanted to inform them of her ideas.
- Warden Brothers moved back as Chair.
- Deputy Warden Ennis suggested that \$25,000 for the signage study, be added to the budget.
- Discussion took place on the signage problems in the County.
- Ben Sivak commented that the community group came in and asked for a signage study; Grand Pre would be a case study for the whole county.
- Councillors suggested that staff look into other potential funders who could assist in this. Tom MacEwan explained that the recommendation on the floor is to complete a sign study, which would review our by-law and bring forward amendments. Any changes to the by-law would come to council for approval. He commented that funding from the province or federal government probably isn't available to amend our by-law.

**On motion of Councillor Atwater and Deputy Warden Ennis, that Committee of the Whole direct staff to include in the budget \$25,000 for a signage study in Kings County.**

**Motion Carried.**

Results

6 for

5 against

- Councillor Bishop asked if councillors have heard anything regarding the Twin Pad and suggested that funds be reallocated to the Kings Mutual Centre. Warden Brothers commented that the Base Commander will be meeting wither and the CAO discuss plans.
- Councillor Best commented that he received legal advice and is not in conflict of interest.
- Councillors addressed concerns that there are no policies on funding these types of projects.

**On motion of Councillor Atwater and Deputy Warden Ennis, that Committee of the Whole direct staff to include in the budget \$30,000 funding for phase two of the Kings Mutual Centre this year and \$55,000 for the next 7 subject to funding fro the provincial and Federal.**

**Motion Carried.**

Results

8 for

3 against

- Tom MacEwan commented that the Municipality enters into many contracts and there is a challenge in locating them. He recommended that Council fund an independent contractor for 4 months. Their task would be to go and find all of the contracts and to review and create a summary. He stated that he would then come back to Council with a recommendation. He suggesting \$25,000 be funded to this contract

Berwick & District Community Association  
P.O. Box 567  
Berwick, NS BOP 1E0



**Scott Conrod** – [sconrod@countyofkings.ca](mailto:sconrod@countyofkings.ca)

**Rob Frost** – [rfrost@countyofkings.ca](mailto:rfrost@countyofkings.ca)

**County of Kings**

November 9, 2018

**RE: Accelerated Payment of Remaining Grant**

Scott and Rob,

This letter is to formally request early payment of the \$126,000 remaining of the commitment the County of Kings has made to Phase 2 of the Kings Mutual Century Centre. The Berwick and District Community Association (BDCA) has nearly completed the construction of the project and our volunteers are working hard to pay the remaining bills and keep any financing minimal to reduce interest costs.

Final bills are projected to become payable by the end of February 2019. At that time we are expecting a shortfall of about \$160,000. If the county were to accelerate the payment of the remaining \$126,000 by the end of February 2019, it would bring the shortfall to about 34,000. We feel with our annual dinner and auction held in April, we can finish off this balance and be debt free.

A debt free facility is a point of pride for our volunteers and a “claim to fame” for the project and our region. The support the County has provided to the facility in both Phases 1 and 2 is greatly appreciated. With one last push, the County and the BDCA together can close this chapter of an 18 year story.

Thank you for your consideration,

Brian Easson, Treasurer  
Berwick and District Community Association

[brian@eassons.com](mailto:brian@eassons.com)

902-679-1085

## Appendix D

### Summary of existing multi-year grant commitments

Organization	Project	Funding Year Start	#of Years Committed	Commitment End	Total Commitment	Remaining Commitment	2019/20 Budget amount
Berwick & District Community Association	Phase 2 KMCC	2013/14	8	2020/21	415,000	121,000	55,000
Village of New Minas	Louis Millett Centre	2012/13	10	2021/22	500,000	110,000	50,000
L'Arche Home Fires	Renovation of former church into workshop	2014/15	6	2019/20	150,000	30,000	25,000
Landscape of Grand Pre	Site management coordination UNESCO Grand Pre	2012/13	10	2021/22	250,000	80,000	25,000
Kentville Skate Park Association/Town of Kentville	Kentville Skate Park	2017/18	3	2020/21	150,000	50,000	50,000
Western Kings Rink Association	Cooling plant replacement	2018/19	3	2020/21	150,000	100,000	50,000
Coastarts Assoc.	Building the Future Project	2018/19	4	2021/22	200,000	150,000	50,000
Halls Harbour Community Development Association	Walkway	2018/19	2	2019/20	55,000	25,000	25,000

**THE MUNICIPALITY OF THE COUNTY OF KINGS**  
**Councillor Request for Inclusion of Item on Agenda**

Item to be included on...

COTW Agenda [X] Council Agenda []

Date of COTW or Council requested: November 20, 2018

Name of Councillor: Pauline Raven

Date of Request: November 9, 2018

Title of item: Climate Change Action Initiative: Helping Kings County Tax-Payers Access Energy Upgrades

Amount of time requested: 15-minutes

Short description/background for this request:

Property Assessed Clean Energy (PACE) Programs have been adapted by many Nova Scotia Municipalities beginning in 2014. The Town of Bridgewater has enjoyed particular success.

Bridgewater's Clean Energy Financing program uses PACE to encourage homeowners to install clean energy upgrades to reduce energy use and to produce green energy.

The program offers up to \$20,000 at a fixed lending rate of 4% amortized over 10-years. Eligible home improvements include:

1. Energy efficient windows and doors;
2. High efficiency heat pumps;
3. Solar panels,
4. Etc.,

Up-front costs, minus any contributions from provincial programs, are paid for by the town. A significant benefit is that the barrier presented by "hard to afford" larger costs for significant upgrades is eliminated because homeowners can spread payments over a 10-year period. During this period, cost savings help homeowners pay for the installations.

Strengths:

1. The charges/lien related to the project can remain with the property when sold.
2. The finance cost is the municipal finance rate + 1% (currently totals 4.5%).
3. The maximum borrowing term is 10-years.
4. Efficiency NS incentives/rebates can be automatically deducted to reduce the financed amount.
5. It can be administered through the Clean Foundation.
6. Council can set a maximum amount per year (Bridgewater's is \$300,000).
7. It's a way to make energy efficiency improvements more accessible for property owners with fixed or low incomes.
8. Increases employment opportunities for electricians, plumbers and building contractors.
9. There are blueprints for the required bylaws that can be adapted to our needs (e.g., By-Law #63 Richmond County; Bylaw #199 Town of Bridgewater).

Expected Outcome

A Kings County Clean Energy Financing Program for 2019-2020.

Suggested Motion for COTW

That Committee of the Whole direct the CAO to begin the necessary work to have a CEF program ready to begin April 1, 2019.

That Committee of the Whole invite Leon de Vreede, Sustainability Planner, Town of Bridgewater, to speak to council about the town's Clean Energy Financing Program and other components of the "Energize Bridgewater" an initiative that embraces economic and social development through clean energy and climate change action.



October 29, 2018

Mr. Mark Strickland  
Municipality of the County of Kings  
PO Box 100  
Kentville NS B4N 3W3

Dear Mr. Strickland:

Thank you for Municipality of the County of Kings' recent grant of \$3,672.00 – we are greatly appreciative of your generous support for Acadia University and our students. This grant has been directed as requested to the Women's Rugby Championship.

At Acadia, we strive to provide a high-quality, personal education that challenges our students with valuable learning experiences both inside and outside the classroom. Acadia's commitment to individualized education equips students with the skills and confidence to be changemakers in their local and global communities.

Grants like Municipality of the County of Kings' open the door to the special educational opportunities enjoyed by our students. With the help of our friends and supporters, Acadia awards over 3000 scholarships and bursaries each year. The current renewal of various campus facilities to include state-of-the-art laboratories for research, environmentally-friendly infrastructure improvements, and better facilities for health, wellness, and sports would not be possible without the generous support of faithful friends like you.

Please contact Britney Foote at 902.585.1876 or [britney.foote@acadiau.ca](mailto:britney.foote@acadiau.ca) if you have any questions.

This grant matters, and we are exceptionally thankful to you.

Yours sincerely,

Rod Morrison, DPhil  
Vice-President, Advancement

*Thanks so much for supporting  
the women's rugby championship,  
and all best wishes  
Rod*



RECEIVED  
OCT 31 2018



# Kings Transit Authority

October 29, 2018

Mayor and Council  
Municipality of The County of Kings  
Box 100, 87 Cornwallis Street  
Kentville NS B4N 3W3

Dear Mayor and Council

**Re: Fare Adjustments – Kings Transit Authority**

I am writing to inform you of adjustments to the fare structure for the Kings Transit Authority that will come into effect as of January 1, 2019. These amendments, summarized below, were approved by the Board of Directors on October 4<sup>th</sup>, 2018 and are necessary to address increased administrative and operational costs, correct inconsistencies within the fare structure and solidify the funding base.

FARE CATEGORY	CURRENT PRICE	PRICE EFFECTIVE JANUARY 1, 2019
Cash Fare - Adults	\$3.50	\$4.00
Cash Fare – Seniors/Students	\$3.50	\$2.25
Cash Fare – Children 5 - 11	\$1.75	\$2.25
Children Under 5	Free	Free
Sheet of 10 Tickets - Adults	\$30.00	\$35.00
Sheet of 10 Tickets – Seniors/Students/Children 5 - 11	\$19.00	\$20.00
Monthly Pass - Adults	\$90.00	\$90 - No Change
Monthly Pass Student/Seniors	\$65.00	\$65 - No Change

Please let me know if you have any questions or concerns.

Respectfully,

Glen Bannon  
General Manager  
Kings Transit Authority

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Glen Bannon, General Manager  
29 Crescent Drive, New Minas NS B4N 3G7  
Tel: (902) 678-7310  
E-mail: [manager@kingstransit.ns.ca](mailto:manager@kingstransit.ns.ca) Website: [www.kingstransit.ns.ca](http://www.kingstransit.ns.ca)





23 Earncliffe Avenue, Wolfville NS B4P 1X4  
902.679.3471 info@valleyhospice.ca

November 1, 2018

Peter Muttart  
Municipality of the County of Kings  
Box 100, 87 Cornwallis St  
Kentville, NS B4N 3W3



Dear Mr. Muttart,

We are thrilled to write to you with news that our long awaited Hospice that you so generously supported has broken ground!

On October 26 we were proud to join our partners, extended team and our community to turn the sod and mark the start of construction. The Nova Scotia Health Authority has awarded a tender for construction and the first stages of preparing the land for building has begun. We understand that it is to be an 18 month construction project.


The Hospice will be located in a wooded area on a site near Valley Regional Hospital. It will sit on a knoll with the trees between it and Brooklyn Street in Kentville, NS. The site will connect residents to nature with each of the 10 bedrooms having their own opening outside. Other features include an open concept kitchen, dining and living area, a quiet room, clinical space and multi-purpose room. The site was noted by one observer to have a lifting sensation, which seems appropriate for a hospice. The energies of the trees, the hill and the river that flows below the site offers a metaphor for the circle and cycles of life.

The Hospice will be a place like home where patients (and their families) will receive care and support in the last stages of life-limiting illnesses. Over the years of planning the Hospice we have witnessed tremendous growth in the palliative care program in the Annapolis Valley. The addition of the new Hospice is a wonderful addition to the care being offered by the palliative care specialists that make up our Annapolis Valley Palliative Care Team.

The community, through their support of the Valley Hospice Foundation is contributing up to \$4 million to build, equip and furnish the Hospice. The Nova Scotia Health Authority will own and operate the facility. The Hospice Foundation will continue our work on the Hospice Palliative Care Advisory Committee through the completion of the build.

Looking to the future, there is still lots of work to be done. We will continue to support special programs, services and education that supports the best end-of-life care for our families and friends.

We would like to sincerely thank you, for your overwhelming support. Our Hospice is becoming a reality and we will share more details with you soon.

Sincerely,  
  
Diana Patterson, Chair



# THE MUNICIPALITY OF THE COUNTY OF KINGS

**To: Committee of the Whole**  
**Subject: Highlights Annapolis Valley Trails Coalition Board**  
**From: Paul Spicer**  
**Date: November 20, 2018**

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The Annapolis Valley Trails Coalition met Thursday, October 18 in Bridgetown.

Beth Pattillo, AVTC Chair, commented that she met a 72-year young individual who is now biking the Harvest Moon Trail on a regular basis.

People in Annapolis County using the trail for walking have shared comments and thanked Beth and partners for the outstanding work done to create the trail network.

Rick Jacques, Trail Coordinator, will be co-chair of a committee on risk management on the NS Trails Federation.

During recent windstorms, there was in excess of 107 major trees down across the trails, which is a huge amount of maintenance clearing.

Gates located in strategic areas are used for traffic calming and there are washouts and some are creating ongoing maintenance issues. The gates need to be assessed.

Next meeting date and location is November 22, 1:30 pm in the Orchards Room, Municipality of Kings building.

Respectfully Submitted,

Paul Spicer  
Councillor District 5

# MUNICIPALITY OF THE COUNTY OF KINGS

**To: Committee of the Whole**  
**Subject: Diversity Kings County**  
**From: Deputy Mayor Emily Lutz**  
**Date: November 19, 2018**

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DKC met in the Orchards Room at 5pm on November 5<sup>th</sup>. Before the meeting began we had an hour long presentation from the Mi'kmaq Rights Commission on the work they believe needs to be done in truth and reconciliation, and some of the challenges faced by First Nations in the past and today in terms of self-determination and funding.

Sharon Criss-O'Neill was thanked for her many years of service on the committee as she completed her final term.

Motion was made to approve the final Terms of Reference.

Next meeting is on December 3, 2018.

# MUNICIPALITY OF THE COUNTY OF KINGS

**To: Committee of the Whole**  
**Subject: Kings Youth Council**  
**From: Emily Lutz**  
**Date: November 19, 2018**

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KYC met November 5, 2018 at 7pm in the Orchards Room. We were short one member for quorum.

Regular business was discussed, including discussion of Council and COTW agenda packages.

Next meeting is scheduled for December 3<sup>rd</sup>. Agenda items will include discussion on code of conduct, attendance requirements, reporting to council, breakdown of executive roles, discussion of MoK Council's strategic priorities, and potential of Youth Councillors to sit on Council Committees.

January agenda items will include budget and we hope to have a presentation from the Chair of the Budget and Finance Committee and a staff person from Finance.

# MUNICIPALITY OF THE COUNTY OF KINGS

**To: Committee of the Whole**  
**Subject: Lake Monitoring Technical Advisory Committee**  
**From: Emily Lutz**  
**Date: November 19, 2018**

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The Technical Advisory Committee (TAC) met on November 9, 2018 at 1pm in the Tides Room.

The 2016 Report has been adjusted and all comments considered from the group. Once the executive summary is finished and added to the report it can be given final approval.

Jerome Marty presented the 2017 data results from testing. Two criteria that normally make up the WQI (Water Quality Index - a universal testing apparatus) were removed from the total score on advice from the committee at a previous meeting. Secchi depth, colour, and DOC (dissolved organic carbon) were still measured, but omitted from WQI report totals because they occur at healthy, natural levels in the South Mountain lakes due to the type of "humic" lakes they are (naturally coloured, high acid, part of a dam system, etc.)

It was noted that nitrogen and phosphorus seem to be at lower levels across the board.

Numbers from \*draft\* report

George: 83  
Loon: 100  
Aylesford: 82.1  
Gaspereau: 91.6  
Murphy: 82.5  
Little River: 83  
Black River: 91.2  
Lumsden Pond: 81  
Hardwood: 100  
Sunken: 82.5  
Tupper: 91.5  
Torment: 74.4  
Armstrong: 65.1

Several lakes got their highest rating in the last 5 years, and most (if not all) were higher than last year.

Other information that needs to be considered in conjunction with data are factors such as rainfall, average temperatures, volume and depth of lakes, health of vegetation, algae, etc.

Our data is a desired data set across the province as other groups look to collect and compare data in other places in the province and across the Atlantic region.

The group also held a discussion with representatives from the County's testing lab to see if some of the testing could be done in house and if there were any ways to collaborate on testing. It was found that the lab has some equipment that could be useful to volunteers and that without additional resources and equipment they wouldn't be able to take on a significant amount of the testing. We did discuss testing for bacteria in the County lab, as they are already set up to test for bacteria and it is additional data that could be used in determining lake health.

Report will be edited and approved by the Committee in the spring when we gear up for the 2019 season and look at 2018 results.