

MUNICIPALITY OF THE COUNTY OF KINGS  
COMMITTEE OF THE WHOLE

December 17, 2019

9:00 am

AGENDA

**Audio Recording Times Noted in Red  
(minutes:seconds)**

1. Roll Call 00:00
2. Approval of Agenda 02:07 Page 1&2
3. Disclosure of Conflict of Interest Issues None
4. Approval of Minutes Page 3
  - a. November 19, 2019 02:40
5. Business Arising from Minutes
  - a. November 19, 2019 None
6. Human Resources:
  - a. Service Awards 03:34
  - b. Excellence in Public Service Awards 11:28
7. Presentations/Information Session: Asset Management Page 13
  - a. 9:30 am: Kelsey Green, WSP: Levels of Service 23:28
  - b. 9:50 am: Scott Quinn: Our Road to Asset Management - Annual Update 41:18
- ~ Morning Break ~*
8. Administration Page 15
  - a. Response to June 13, 2019 Council Motion: Grant Funding 72:57 Page 18
  - b. Update: Dalhousie *Management Without Borders* Project 101:03 Page 58
  - c. Remuneration for Elected Officials - MLA and MP Salary Information 103:00
- ~ Holiday Luncheon 12:00 - 1:00 pm ~*
9. Financial Services Page 61
  - a. General Operating Accountability Report (Period Ending September 30, 2019) 107:40 Page 70
  - b. Capital Accountability Report (Period Ended September 30, 2019) 128:21 Page 80
  - c. Gesner Project Briefing/Outcome Report 151:56 Page 85
  - d. Guarantee Resolution - Valley Region Solid Waste-Resource Management Authority (VWRM) 169:52 Page 89
  - e. Kings Transit Authority (KTA) Supplementary Capital Budget 236:35
10. Recreation Services Page 97
  - a. Annual Volunteer Celebration & Awards Policy 259:37
11. Councillor Item Page 99
  - a. Reinstatement of Fall Leaf Collection 284:30
- ~ Afternoon Break ~*
12. Correspondence 295:47
  - a. 2019-11-18 Lieutenant Governor of Nova Scotia Christmas Reception Invite Page 101
  - b. 2019-11-26 International Network of Michelin Cities Conference 2021 Page 103
  - c. 2019-12-04 Valley Community Learning Association Thank You Page 104
  - d. 2019-12-10 L'Arche Homefires 2019 Year in Review Page 105

**MUNICIPALITY OF THE COUNTY OF KINGS  
COMMITTEE OF THE WHOLE**

**December 17, 2019**

**9:00 am**

**AGENDA**

13. External Board/Committee Reports
  - a. Annapolis Valley Trails Coalition Committee 302:57 Page 109
  - b. Kentville Joint Fire Services Committee 303:32 Page 110
  - c. Kings Point to Point Transit Society 306:12 Page 111
  - d. Kings Regional Rehabilitation Centre 306:29 Page 112
  - e. Trans County Transportation Society 306:42 Page 113
  - f. Valley Waste Resource Management Authority 307:00 Page 114
  - g. Other: See Attached Table Page 122
14. Other Business None
15. Comments from the Public None
16. In Camera Deferred
  - a. Approval of November 19, 2019 Private Session Minutes
  - b. Contract negotiations/Litigation or potential litigation
17. Adjournment 314:57

**COMMITTEE OF THE WHOLE  
November 19, 2019  
MINUTES**

**Meeting Date  
and Time**

A meeting of the Committee of the Whole was held on Tuesday, November 19, 2019 at 9:25 am in the Council Chambers, Municipal Complex, Coldbrook, NS.

**1. Attendance**

All Councillors were in attendance.

***Results for Roll Call***

For 10  
Against 0

<b>District</b>	<b>Name</b>	<b>Results</b>
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

Also in attendance were:

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

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

**On motion of Deputy Mayor Lutz and Councillor Hirtle, that Committee of the Whole approve the November 19, 2019 agenda as circulated.**

**Motion Carried.**

***Results***

For 10  
Against 0

<b>District</b>	<b>Name</b>	<b>Results</b>
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

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

No Conflict of Interest issues were declared.

4. **Approval of Minutes**

4a. [October 10, 2019](#)

On motion of Councillor Allen and Councillor Spicer, that the minutes of the Committee of the Whole meeting held on October 10, 2019 be approved as circulated.

**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

4b. [October 15, 2019](#)

On motion of Councillor Hirtle and Councillor Spicer, that the minutes of the Committee of the Whole meeting held on October 15, 2019 be approved as circulated.

**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

5. **Business Arising from Minutes**

5a. [October 10, 2019](#)

There was no business arising from the October 10, 2019 minutes.

5b. [October 15, 2019](#)

Councillor Winsor pointed out that Council had passed a motion to direct the CAO to review the Community Grants Policy with respect to 14 Wing, Legions, Town organizations, Foundations, and out of County requests.

6. **Kings Regional Emergency Management Organization**

6a. [Winter Storm Preparedness and Response Plan, September 2019](#)

Dan Stovel, Regional Emergency Management Coordinator, presented the Request for Decision as attached to the November 19, 2019 Committee of the Whole agenda and provided a [presentation](#).



On motion of Councillor Hirtle and Councillor Hodges, that Committee of the Whole recommend Municipal Council adopt the Kings REMO Emergency Management Support Plan - Winter Storm Preparedness and Response Plan, dated September 2019.

**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

**7. Presentation**

- 7a. [Pierre Tabbiner - Branding of the County of Kings](#)

Pierre Tabbiner, ptabbiner design + illustration, provided a [presentation](#).  
Committee of the Whole took a short break from 10:04 - 10:24 am.

**8. Administration**

- 8a. [Use of Innovation Hub in the New Municipal Building](#)

The Deputy CAO presented the Request for Decision as attached to the November 19, 2019 Committee of the Whole agenda and provided a [presentation](#).

**On motion of Councillor Hirtle and Councillor Best, that Committee of the Whole recommend Municipal Council direct the CAO to utilize the Innovation Hub space as a Municipal Election Headquarters for the 2020 Municipal Election, and develop a long term innovation plan in partnership with the Valley Community Fibre Network.**

**Motion Amended.**

Amendment:

**On motion of Deputy Mayor Lutz and Councillor Hirtle, amend to: and immediately move forward to develop a plan for the Innovation Hub for its intended use as expressed previously by Council.**

**Amendment Passed.**

**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	For
District 7	Emily Lutz	For
District 8	Jim Winsor	Against
District 9	Peter Allen	For

Amended Motion:

**That Committee of the Whole recommend Municipal Council direct the CAO to utilize the Innovation Hub space as a Municipal Election Headquarters for the 2020 Municipal Election, and immediately move forward to develop a plan for the Innovation Hub for its intended use as expressed previously by Council.**

**Amended Motion Passed.**

***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. [Sale of Cambridge Business Park Lots](#)

Mark Strickland, Business Development Specialist, presented the Request for Decision as attached to the November 19, 2019 Committee of the Whole agenda and provided a [presentation](#).

**On motion of Deputy Mayor Lutz and Councillor Winsor, that Committee of the Whole recommend Municipal Council deem the properties described as PIDs 55531388 and 55531511 as surplus and instruct the CAO to sell same by tender, with stipulations that the successful bidder(s) on the above noted PIDs and PID 55531396 be required to develop the property within two years of a signed Agreement and that tender evaluations be based on sale values, proposed use, and construction values.**

**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

8c. [Update - Climate Change Coordinator Activities](#)

Emily Kennedy, Climate Change Coordinator, presented the Briefing as attached to the November 19, 2019 Committee of the Whole agenda and provided a [presentation](#).

**On motion of Councillor Armstrong and Deputy Mayor Lutz, that the Committee of the Whole receive the Briefing on the Climate Change Coordinator’s activities as 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

**Lunch Recess**

Committee of the Whole recessed for lunch from 11:51 am - 12:35 pm.

It was noted that Councillor Winsor returned to his seat at 12:40 pm and Councillor Hirtle at 12:42 pm.

8d. [New EPW Building Site Location](#)

The CAO and Director of EPW, Lands & Parks presented the Request for Decision as attached to the November 19, 2019 Committee of the Whole agenda and provided a [presentation](#).

**On motion of Councillor Winsor and Councillor Best,**

**The Committee of the Whole recommend Municipal Council:**

**Provide notice of motion to rescind the following June 6, 2017 motion:**

***That Municipal Council confirm that the Municipal Public Works Building be located on a site separate from the Municipal Administration Building.***

**Acknowledge the purchase of approximate 20,000 ft<sup>2</sup> of land from Coldbrook Electric Supply Company Ltd. for the purchase price of \$52,750 (net of HST), for the purpose of constructing the new Engineering and Public Works Building;**

**Authorize the CAO to:**

1. **Revise the 2016 design of the new Engineering and Public Works Building by increasing the square footage from approximately 6,032 to 6,782; and**
2. **Issue tenders for design and construction of the new Engineering and Public Works Building on lands owned and acquired by the Municipality adjacent to 181 Coldbrook Village Park Drive.**

**Motion Amended.**

Amendment:

**On motion of Councillor Raven and Councillor Hodges, to add: ‘at a minimum of’ and ‘Explore any opportunities related to the FCM Green Municipal Fund and the energy efficiency of the building to conduct a net zero feasibility study’.**

**Amendment Carried.**

***Results***

For 9  
Against 1

<b>District</b>	<b>Name</b>	<b>Results</b>
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	Against
District 9	Peter Allen	For

Amended Motion:

**The Committee of the Whole recommend Municipal Council:**

**Provide notice of motion to rescind the following June 6, 2017 motion:**

***That Municipal Council confirm that the Municipal Public Works Building be located on a site separate from the Municipal Administration Building.***

**Acknowledge the purchase of approximate 20,000 ft<sup>2</sup> of land from Coldbrook Electric Supply Company Ltd. for the purchase price of \$52,750 (net of HST), for the purpose of constructing the new Engineering and Public Works Building;**

**Authorize the CAO to:**

1. **Revise the 2016 design of the new Engineering and Public Works Building by increasing the square footage from approximately 6,032 to a minimum of 6,782;**
2. **Explore any opportunities related to the FCM Green Municipal Fund and the energy efficiency of the building to conduct a**

**net zero feasibility study; and**

3. **Issue tenders for design and construction of the new Engineering and Public Works Building on lands owned and acquired by the Municipality adjacent to 181 Coldbrook Village Park Drive.**

**Amended 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. **Recreation Services**

- 9a. [Annual Volunteer Celebration & Awards Policy](#)

Nichole Gilbert, Coordinator of Recreation Services, presented the Request for Decision as attached to the November 19, 2019 Committee of the Whole agenda and provided a [presentation](#).

Following discussion, it was agreed that Ms. Gilbert would take the proposed amendments into consideration and bring them to the December 3, 2019 Council meeting.

- 9b. [Trails and Active Transportation](#)

Ashley Brooker, Active Living Coordinator, presented the Briefing as attached to the November 19, 2019 Committee of the Whole agenda and provided a [presentation](#).

**On motion of Councillor Hirtle and Councillor Spicer, that Committee of the Whole accept the November 19, 2019 presentation on Trails and Active Transportation as 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

10. **Correspondence**

Mayor Muttart provided an overview of the correspondence as attached to the November 19, 2019 Committee of the Whole agenda.

**On motion of Councillor Hodges and Councillor Allen, that Committee of the Whole receive the Correspondence as attached to the November 19, 2019 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. [Hants County Exhibition Thank You](#) For information.

10b. [Nova Scotia Nurses Union re: Nursing Potential](#) For information.

11. **External Board and Committee Reports**

11a. [Annapolis Valley Trails Coalition](#) Councillor Spicer presented the report as attached to the November 19, 2019 Committee of the Whole agenda.

11b. [Kings Point to Point Transit Society](#) Councillor Allen presented the report as attached to the November 19, 2019 Committee of the Whole agenda.

11c. Provincial Trails Conference Councillor Hirtle reported that the Annapolis Valley Trails Coalition would be hosting a Provincial Trails Conference in 2020.

11d. Other: [See Attached Table](#) **On motion of Councillor Allen and Councillor Hirtle, that Committee of the Whole receive the External Board and Committee Reports as attached to the November 19, 2019 Committee of the Whole agenda and as provided verbally.**

**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

12. **Other Business**

In response to a question from Councillor Best, the Deputy CAO noted that the Recreation Needs Assessment would be discussed at a Mayors' meeting before coming to Committee of the Whole in January.

Councillor Winsor reported on the Nova Scotia Federation of Municipalities Fall Conference and sessions regarding e-voting.

Councillors Armstrong, Raven and Spicer pointed out a number of items relating to the new building, which were noted by the Deputy CAO.

13. **Comments from the Public**

No members of the public were present.

14. **In Camera**

**On motion of Councillor Winsor and Councillor Best, that Committee of the Whole move in camera in accordance with Sections 22 (2) (e) and (f) *Municipal Government Act*: contract negotiations and litigation or potential litigation.**

**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

**On motion of Deputy Mayor Lutz and Councillor Spicer, there being no further business, the meeting adjourned at 2:07 pm.**

**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

Committee of the Whole took a short break and moved in camera at 2:20 pm. The in camera session adjourned at 2:43 pm.

**Approved by:**

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

\_\_\_\_\_  
 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: Levels of Service**

**Organization: WSP**

**Name of Presenter(s): Kelsey Green, FEC, P.Eng. – Sr. Asset Management Advisor**

**Date:**

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### **Organization:**

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

WSP is a professional services consulting business headquartered in Canada, with offices around the world. Our experienced professionals work in many fields, including Asset Management, Engineering, Planning, Geomatics, Economics, Environmental Services, and more. I have been asked to share with Council knowledge and experience related to Asset Management Levels of Service.

### **Discussion:**

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

Kings County is a leader when it comes to Asset Management. As part of the first Federation of Canadian Municipalities (FCM) cohort to develop Asset Management standards in Canada, the County has continued to be at the forefront of municipal Asset Management. With asset inventory and condition information in place, there is a need to define additional Levels of Service to support long-term service sustainability in the municipality.

Levels of Service (LoS) reflect social and economic goals of the community and may include any of the following parameters: safety, customer satisfaction, quality, quantity, capacity, reliability, responsiveness, environmental acceptability, cost, and availability. Some examples of levels of service that many residents are familiar with are snow removal service standards, waste collection frequency, environmental approvals, or even simply the hours a facility is open.

Levels of Service are important because they are the key drivers that influence all Asset Management decisions. LoS are the link between corporate and AM objectives, and technical and operational activities. It is through Levels of Service that resources within a Municipality are allocated to specific services.

By defining levels of service with respective performance measures and targets, Council, Staff and Residents will have a consistent view of service expectations and the resulting costs. It is important that LoS are specifically defined to support effective decision-making surrounding service delivery and affordability in every Municipality.

**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 presentation is to provide Council with information on the importance of defining Levels of Service.



# Municipality of the County of Kings

## Briefing

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**TO** Council

**PREPARED BY** Rob Frost, Deputy CAO

**MEETING DATE** December 3, 2019

**SUBJECT** Response to June 13, 2019 Council Motion: Grant Funding

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### **ORIGIN**

- [June 13, 2019 Council Motion](#)
- [FIN-05-018 Community Grants Policy](#) (Policy)

### **RECOMMENDATION**

That Committee of the Whole accept the briefing responding to the June 13, 2019 Council Motion on grant funding and eligibility as information.

### **INTENT**

For Committee of the Whole to review particulars of grant eligibility and funding relative to a motion made at the June 13, 2019 Council Meeting.

### **DISCUSSION**

The following motion was passed at the June 13, 2019 Council Meeting:

*That Municipal Council direct the CAO to review the Community Grants Policy and provide Council with information and recommendations with respect to its application to 14 Wing Greenwood, Legions, requests from Town organizations, out of County requests, and requests from Foundations.*

Accordingly, staff have compiled the following information:

- **Are Legions eligible for funding?**  
Per s.2.1 of the Policy, Legions are eligible for funding. Depending on the specific request or program applied to, additional eligibility requirements may apply.
- **Are Foundations eligible for funding?**  
Per s.2.1 of the Policy, foundations are not explicitly eligible for grant funding. However, if registered with the Nova Scotia Registry of Joint Stocks as a non-profit organization, or registered with the Canada Revenue Agency as a charity, the foundation would be eligible to apply for a grant. Depending on the specific request or program applied to, additional eligibility requirements may apply.
- **How are Towns funded? Are out-of-County requests eligible?**  
Per s.2.1 of the Policy, Towns are eligible for funding. Out-of-County projects are also eligible for funding, though specific programs note that in-County projects are given priority.



# Municipality of the County of Kings

## Briefing

- **What grants are provided to 14-Wing? Should the Municipality be funding 14-Wing as it is owned by the federal government (and does not pay taxes)?**

14-Wing Community Recreation has previously received funding through the Community Recreation Programming Assistance [CRPA] grant.

The Department of National Defence pays a Payment in Lieu of Taxes to the Municipality each year. In 2018, this Payment totaled \$1.78 million.

- **How do grants to 14-Wing compare to those given to the Villages of Canning and Kingston?**

In 2019/20, the following grants were provided to 14-Wing, and the Villages of Canning and Kingston:

	14-Wing	Canning	Kingston
CRPA	\$21,122 <sup>1</sup>	\$15,015 <sup>2</sup>	\$15,000
Town & Village	-	12,973 <sup>3</sup>	15,185 <sup>4</sup>
Recreation Director Salary <sup>5</sup>	-	20,000	20,000
Festivals and Events	-	500 <sup>6</sup>	750
<b>Total</b>	<b>\$21,122</b>	<b>\$48,488</b>	<b>\$50,935</b>

The following table shows the revenue generated for each area.

Revenue	14-Wing	Canning	Kingston
<b>Residential</b>		\$353,397	\$1,751,210
<b>Commercial</b>		\$105,053	\$401,174
<b>Total</b>	<b>\$1,780,000</b>	<b>\$458,450</b>	<b>\$2,152,384</b>
<b>Funding as % of Revenue</b>	<b>1.1%</b>	<b>10.5%</b>	<b>2.4%</b>

- **What are the historical participation rates of County residents in programs offered by 14-Wing? Is there a cap for participants from the Municipality?**

Staff of 14-Wing report that 70% of their program participants are non-Military.

There is no cap for non-Military participants. Military personnel may have the opportunity to register for after-school programming one week before civilians. If a Military family misses pre-registration and the program is full, civilian participants are not removed.

According to 14-Wing, there is no priority given to Military personnel when booking facilities or registering for programs, though they may receive some discounts. As an example, the gym can be rented for \$25/hour for Military personnel and \$35/hour for civilians. Military personnel cannot bump civilians out of facility bookings.

<sup>1</sup> Through the now-obsolete *Community Recreation Assistance Fund*, 14-Wing received an average of ~\$14,600 per year (2014-17)

<sup>2</sup> Paid to Canning District Recreation Commission

<sup>3</sup> Paid to Canning District Recreation Commission

<sup>4</sup> \$10,000 paid to Western Kings Rink Association; \$5,185 paid to Village of Kingston

<sup>5</sup> The Municipality provides up to 50% of the Village Recreation Directors' salaries to a maximum of \$20,000

<sup>6</sup> Paid to Village of Canning



# Municipality of the County of Kings

## Briefing

- **What are the financial implications of civilians having to purchase a membership? Are program costs uniform to all? How do costs compare to other providers?**  
 Day camps at 14-Wing range from \$75-110 per week for families of Military personnel (depending on program details and events), and civilian families are charged \$15 more per week. These costs are similar to other providers:
  - Town of Kentville – \$100/week
  - Village of New Minas – \$100/week
  - Town of Wolfville (Acadia Camps) – \$130-\$160/week

### **FINANCIAL IMPLICATIONS**

- No financial implications of the recommendation.

### **STRATEGIC PLAN ALIGNMENT**

Check Applicable	Strategic Priority	Description
	Good Governance	
	Environmental Stewardship	
	Economic Development	
	Strong Communities	
	Financial Sustainability	
	Supports a Strategic Project	
	Supports a Core Program Enhancement	
✓	Not Applicable	Information on particulars of grant funding.

### **ALTERNATIVES**

- No alternatives are recommended.

### **IMPLEMENTATION**

- Not applicable.

### **COMMUNITY ENGAGEMENT**

- Not applicable.

### **APPENDICES**

- Appendix A: CRPA Grant Details

### **APPROVALS**

Scott Conrod, Chief Administrative Officer

Date: December 13, 2019



# Municipality of the County of Kings

## Briefing

**TO** Committee of the Whole

**PREPARED BY** Vicki Brooke, MPA, Policy Analyst

**MEETING DATE** December 17, 2019

**SUBJECT** Update: Dalhousie *Management Without Borders* Project

**ORIGIN**

- [October 1, 2019 Briefing](#)

**RECOMMENDATION**

That Committee of the Whole accept the Dalhousie *Management Without Borders* Project update briefing as information.

**INTENT**

To update Committee of the Whole on the partnership with Dalhousie University's *Management Without Borders* students and provide a copy of the final report.

**DISCUSSION**

The end of term for the *Management Without Borders* program was December 6, 2019. The participating students provided a presentation of results on November 28, and submitted the final project to the Municipality. The report is currently under review by staff and is attached for Council's consideration (Appendix A). Work is underway to arrange a presentation from the students for early in the new year.

Staff anticipate the *Management Without Borders* Project will be used as a key resource in development of a communication and outreach campaign to increase voter turnout amongst 18 to 40 year olds. Staff will continue to report to Council any related initiatives undertaken as part of the 2020 Election planning process.

**FINANCIAL IMPLICATIONS**

- There are no financial implications of the recommendation.

**STRATEGIC PLAN ALIGNMENT**

Check Applicable	Strategic Priority	Description
	Good Governance	
	Environmental Stewardship	
	Economic Development	
	Strong Communities	
	Financial Sustainability	
	Supports a Strategic Project	
	Supports a Core Program Enhancement	
✓	Not Applicable	Supports 2020 Municipal Election planning.



# Municipality of the County of Kings

## Briefing

### **ALTERNATIVES**

- Not applicable.

### **IMPLEMENTATION**

- Staff will work to schedule a presentation from the students at a January meeting.

### **COMMUNITY ENGAGEMENT**

- No specific community engagement initiatives were undertaken as part of this recommendation.
- The outcome of this work will be a proposed community engagement and communications plan.
- The students have undertaken community engagement initiatives in the course of their work.

### **APPENDICES**

- Appendix A: *Management Without Borders* Final Report

### **APPROVALS**

Scott Conrod, Chief Administrative Officer

Date: December 13, 2019

# Cast Your Ballot:

## Increasing Voter Participation in the Municipality of the County of Kings

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Management Without Borders, Fall 2019





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## Table of Contents

<b>Acknowledgements</b> .....	2
<b>Executive Summary</b> .....	5
<b>1. Introduction</b> .....	6
<b>2. Methodology</b> .....	7
<b>2.1 Research Design</b> .....	7
<b>2.2 Literature Review</b> .....	7
<b>2.3 Jurisdictional Scan</b> .....	8
<b>2.4 Focus Groups</b> .....	8
<b>3. Results</b> .....	9
<b>3.1 Literature Review</b> .....	9
<b>3.1.1 Election Structure and Information Distribution</b> .....	9
<b>3.1.2 Representation</b> .....	10
<b>3.1.3 Youth Engagement</b> .....	10
<b>3.1.4 Accessibility</b> .....	11
<b>3.1.5 Findings</b> .....	12
<b>3.2 Jurisdictional Scan</b> .....	12
<b>3.2.1 Nova Scotia</b> .....	12
<b>3.2.2 Maritime Provinces</b> .....	15
<b>3.2.3 The Rest of Canada</b> .....	17
<b>3.3 Focus Group</b> .....	18
<b>3.3.1 Drivers</b> .....	18
<b>3.3.2 Barriers</b> .....	19
<b>3.3.3 Engagement Tactics Suggested</b> .....	20
<b>4. Discussion</b> .....	20
<b>4.1 Themes</b> .....	20
<b>4.2 Limitations</b> .....	21
<b>4.2.1 Literature Review</b> .....	22
<b>4.2.2 Jurisdictional Scan</b> .....	22
<b>4.3 Delimitations</b> .....	22
<b>5. Recommendations</b> .....	23
<b>5.1 Voter Outreach and Engagement Toolkit</b> .....	23

<b>5.1.1</b>	<b>Traditional Election Outreach</b> .....	23
<b>5.1.2</b>	<b>Digital Outreach</b> .....	24
<b>5.1.3</b>	<b>Candidate Involvement</b> .....	24
<b>5.1.4</b>	<b>Accessibility</b> .....	24
<b>5.1.5</b>	<b>Day of Election</b> .....	25
<b>6.</b>	<b>Conclusion</b> .....	25
	<b>References</b> .....	27
	<b>APPENDIX A – Focus Group Guide</b> .....	34
	<b>APPENDIX B – Evaluation Matrix</b> .....	35
	<b>APPENDIX C – PESTE Synthesis</b> .....	36
	<b>APPENDIX D: Voter Participation Rates in Nova Scotia for Municipal Elections</b> .....	38

## **Executive Summary**

### **Objective**

This outreach and engagement strategy illustrate tools and tactics which could be implemented in the Municipality of the County of Kings (MOK) to increase voter turnout in the upcoming 2020 municipal election, specifically targeting citizens under 40.

### **Background**

By becoming familiar with the Municipality – its environment, community, council, and municipal staff – we were able to identify unique challenges to voter turnout which are specific to the MOK. The factors identified as opportunities and threats to the MOK which played a key role in our analysis included: the rurality of the MOK, the large farming and agricultural sector, access to internet and media, and polling station locations.

### **Methods**

Our team sought to inform the strategy with information gathered from within the community; we attempted to perform three focus groups but were limited in our ability to attract the appropriate participants. Due to our inability to rely upon focus groups, we relied upon expert opinions from within the community, as well as recommendations collected from poll clerks during the 2016 municipal election. We supplemented our findings from within the community with a thorough scan of relevant literature pertaining to citizen engagement and voter participation, as well as a scan of various jurisdictions within Nova Scotia and across contiguous North America.

### **Analysis**

The themes of information distribution, representation, youth engagement, and accessibility emerged from our literature review and when compared alongside the results from our jurisdictional scan and literature review produced five categories of tools, for a total of 16 individual tools. By a mixed method of inductive and deductive analysis we grouped the tools which have been frequently shown to increase voter participation rates into four themes for analysis.

### **Recommendations**

Our 16 tools are grouped into the following five categories: traditional election outreach, digital outreach, candidate involvement, accessibility, and day of election. We believe these tools to be feasible and practical for the MOK to implement, and through our thorough analysis, we believe these tools to be the most likely to increase voter participation rates within the Municipality for the 2020 election. We have included an Evaluation Matrix for the MOK to use to evaluate the effectiveness of the tools which are selected to be implemented – we recommend that the MOK use this matrix to evaluate the success of this project to increase voter turnout in citizens under 40 following the 2020 election.

## 1. Introduction

The Municipality of the County of Kings (MOK) is a municipal district encompassing the County of Kings, Nova Scotia. The municipality is home to 47,404 individuals (Statistics Canada, 2017a, 2017b, 2017c, 2017d), but MOK excludes the townships of Berwick, Wolfville, and Kentville which are also within the boundaries of Kings County. The MOK has struggled to maintain, let alone increase, voter turnout, which was 29% in the 2016 municipal election. In the last election, limited resources, such as mailed voter cards and radio and print advertising, were relied on to encourage citizens to vote, which in part contributed to the continuing downward trend. The MOK will be conducting a municipal election in October 2020. The MOK requires an outreach and engagement strategy to increase voter turnout or, at the very least, maintain current levels of turnout, focusing on voters under 40, as that voter group has been harder to get to the polls.

Our research question for this project is “What engagement strategy and outreach tactics can the Municipality of Kings use to increase voter turnout in voters under 40 for the 2020 election?” While MOK requires a voter outreach and engagement strategy, it is believed that by targeting voters under 40, the MOK can increase overall voter turnout. Recognizing that this outreach and engagement strategy is focused toward younger voters, our team recommends a voter outreach and engagement strategy that best suits the MOK’s goals and can be used for all voters.

Our main objective is to create an engagement and outreach strategy for the MOK that will increase voter turnout. The strategy will answer the research question and achieve our main objective by:

- Identifying the successful engagement strategies and outreach tactics the MOK has utilized for past elections
- Highlighting what other jurisdictions in Nova Scotia are doing differently in their voter outreach and engagement strategies compared to the MOK
- Identifying barriers and drivers to voting for voters under 40 through feedback obtained from key stakeholders in the community

The purpose of this project will be to identify barriers to participation in the municipal elections and research tactics that can be used to increase voter turnout, which will then be used to develop an outreach and engagement strategy specifically tailored to voters under 40. By increasing participation in the election, it is hoped that the legitimacy of municipal government will be strengthened and there will be sustained and ongoing interest in municipal politics. Based on this, the MOK would like the final product to ensure that the voter turnout remains at 29% but has a bold goal of increasing voter turnout by 12%, putting it in-line with the provincial average. The scope of this project is to look at other Nova Scotia

jurisdictions, as well as rural municipalities outside of the province that are shining examples of high voter turnout, to discover what tools have been used and have been successful. We will then use these findings to create recommendations which can be used to increase voter turnout in the MOK. While this outreach and engagement strategy will be used for the upcoming 2020 municipal election, the hope is that the outreach and engagement strategy can be applied to future elections as well.

## **2. Methodology**

Our research consisted of a literature review, a jurisdictional scan, and a focus group. We utilized these three methods as they provided us the most information for drafting an outreach and engagement strategy. The literature review consisted of academic literature as well as grey literature — journals, papers, and the websites and documents of other municipalities in Nova Scotia, and rural municipalities outside of Nova Scotia. Also, performing a jurisdictional scan helped us learn about existing best practices for voter engagement and outreach strategies as well as any additional statistics to compare to statistics from the MOK. We as well ran only one focus group with community groups identified by our partner organization's contact. The focus group provided feedback on what is needed by the MOK's target demographic for an increased voter turnout.

### **2.1 Research Design**

To identify methods of voter outreach and engagement that the MOK can use in their outreach and engagement strategy, we determined that barriers and drivers to voting, engagement strategies being used in other municipalities and jurisdictions across Canada, and community perceptions should be consulted.

### **2.2 Literature Review**

Based on the results of our PESTE analysis (Appendix C), we identified barriers to explore further through a literature review. Specifically, this literature review examined the political and social barriers and drivers to voter engagement across Canada at a municipal level. Within our search parameters, there was an emphasis on voters under 40, as they are the target demographic for the MOK's voter engagement and outreach strategy, and there was an emphasis on barriers and drivers identified in Nova Scotia as they will be the most similar to the MOK in population demographics and government. We included grey literature as well as peer-reviewed literature in our literature review in order to include municipal documents that may help to identify barriers and drivers in the MOK. For the literature search we excluded literature from outside of Canada.

### **2.3 Jurisdictional Scan**

Based on what we found from our PESTE analysis in terms of MOK's characteristics (Appendix C), we identified comparable jurisdictions to the MOK. The goal of the jurisdictional scan was to examine voter outreach and engagement strategies both in Nova Scotia and across Canada that were implemented and successful in increasing municipal election turnout. Three municipalities in Nova Scotia were assessed; The Municipality of Cumberland County, The Municipality of Lunenburg, and Halifax Regional Municipality (HRM). The purpose was to see if there was a significant increase after the voter engagement strategy was executed. Outside of Nova Scotia, we examined Prince Edward Island and New Brunswick, which have a similar municipal structure to Nova Scotia. Evaluating at least two other Atlantic provinces helped as they faced a similar problem with low voter participation in their election. The other Canadian jurisdictions scanned were Toronto, Calgary, Markham, and Vancouver, British Columbia. All these jurisdictions saw an increase in turnout due to various engagement tactics they utilized for their municipal election. Most of the resources we acquired the information from were obtained from the municipality's websites.

### **2.4 Focus Groups**

The purpose of the focus groups was to identify factors within the MOK that residents felt affected their decision to vote, both positively and negatively. Participants in the focus group were asked to answer a series of questions around voting information to determine what barriers and drivers affect residents of the MOK when deciding whether to vote in municipal elections. Following ethics approval, the MOK reached out on our behalf to community groups identified as important or interested stakeholders in the upcoming election. The target population for the focus groups were residents who are eligible voters between the ages of 18 and 40. We used semi-structured questions to allow a greater depth of information to be gleaned from the participants' answers. The results of the focus groups were analysed qualitatively. We conducted one focus group with eight participants, facilitated by two research team members at the MOK's office in the County and observed and recorded by a third research team member. The session was audio recorded with an MOK-issued recorder for ease of data analysis. The participants were made aware at the start, prior to filling out the consent form, that they would be audio recorded. The focus group ran for an hour, with a more unstructured focus group approach that allowed participants to talk to primarily to each other rather than the facilitator. Demographics such as age were not recorded; however, our participants identified themselves as being at least 30 years of age and included a mix of different levels of civic engagement, as well as roles within the municipality.

### **3. Results**

To determine drivers and barriers we undertook a mixed methods research approach that employed a literature review, jurisdiction scan, and focus group to gather qualitative data. The results of this research identified a number of challenges that voters under 40 face when making the decision to vote.

#### **3.1 Literature Review**

In 2019, the MOK determined that they would look to implement traditional methods for increasing voter outreach and engagement for the 2020 election prior to any future talks of implementing electronic voting in the municipality. The decision by the MOK to develop a voter outreach and engagement strategy requires an understanding of the barriers and drivers to voter outreach and engagement, as well as potential mitigation opportunities in Nova Scotia and the rest of Canada. The current approach to voter outreach and engagement in the municipality has not had much success, and as such the MOK is interested in identifying ways to increase voter turnout particularly among the voters aged 40 and under as they appear to be less inclined to vote. With a voter engagement and outreach strategy, it is important to understand the social, as well as the political, aspects to voter engagement as leverage points for increasing voter participation in a community. The goal of this literature review was to identify the social and political barriers and drivers to voter outreach and engagement in Canada and understand how they affect the MOK voter outreach and engagement strategy.

##### **3.1.1. Election Structure and Information Distribution**

Municipal services and structure can play a part in engaging community members to participate in the voting process and can both increase and decrease voter turnout. In this section we looked at the barriers and drivers to voting in municipal elections, as well as those that affect voting in Canada overall. One aspect of municipal elections that has been identified as attributing to the downward trend in voter turnout in municipal elections in Ontario is how complicated voting in municipal elections is (Bueckert, 2018). There are multiple positions to vote for: mayor, councillor, school trustee, as well as countless others depending on the municipality. It can also be difficult for even the most civically engaged citizen to find information on the various positions, who is running, and the political platforms of the various individuals running (Bueckert, 2018). In some municipalities voting information is tied to property tax mailouts, and as such, does not reach those who rent or do not pay for these services themselves. This contributes to a lack of information for citizens as in some areas like the MOK, media covers a region rather than any specific municipality and so information about a municipal election may not reach its intended audience or provide cues that would encourage people to go out and vote (Cutler, 2005). Municipalities in Nova Scotia are required by law to advertise municipal elections in the media and if the information about the election is



not easily accessible in traditional media, a less involved individual who cannot distinguish candidates from one another may fall back on the names that they recognize or may not vote at all (Municipal Elections Act, 2018, s.34; Gludovatz, 2014). The MOK should consider alternative ways of fully informing their voters, as relying on traditional media to inform voters about upcoming elections and providing information through tax mailouts may be a barrier to voter turnout.

### **3.1.2 Representation**

Youth and racial minorities are more likely to feel ignored and misunderstood by government and, as such, are unlikely to feel a connection to politicians or electoral politics and less likely to see the point of voting if the government was not going to act with their needs in mind (Bastedo, 2015; Gludovatz, 2014). Bastedo (2015) found that having politicians who were willing to visit these communities and actively listen to the concerns of youth and racial minorities was enough for youth to sense a connection with the candidate regardless of age; however, youth are more likely to turn up to vote for a candidate that appears closer in age to them (Pomante & Schraufnagel, 2014). Indigenous communities were more likely to vote when the candidate was also Indigenous (Howe & Bedford, 2009). They were otherwise less likely to vote in an election because of the history of colonialism, exclusion, and abuse that they did not want to support by legitimizing through participation (Dabin, François, & Papillon, 2019). Indigenous communities should be considered alongside other marginalised communities in voter outreach and engagement because they face the same socio-economic factors as non-Indigenous communities (Howe & Bedford, 2009). This points to a need for emphasis on representing groups that are not traditionally represented in government in the developed voter outreach and engagement strategy for the MOK.

### **3.1.3 Youth Engagement**

Young voters are less likely to be involved in electoral politics through mobilisation from political parties, candidates, or being socialised about politics through family (Elections Canada, 2015). Importantly, Elections Canada defines youth voters under the age of 30. They tend to focus on non-traditional forms of political engagement and feel that voting lacks efficacy in making change at the government level which may be due to a lack of education in schools on the importance of civic engagement making youth 20-30% less politically literate than older generations (Clarke, 2010; Stockemer, 2017). Increasing civic engagement through increasing political literacy may help raise youth voter turnout by 15% but it may not be enough to be considered a solution to engaging younger voters in elections (Stockemer, 2017). Nakhaie (2006) suggests that the way to increase voter turnout is to encourage civic engagement and several ways of doing that are through being engaged socially in activities like volunteering or achieving major life events such as getting married. Social engagement that was observed as having

increased civic engagement with past generations may not work for current youth as they are making the transition to adulthood slower than previous generations, and attaining milestones such as marriage and parenthood are significantly delayed compared to past generations (Clarke, 2010; Smets, 2012). Despite a lack of voting interest within youth demographics, there is evidence that registering youth to vote while in high school before they are eligible (ages 16-18) promotes voting later in life (Elections BC, 2018). This is evidence that the civic engagement and voter education is important in the MOK if the aim is to increase voter turnout in the Municipality.

#### **3.1.4 Accessibility**

Accessibility can affect the ability of community members to vote and has the potential to reduce voter turnout in the MOK. One of the most common reasons people provide for not voting in municipal elections is that they did not have enough time to vote. Giving people more time to vote through advanced voting reduces time as an accessibility factor, while also reducing pressure on poll staff on election day (Gludovatz, 2014). Likewise, offering more voting options during advanced voting, placing voting stations in high traffic areas, and letting people vote at any polling station makes voting more accessible for busy individuals (Halifax Regional Council, 2018). Physical access to voting stations is also a factor affecting voter turnout. In a survey conducted by the HRM it was determined that some of their polling stations in the 2016 municipal election had parking and accessibility issues that had created a barrier for individuals wishing to vote (Densmore, 2017). In an article on e-voting and disabled voters Spagnulo & Shanouda (2017) suggests that while e-voting is viewed as a potential solution to accessibility issues, elections should not move solely to online voting as it may marginalize individuals with disabilities by separating them from the rest of the voting population. Elections Canada (2018b) recommends taking reports on the level of accessibility at polling stations and working with disability groups and programs to raise awareness and build knowledge on the barriers for participating in electoral processes to address these kinds of issues. Ease of access to election information and online voting tools have been shown to help overcome accessibility issues, as websites can help make information more accessible with larger font sizes and more user-friendly colours and signage (Elections Canada, 2018b; Hendren, 2018). Using community food centers to distribute important election information can also help to make voting accessible to voters in low income areas and areas with low voter turnout by raising political literacy. (Dartmouth North Community Food Center, n.d.). This shows that there are ways to make voting more accessible to voters in the MOK as a way of increasing voter turnout.

### **3.1.5 Findings**

A thorough review of literature found four themes that act as barriers and drivers to voter turnout in the municipality. Election structure and the method for disseminating election materials can attribute to confusion around voting in municipal elections that can deter potential voters. Likewise, voters from minority and underrepresented groups are less likely to vote if they cannot find candidates who they feel will provide representation of their groups in election candidates (Bastedo, 2015; Gludovatz, 2014). As society norms have evolved, reasons for youth to vote have changed and they are no longer as politically literate or civically engaged as older generations. Lastly, lack of accessibility to voter information, physical polling stations, and voting convenience have proven to be a barrier to individuals across all levels of physical ability and economic status.

Few drivers were determined for voters; however, according to the literature reviewed, there is evidence that voter education and utilizing local resources in communities can help to make elections more accessible and increase awareness and voter outreach and engagement in municipal elections. One recommendation from this literature review for the MOK is to consider the use of community centers to overcome the barrier of a lack of election information and representation. The MOK should also consider working alongside schools to increase civic engagement in youth within the municipality as part of their voter outreach and engagement strategy to combat the decline in youth voters.

## **3.2 Jurisdictional Scan**

A broad jurisdictional scan of various local governments within Nova Scotia and across Canada reveals that local government elections generally have significantly lower voter turnout than provincial and federal elections. According to the most recent Elections Canada statistics, as of 2014, an average of 60.4% of eligible voters over the age of 25 voted in the last municipal election, while 74.6% of the same group voted provincially (Statistics Canada, 2019), and in 2015, 68.3% of all eligible citizens cast a ballot federally (Elections Canada, 2018a). In Nova Scotia, voter turnout amongst those over 25 in local elections was comparatively high at 67.7% as of 2014 (the highest in Canada), but was still much higher provincially at 77% (Statistics Canada, 2019), and of all eligible citizens in Nova Scotia, 70.6% voted federally in 2015 (Elections Canada, 2018a).

### **3.2.1 Nova Scotia**

While voter turnout rates are, on average, lower in municipal elections than in federal or provincial elections, we found that participation rates in municipal elections vary widely compared to provincial elections. Some municipalities continually see voter turnout as high as the federal or provincial averages,

including in Nova Scotia municipalities of Argyle, Richmond, and Clark's Harbour, for example (Municipality of the County of Kings, 2019b). In 2016, other municipalities saw voter turnout for municipal elections drop as low as 20.3% (County of Colchester, Nova Scotia), while the MOK saw voter turnout at 29.5% in 2016 (Appendix D).

This provokes the question: what variables can explain this massive variation in voter turnout across municipalities? Are there tools which have been shown to successfully increase voter turnout being used by other local governments which could be applied in the MOK? Our findings suggest that in Nova Scotia, voting patterns are difficult to change, with failures to greatly increase voter turnout in recent elections apparent in many municipalities, regardless of their efforts to switch to e-voting (Municipality of the County of Kings, 2019b), or to reinvent their citizen engagement strategies, as identified in Cumberland County (Municipality of the County of Cumberland, 2012), the Halifax Regional Municipality (Halifax Regional Municipality, 2018), and the Municipality of the District of Lunenburg (Municipality of the District of Lunenburg, n.d.-a).

While some local governments in Nova Scotia have had high voter turnout, not all voter outreach and engagement strategies in the Province have proven wildly successful at increasing voter turnout, and it is still worth comparing the efforts of those which have tried unsuccessfully to evaluate their efforts and learn from their mistakes. Further, while municipalities within Nova Scotia have shown limited success at influencing voter turnout, we find that municipalities in Ontario have had success. We will compare the engagement strategies used within Nova Scotia to those used elsewhere; by making this comparison we aim to determine whether the failure of local governments to influence voter participation rates within Nova Scotia is endemic to Nova Scotia as a province, or a failure of strategy and implementation.

Voter participation rates in local government elections have been trending downward across Nova Scotia since at least 2008, from an average of 52.6% in 2008 to 46.7% in 2016 (Municipality of the County of Kings, 2019b). In the midst of this general downturn in participation rates, many local governments within Nova Scotia were seen to enact e-voting strategies, hoping this simple strategy would prove a quick key to increasing participation. However, as shown in a September 3, 2019 Request for Decision to the MOK Council, this has not been the case in Nova Scotia (Municipality of the County of Kings, 2019b). In fact, the voter participation rate of municipalities which had e-voting available over the period of 2012 to 2016 was shown to have fallen from 59.3% in 2012 to 50.5% in 2016 (Municipality of the County of Kings, 2019b).

Appended to the same document we found commentary and recommendations from Poll Clerks who staffed the 2016 election in the MOK – generally, the biggest complaint from residents was the lack of information available about candidates and their platforms (Municipality of the County of Kings, 2019b). The concern of residents, that there is no information available about candidates, provides an interesting variable to examine. Although the MOK has its councillors’ biographies and contact information readily available on its website, there is little to no news coverage of candidate profiles leading up to the election (Municipality of the County of Kings, 2019a). In contrast, when examining the local government in Nova Scotia which has the highest average voter turnout over the period from 2008 to 2016, the Municipality of the District of Argyle, we find that the local newspaper gave close and direct coverage of each of the councillor’s platforms before the election, providing a summary of each candidate’s top three election issues, which went far beyond having biographical and contact information available on the municipal website (The Vanguard, 2010).

While the coverage of councillor profiles in the media may play some role in invigorating public participation, it is evidently not the only factor. When we examine voter turnout in the HRM, the local government with the highest amount of news coverage for councillors in Nova Scotia, we find that the HRM has a consistently low voter turnout, averaging 38.2% between 2008 to 2016 (Municipality of the County of Kings, 2019b). The HRM has actively tried to increase its participation rate over the same period, implementing its “Your Ideas, Your Vote” campaign in 2015, only to have its voter participation rate drop from 46.7% in 2012 to 31.8% in 2016, the lowest turnout in the past 20 years (Halifax Regional Municipality, 2018).

The “Your Ideas, Your Vote” campaign had three main pillars: reach people where they are, more informal conversations with voters, potential candidates, and other interested parties, and engage citizens in tangible ways whether or not they are eligible to vote (Halifax Regional Municipality, 2018). Interesting ideas which came out of the development of this strategy included: placing polling stations in high-traffic areas, increased activity on social media, more avenues for the public to find information and to ask questions about the election, the recruitment of immigrants and adolescents (16 and 17 years old) as elections staff, and the development of a communications plan (Halifax Regional Municipality, 2018).

Similarly, the Municipalities of Cumberland and Lunenburg counties have recently developed their own engagement plans. Lunenburg’s plan has three pillars at its foundation, those being: first, to communicate using the right method and clear language; second, to receive feedback from the community, and use it to address policy issues, ideas and concerns; and third, to offer ways for citizens to directly inform

the policy-making process (Municipality of the District of Lunenburg, n.d.-b). Similarly, Cumberland County has a plan with three objectives, those being: to create informed citizens, staff, and Council, to ensure the municipality receives input from a broad section of the public, and to acknowledge and implement public feedback in decision-making (Municipality of the County of Cumberland, 2012).

While none of the strategic plans which were examined have proven to be successful at increasing voter turnout, they do provide us with interesting tactics which the MOK could consider implementing on a theoretical, though not empirical, basis. For instance, some ideas from Cumberland County's engagement strategy which could prove to be of use to the MOK include:

- Creating accounts on several different social media platforms that are regularly maintained and monitored and to begin using them as soon as possible to communicate with the public.
- Encouraging councillors to utilize social media platforms on some level in order to increase their contact with constituents.
- Holding an interactive school session with students in order to inform them of the role of municipal government. Because the MOK would like to target individuals between the ages of 18 and 40, hosting school sessions could be an avenue to connect young people with the municipality.
- 

While Cumberland County did not find these strategies to be successful at increasing voter turnout, the first two could have potential to address the concerns of residents voiced by MOK poll clerks following the 2016 election.

### **3.2.2 Maritime Provinces**

As evidence of the potential for success of these tactics, we must turn the scope of our jurisdictional scan beyond Nova Scotia. Evidence of Canadian jurisdictions which have successfully raised voter turnout through increased public engagement is sparse, though not impossible to find. In our review of local elections in other provinces, we found that while some local governments have successfully increased voter participation through rigorous engagement, all of the examples we found were in cities, and they lack the size and rurality of the MOK, making them difficult to compare. For instance, some major Canadian cities such as Vancouver, Montreal, and Toronto have parties at the municipal level, and while the successes and failures of these jurisdictions are still worth discussing, for obvious reasons some strategies may not be applicable to the MOK.

Case studies examining voter turnout in rural Canada are virtually nonexistent, however, some general information can be gathered. We first examined local governments in other maritime provinces, believing them to be a good proxy for Nova Scotia. Our findings suggest that local governments in New Brunswick and PEI face similar challenges to those in Nova Scotia, showing a similar lack of success at increasing voter participation, although offering us a wider range of tools to evaluate in our discussion.

New Brunswick has a similar population composition to Nova Scotia, and we find a similar pattern of widely varying voter turnout at local elections, with turnout rates in 2008 averaging 48% and ranging from as low as 20% in Woodstock to as high as 77% in Sainte-Anne-de-Madawaska (Tindal, 2017). Following the 2016 municipal elections, with a voter turnout of 34.6%, New Brunswick's provincial Chief Electoral Officer noted that a big factor in explaining low voter turnout in municipal elections is that, "Nearly half of the mayoralty campaigns were filled by acclamations — 49 mayors acclaimed out of 105 municipal contests" (McHardie, 2016). Although all ridings in the MOK had some form of competition in 2016, this could be a valid consideration applicable to the MOK in future elections, as voter turnout may be thought of as skewed by uncontested ridings. When we exclude ridings in which there were no candidates running, we find that the participation rate was actually 48% in 2008 (Tindal, 2017).

Prince Edward Island (PEI) has been called the "beacon of engagement", being known for fostering high levels of engagement (Van Passen, 2011); however, when examining raising participation in local elections we find that the municipality faces similar challenges to those seen in Nova Scotia. For instance, Charlottetown has made significant attempts to modernize its engagement methods, yet from 2000 to 2018 participation varied a modest 4%, averaging 57% turnout over that period (Elections PEI, 2018). Although Charlottetown does not provide an example of a municipality which has managed to increase voter turnout, it has managed to maintain relatively high levels for many years, which could be in part to Charlottetown's outreach strategies.

Interestingly, in New Brunswick and in PEI, local elections are supported by the provincial agency responsible for elections, i.e. Elections New Brunswick, and Elections PEI. Elections PEI has developed its own engagement strategy to work alongside municipal outreach strategies, with tools aimed at increasing engagement amongst youth, including special registration days for university and college students, and coordinating a "social media blitz" to encourage voters to pre-register for the elections (Elections PEI, 2018). PEI provides an excellent example of how to effectively use the media to influence voter turnout, with CBC TV, radio, and web services that cover municipal election throughout the month leading up to the campaign, providing citizens with on and off camera interviews, and further coverage being provided

in the *Guardian* and *Journal Pioneer* (Elections PEI, 2018). While it may not be possible for the MOK to receive the same commitments from Elections Nova Scotia as local governments in PEI and New Brunswick receive, it is still worth noting that the province's involvement in local elections could be, in part, responsible for differences in participation rates between the provinces.

### **3.2.3 The Rest of Canada**

While the similarities between Nova Scotia and the other Maritime Provinces make them excellent for comparison but beyond the Maritimes, due to cultural, economic, and geographic differences, it is more difficult to find examples of strategies which are both effective and can be readily applied in the MOK. In major cities such as Toronto, Calgary, and especially in Vancouver we find examples of robust outreach strategies which have been shown to be effective; however, some of the tools used may be beyond the capacity of the MOK.

For instance, Vancouver implemented a massive engagement strategy after its 2011 election, seeing an increase from 34.6% participation in 2011 to 43.4% in 2014 (Chief Elections Officer, 2015). The strategy included displaying ads at bus shelters, high traffic locations, and outdoor billboards. Vancouver also focused on a strong social media campaign, using hashtags, stickers for selfies, and trivia contests to entice voters. Maybe most strikingly, voters in Vancouver no longer need to vote at their ward's polling location but can instead vote at any polling station in the city – this is called a Vote Anywhere model and could prove to be of interest for the MOK (Chief Elections Officer, 2015). The Vote Anywhere model was made possible by using real-time electronic voter lists, which allowed for voters to be checked off the list at any polling station. This technology had been used in other municipality within B.C. prior to the Vancouver election, and is also used in HRM and Toronto (Chief Elections Officer, 2015).

Again, while implementing new technologies, such as e-voting and Vote Anywhere may be beyond the MOK's scope, certain cheaper methods, such as strong social media outreach, have been a reoccurring theme throughout this scan. This trend continues in Calgary, where the 2017 municipal election had a 58% voter turnout, higher than it has been for the past 40 years (Franklin, 2017). According to the Calgary YWCA, a selfie wall and drive-up voting booth were implemented in 2017 as tools aimed at increasing youth participation – both of which could be viable low-cost tools to increase participation in the MOK.

While Toronto has also had success at increasing voter engagement, with participation increasing 19.8% in 2014, much of its strategies are aimed at reaching an ethnically diverse and multi-lingual constituency, which is not applicable to the MOK. However, certain parts of Toronto's strategy, such as



hosting a “why voting matters to you” poster contest, or general door knocking could prove useful tools in the MOK (Hendren, 2018). Similarly, in Markham, Ontario, while the majority of its outreach is aimed at reaching its diverse constituency, certain ideas, such as hosting community and cultural events, meet and greets with candidates across the municipality, and engaging with places of worship and youth and social service organizations, could be applicable in the MOK (Kelly, 2018).

In sum, this review has found that there exists no one size fits all strategy to increasing voter outreach and engagement in local government across Canadian jurisdictions. Different municipalities are using different tools, and while these tools have not been shown to be effective one hundred percent of the time, they are still useful to consider when establishing a voter outreach and engagement strategy for the MOK. Our jurisdictional scan did not reveal any revelatory ideas, but it did confirm beliefs which we held already; for instance, it is difficult to change voter behaviour but campaigns that build understanding between councillors’ platforms and constituents’ needs while employing a strong media presence can improve voter turnout.

### **3.3 Focus Group**

Our focus group provided insight into the issue of voter turnout in MOK, and we were able to hear what community members felt were drivers and barriers to voting in the municipal election and were also to hear what changes they think may impact voter outreach and engagement in future municipal elections. Surprisingly, most participants noted that they have always voted in provincial and federal elections, but when asked if they vote in municipal elections, and why, almost all participants said that they had not consistently voted in municipal elections. While the reasoning as to why – with some citing accessibly and others citing municipal voter apathy – were different, they all agreed that they now vote because they believe it is their civic responsibly to do so.

#### **3.3.1 Drivers**

Throughout the focus group, the only driver to voting in municipal elections that was mentioned by all revolved around an individual's civic duty and privilege. Most agreed that, while voters may not always agree with government decisions or views, it is a community member’s responsibly to cast a vote. Additionally, participates commented on the fact that voting is a right that should not be taken lightly or overlooked, as there are many individuals who are not afforded the same right in other parts of the world. There were members of the municipal government participating in the focus group, and they noted a driver for voting was simply that they were voting for themselves, which although a driver, is not one that is useful for creating our voter outreach and engagement strategy.

### 3.3.2 Barriers

A plethora of barriers were brought up during the focus group, far exceeding the number of drivers that were discussed, which in and of itself is indicative of a voter outreach issue. The barriers that were mentioned by the focus group also showed clear themes (Table 1), which included information distribution, accessibility, candidates and representation, youth and civic engagement, polling stations, and municipal government’s role. Notably, these barriers align with those that appeared in the literature review, and similarly, can be addressed through several of the strategies that were noted in the jurisdictional scan. Below, the key barriers that focus group participants brought up are categorized bases on these six themes.

Table 1: Themes of participants’ identified barriers and drivers to voting

<b>Theme</b>	<b>What participants said</b>
<b>Information distribution</b>	Information is more readily available at the provincial and federal level, not municipal
	Lack of information about polling stations
	More information sharing for those not politically inclined
	Would like to see more mail outs; radio is not enough
	Polling stations not obvious;
<b>Accessibility</b>	Inability to leave work to vote or run for municipal government
	Proxy voting process is intense
	Polling stations too far away
<b>Candidates and representation</b>	Lack of information on candidates; must be brief but available
	Lack of parties and platforms, making it hard for electorates align their views with candidates’
	Candidates do not knock on everyone doors because of the remoteness
	Number of candidates running – either not enough or too many
	Not being able to meet and talk to candidates face-to-face
<b>Youth and civic engagement</b>	Not enough youth engagement
	Need to educate the youth
	Need to focus on the idea of civic responsibly
<b>Polling stations</b>	Polling stations not obvious
<b>Municipal government’s role</b>	Electorates not understanding the role of municipal government and its importance to their everyday lives
	Municipal government lacks drama compared to provincial and federal elections

### **3.3.3 Engagement Tactics Suggested**

Based on the above barriers to voter turnout, it is suggested that the outreach and engagement strategy attempt to address as many themes as possible. While some issues are beyond the control of MOK, such as the number of candidates running in each municipal election, many of the other barriers brought up can be addressed. Furthermore, there were specific recommendations brought up by focus group participants that are worth further investigation to determine the practicality and usefulness at increasing voter turnout in the next election. These recommendations included free public transit the day of the election, a mobile voting station, election information stickers on green bins, more of a presence in elementary and high schools, e-voting, newspaper mailouts about candidates, better use of the MOK website, and a voter education course.

## **4. Discussion**

The barriers and tactics that emerged from the literature review, jurisdiction scan, and focus group, were compared to ensure that the recommended tactics have been proven effective in addressing the identified barriers. This discussion will touch on the themes which we examined and assess how the tools, which will be discussed in the recommendations, can be applied to the issues raised in the themes. The limitations and delimitations will be looked at as well since they had an effect on the results acquired.

### **4.1 Themes**

The MOK has the potential to increase its voter turnout by addressing the issues raised in the themes. One set of issues we would suggest addressing is information distribution, which involves information about the political candidates, voting polls, and what the voting process entails in general. There is currently a disconnect in terms of information access which the focus group participants identified. The voters need to know who they are voting for and where the voting will take place. Information distribution should be carefully considered as a portion of potential voters could be missed if only one method is utilized. This is something we found support for in both our jurisdiction scan and literature review. There are several opportunities for the MOK to promote the election and share candidate information without social media. One of the limitations the MOK has is its rurality and small size, which could mean some ways of informing voters are not applicable. Making use of MOK's newsletters, as well as mailouts, would consider people that do not use social media or listen to the radio.

The analysis identified issues with accessibility, which include; lack of time to go to the polling station, distance to the polling station, lack of transportation, etc. These factors have an effect in deterring residents from voting since the municipality is still using ballot voting for its elections. Additionally, the polling stations should be accessible for people with disabilities in terms of assigning them to the location that is closest to them since they face more barriers, which could potentially prevent them from voting. The development of programs that enable people to vote when it is most convenient for them is something the larger jurisdictions in Canada such as HRM have found to be effective tools for addressing voting accessibility. The MOK could implement such programs and make transit free on the day of the election and increase the frequency of the bus on the polling station route.

With candidate involvement, this mirrors some of what was mentioned earlier about information access regarding voters not having enough information about who is running. The MOK is a small municipality, and with the election next year being its second mayoral election, there might still be some confusion about what each candidate is running for and where to vote. The tools for candidate involvement, which will be discussed below in the recommendations, are feasible for the MOK since it could easily be done in places regularly visited by residents. This includes libraries, community centers, even in front of grocery stores.

Lastly, the target group which the focus group was attempting to gather information from were those under the age of 40, since the municipality recognized that turnout is low for that demographic. This lack of engagement could be a result of several things. One of which could be no information about how to get involved in the MOK or during the election. The information gathered from the focus group identified the importance of educating voters under 40 about the importance of voting. The MOK has the capability to involve those under 40 during the election through working at the polls, and while there is no guarantee that it will significantly increase youth turnout, but it could have an effect in promoting civic engagement. Our research also shows that youth and visible minorities might feel ignored due to less involvement in the election process, and this can deter them from voting. Therefore, political candidates should consider the tools in the recommendations to rectify this issue.

## **4.2 Limitations**

Limitations emerged within the literature review, jurisdictional scan, and focus group which should be taken into consideration.

#### **4.2.1 Literature Review**

There was a significant lack of literature on voting in rural communities in Canada, which meant that several of the barriers and drivers for voting in municipal elections that we discovered were not relevant to the MOK. Barriers like the municipal election structure in Nova Scotia and voter representation, and the factors influencing them are outside of the MOK's controls and cannot be changed by the MOK in the voter engagement and outreach strategy. Despite this, the drivers we identified can help to mitigate some of the effects of these factors on voter turnout.

#### **4.2.2 Jurisdictional Scan**

A major challenge was the lack of a voter outreach and engagement strategy for municipalities in Nova Scotia. A couple of the strategies which we found focused on increasing engagement with a brief reference made to increasing participation in elections. Even with the engagement strategy, there was no significant increase in their election turnout, which points to it not having been successful. Also, some of the successful recommendations proposed from voter outreach and engagement strategies outside Nova Scotia may not be applicable for MOK due to its size. As the strategies we found were from bigger cities that have more resources and are urbanized.

#### **4.2.3 Focus Group**

The plan was to initially conduct between two to four focus groups, but due to the lack of willing participants, only one was held. With the one group, there was only one person who fell within the age criteria we wanted. This was one of the few challenges we encountered in terms of having participants that were representative of the sample we needed to inform our research. We also only had two people from the MOK while the rest were councilors from other nearby townships. This lack of information from the core demographic we were targeting could have a slight effect on our work but could also reflect the larger issue of community engagement in the municipality.

### **4.3 Delimitations**

Three delimitations that impacted our research were time, literature, and focus group participation. Due to the time constraint which came with the course, there was not enough time to find more participants to do a second focus group. If the course happened to run for two semesters instead of one, this likely would not have been a challenge. Since the focus of the resources was in Canada, literature from outside Canada had to be excluded even though it may have had some useful insights. The exclusion of people over 40 also had the effect of eliminating people who could have informed the research.

## **5. Recommendations**

Based on the results of our literature review, jurisdiction scan, and focus group we have developed a five-part toolkit designed around the MOK circumstance. This toolkit is intended to provide a flexible set of tools that will allow the municipality to approach the challenge of improving voter outreach and engagement from multiple approaches. For this toolkit to be as effective as possible we would encourage the Municipality to employ all five parts in their outreach and engagement strategy as our research has shown that engagement strategies that focus too heavily on one aspect of outreach rarely produce the desired improvements in voter turnout.

### **5.1. Voter Outreach and Engagement Toolkit**

Based on our findings, we assembled a toolkit of our recommendations for the MOK and grouped them under five different themes: traditional election outreach, digital outreach, candidate involvement, accessibility, and day of election.

#### **5.1.1 Traditional Election Outreach**

Providing easy access to voting information has been shown to improve voter turnout (Hendren, 2018). As such, we propose that the MOK should take advantage of traditional outreach tactics as part of their engagement plan. By employing both traditional alongside digital outreach strategies we believe MOK will be able to reach the widest number of potential voters. Tactics we propose include:

- Strategic placement of posters and other forms of advertisement in a high traffic area within the Municipality, such as churches, grocery stores, community centers. The municipality may also wish to involve the community in the creation of such materials by way of poster creation contest and other similar activities (Hendren, 2018).
- Involvement of local news sources in media campaigns to raise awareness and share important information, such as radio stations, local newspapers (Gludovatz, 2014; Focus Group Participants).
- Mailing of mailouts containing important information on the election (Focus Group Participants).
- Distribution of information pamphlets by volunteers, candidates, and local businesses (Hendren, 2018).
- In the long term the Municipality may also wish to develop school visits and education programs to raise civic awareness and political literacy among youth (Stockemer, 2017).

### **5.1.2 Digital Outreach**

While we do propose use of digital outreach it is worth noting that such strategies often do not result in the upswing of voter turnout that is expected. As a result, while we do consider the following tactics highly valuable any engagement strategy must also employ other non-digital tactics to improve voter turnout. In terms of digital outreach, we propose the following tactics:

- Use of social media to carry out awareness campaigns (Elections Prince Edward Island, 2018).
- Use of Municipal website to provide improved access to important election information (Hendren, 2018).
- Use of MOK website to provide improve access to candidate information and platforms (Hendren, 2018).

### **5.1.3 Candidate Involvement**

Candidate involvement in raising election awareness should be one of the primary focuses of an outreach strategy. Candidate involvement will help raise awareness of individual platforms, identities, and serve to help encourage involvement among youth voters by forming more personal connections with politicians (Bastedo, 2015). To facilitate this, we propose the municipality encourage the follow types of candidates activates:

- Municipality hosted events such as meet and greet, public debates, and photo ops to allow candidates to better interact with voters (Ontario Library, n.d.).
- Door to door distribution of information pamphlets should be done in part by candidates themselves (Focus Group).

### **5.1.4 Accessibility**

To encourage voter engagement, we propose that the Municipality employ several accessibly tactics. While on their own these tactics will not create an upswing in voter turnout, combining tactics that making voting easier with tactics that increase political involvement and awareness should have a positive impact on voter turnout in the Municipality. We propose the following accessibility tactics:

- The development of a vote anywhere program, in which voters would be able to vote at any poll booth of their choosing (City of Vancouver, 2015).

- The creation of a mobile poll to allow for easier access for those who live in retirement homes, hospitals, or locations whose residents may not be able to easily travel to their voting poll (Focus Group).
- Free transit on election day to allow for better access to voting polls (Kembhavi, 2013).

### **5.1.5 Day of Election**

Aside from outreach and engagement leading up to the election there are also tactics we would propose the Municipality employ on the day of the election to help raise awareness. We would suggest the following tactics:

- The use of visual cues to improve election awareness, such as I voted stickers and other similar paraphernalia (Thompson, 2012).
- The municipality should take care to make sure that the voting polls are marked with clear signage and easily accessible to all members of the community (Elections Canada, n.d.).
- We would finally suggest that the Municipality hire youth to work voting polls as a means of involving their age group more civically engaged and involved in the election process (Vasilogambros, 2018).

## **6. Conclusion**

Voter outreach and engagement is a complex issue, and even in cases we observed where municipal voter turnout increased, it was hard to determine how much of an impact voter outreach and engagement had, or what specific factors of outreach and engagement were successful. However, in this report we have outlined numerous actions that the MOK could take to increase voter turnout, and we are confident that these actions will lead to a rise in voter turnout, in addition to having an electorate that is more aware of and engaged with municipal affairs. What follows are the next steps we believe the MOK should take.

Some of our recommendations for voter outreach and engagement strategies we think are quite feasible in terms of cost and time commitment. Examples would be placing election posters in high-traffic areas, reaching out to local media to encourage them to cover municipal elections, and provide election information to voters, mailing out mailouts with election information to voters, visual cues such as “I voted” stickers, clear signage for polling locations and hiring youth to work in municipal elections to get them engaged. Some recommendations, such as going to local schools to talk to youth about municipal government and elections, are more of a long-term strategy to increase voter turnout in the MOK but should



not be discounted. Making transit free on election day and creating a mobile poll for those in assisted living homes or hospitals are supported by literature and were supported enthusiastically by the focus group.

In the Appendix, we have attached an Evaluation Matrix as well, which we recommend to the MOK for reference when choosing which voter outreach and engagement strategies to implement. It includes relevant evaluation criteria (voter turnout, cost, barriers and drivers to voting), and for each of these criteria, key questions, specific sub-questions, data sources, data collection methods/tools, indicators/success standards, and methods for data analysis. For any voter outreach and engagement tactic the MOK may choose to implement, they can use the Evaluation Matrix to assess its success.

We recommend that the MOK evaluate the effectiveness of this voter outreach and engagement strategy after the 2020 municipal election, to see if voter turnout among youth in the MOK saw an increase, and if it did, then to identify which strategies may have been responsible for the increase.

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## APPENDIX A – Focus Group Guide

### Questions for Focus Groups

1. Do you vote in municipal elections?
  - If you do not vote, what are your reasons for not voting?
  - If you do vote, what are your reasons for voting?
2. During the last municipal election did you see or receive information about the election and how to vote? For example, what information did you receive pertaining to:
  - Candidate platforms and importance relative to your needs
  - Location of polling stations
  - Election date and advanced polling dates
  - If you saw or received any information, did you find any methods were particularly effective? Ineffective?
3. What method of receiving information would have the broadest reach to potential voters throughout the municipality? How do you, your family, and friends access information, and which communication tools do you find most appealing?
  - Print media
  - Radio
  - Social Media/online resources (what about PlaceSpeak?)
  - Posters in community centres, grocery stores, common gathering places
4. What kinds of barriers to voting do you foresee if any i.e. Distance, time, etc.?
  - If so, how would you propose that the municipality help you and others overcome these barriers?
  - \* Do you think free public transit for the day would help to overcome these barriers?
5. What other barriers have influenced your decision to vote, and how can the municipality work to help overcome said barriers? What else would increase the likelihood that you decide to vote in the next municipal election?

### Additional questions depending on time:

- Do you think it is important to vote in Municipal elections?
- What would you think about busses being free on election day? Would you use this service if it was available? Do you know of anyone who might benefit from a free bus ride?
- Are there any cultural, social or economic reason you see as a barrier to voting?

**APPENDIX B – Evaluation Matrix**

Voter Toolkit Evaluation Matrix							
Relevant Evaluation Criteria	Key Questions	Specific Sub Questions	Data Sources	Data collection methods/tools	Indicators/ Success Standard	Method for Data Analysis	
Voter Turnout	Did the percentage of voter turnout increase, decrease, or remain the same?	If voter turnout increased how many of those were youth?	Municipal election results	Municipal voting statistics	Voter turnout increased	Quantitative analysis of election results by demographic	
		Who voted compared to past elections within the 18-40 age category?			Youth voter turnout increased		
Cost	Were the engagement strategies worth the cost?	Did they help to achieve increased voter turnout in the Municipality?	N/A	N/A	Implementation of strategies was relative to cost	N/A	
Barriers and Drivers to voting	Did the toolkit address barriers and drivers to voting in the MOK?	What drove people to vote?	Community members in MOK	Follow up focus group with youth and target demographics after the 2020 election	Barriers to voting were addressed and drivers were applied effectively	Deductive analysis using questions found in the initial focus group guide to determine effectiveness to address voter engagement	
		Where there any improvements over past elections?			Community feels civically engaged and has few suggestions for drivers for the following election		

## APPENDIX C – PESTE Synthesis

Developing an outreach and engagement strategy in the MOK is impacted by many threats and opportunities. The forces that impact outreach and engagement strategy the most in the MOK are political, social, and technological in origin. The primary factors that affect outreach and engagement strategy in the MOK are the relationship between the current political structure and available technology to share information, significant differences in social and economic convenience across the municipality that tie into election environments, and the interaction of civic engagement and socio-economic status in the political landscape. These factors will be assessed as threats and opportunities to the MOK's overall outreach and engagement strategy.

The relationship between political, social, and technological forces comes into play with the methods of distributing election materials to voters as a threat to voter turnout and engagement. While the MOK, like all municipalities in Nova Scotia, hold their own separate elections, they are subject to the Municipal Elections Act (2018) which determines how certain aspects of local elections are organized such as the date and election information; all municipal elections in the province are to be held every four years, on the third Saturday in October and jurisdictions are expected to provide information about location and time through a medium of their choice. As municipal elections are run concurrently in Nova Scotia, they must compete with other municipalities that fall within the same coverage area for the use of traditional media in sharing pertinent information about their election. Media outlets must determine which aspects of a municipality's election they are willing to cover in each county and are a threat to voter turnout, as their rationale for covering or not covering an election is from an economic standpoint rather than from the inherent need for communicating and informing voters (Gludovatz, 2014). Traditional methods of sharing voter and election information may yet be needed in the MOK due to the barrier of inconsistent internet access and internet illiteracy. This factor is due to change in the next two years, as 85% of the county is due to receive update internet services (McPhee, 2019). Improved internet access means an increase in people in the county able to access online election information (Blais & Loewen, 2011). Although access to election information is a barrier to voter engagement, the opportunity for voter participation in elections is greater when you include the potential of online social platforms to engage and inform MOK electors (Tolbert & McNeal, 2003).

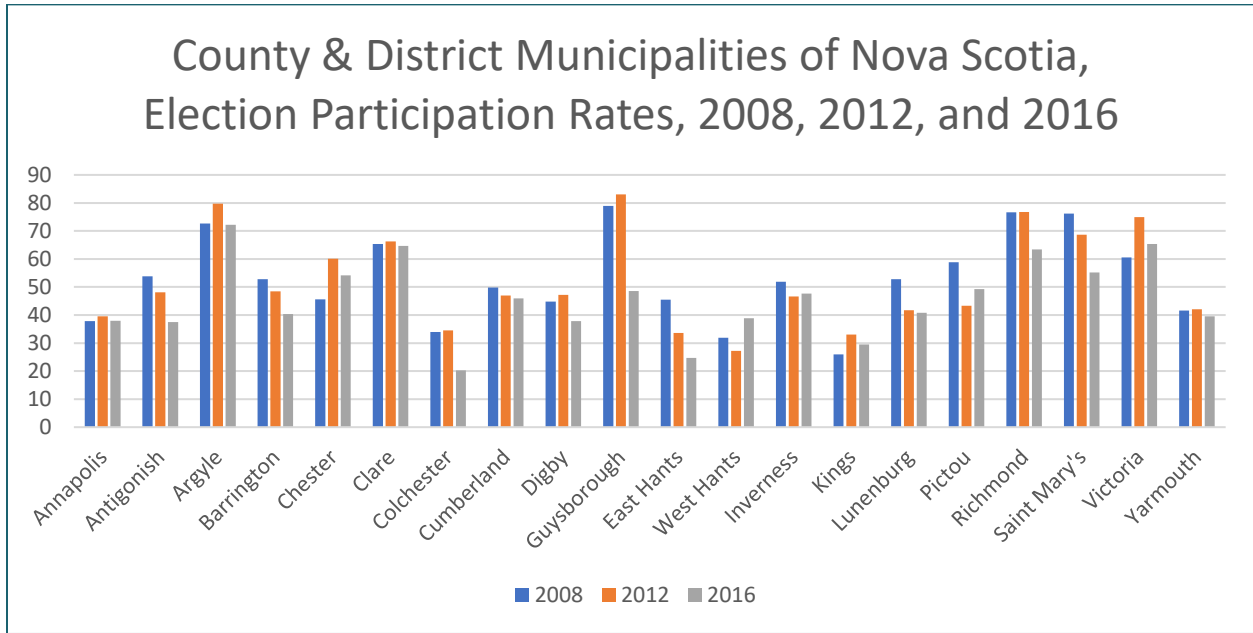
Polling locations are a primary force to the voter turnout and engagement strategy as in some of the more rural districts within the MOK, voters were quite far from their designated polling station which becomes a barrier for both those who drive and those who do not. Distance to a polling station and availability of transit and time to get there can be key threats to whether a citizen decides to go out and

vote on election day (Haspel & Knotts, 2005). With a growing elderly population in the MOK, polling stations become inaccessible when they are not available by transit and they do not have access to someone able to drive them (Kembhavi, 2013). For those who work in the agricultural industry or commute a long distance for work, taking the time out of their day to go vote can be impossible (V. Brooke, personal communication, Sep. 23, 2019) or not worth it if the time spent voting negatively impacts the rest of an individual's daily activities (Dyck & Gimpel, 2005). Considering whether to go out and vote can also be affected by the weather (Eisenga, Grotenhuis, & Pelzer, 2011) as people are more likely to feel that voting in municipal elections is not as significant as provincial or federal election.

The recent recognition by the MOK that voter turnout is an issue and the following research into community engagement and outreach and development of a community engagement strategy is a positive political force (Municipality of the County of Kings, 2017). The MOK has the ability to make changes to community engagement and is willing to work towards engaging the communities in the council by addressing the issues that affect their civic participation which is an opportunity to tackle voter frustration and apathy. Factors such as poverty, low levels of education, and unemployment, and health can have a negative influence on voter turnout and are serious problems for many indigenous and non-indigenous communities in Nova Scotia ("Top Five Issues," 2017; Howe & Bedford, 2009). Kushner and Siegel (2008) identify non-voters as having one of three reasons for not voting: a lack of interest, negativity towards candidates, and being too busy/personal reasons. This includes youth voters who may feel disenfranchised by the current political system and feel as though their vote does not count amongst those from older generations (Berry, 2014). The MOK's utilization of a community engagement strategy is an opportunity to encourage community members to feel a sense of belonging and civic duty in their district which in turn makes them more likely to go out and vote (Nakhaie, 2006).

The interaction of these factors means that the MOK has several opportunities for increasing voter turnout through a voter outreach and engagement strategy. Firstly, while current municipal election trends of using traditional media for election information persists, expected developments for internet access and online technology in the county will allow for greater participation in the events leading up to a municipal election as information becomes more widespread and easily accessible. The impacts of polling station locations on willingness to go out and vote and voting accessibility are threats that have the potential to negatively influence other forces such as civic duty and voter apathy. Lastly, by actively implementing the MOK's community engagement strategy and regularly having positive interactions with community members addressing their concerns, the MOK can increase voter interest and develop an effective voter turnout and engagement strategy for the 2020 municipal election.

**APPENDIX D – Voter Participation Rates in Nova Scotia for Municipal Elections**



*Figure 1: Election participation rates in Nova Scotia’s Municipalities as identified by the Municipality of the County of Kings (2019b)*



# Municipality of the County of Kings

## Briefing

**TO** Committee of the Whole

**PREPARED BY** Rob Frost, Deputy Chief Administrative Officer

**MEETING DATE** December 17, 2019

**SUBJECT** Remuneration for Elected Officials - MLA and MP Salary Information

### **ORIGIN**

- June 5, 2018 - Council motion to review Council Remuneration
- April 11, 2019 - Committee of the Whole motion to table until all of Council in attendance
- September 17, 2019 Committee of the Whole motion to table until January 2020

### **RECOMMENDATION**

That Committee of the Whole accept the Briefing 'Remuneration for Elected Officials - MLA and MP Salary Information' as information to be added to the Council Remuneration report as presented on September 17, 2019.

### **INTENT**

To provide information regarding remuneration of elected officials for other levels of government as requested.

### **DISCUSSION**

During discussion regarding Remuneration for Elected Officials at the September 17, 2019 Committee of the Whole meeting, Committee requested information regarding remuneration of elected officials for other levels of government.

### **Provincial Government**

The Municipality of the County of Kings is covered by the three Provincial ridings of Kings North, Kings South, and Kings West.

**Table 1**

<b>Riding</b>	<b>Kings North</b>	<b>Kings South</b>	<b>Kings West</b>
Population (note from 2011 census as 2016 did not show breakdown)	19,842	21,252	19,495
Electors	15,848	17,377	15,019
Area (km <sup>2</sup> )	483	591	1063
Current Representative	John Lohr	Keith Irving	Leo Glavine

The basic annual salary for a Member of the Legislative Assembly (MLA) is \$89,234.90. An additional salary may be paid if an MLA holds the position of Premier, Minister, Speaker or Leader, or Committee Chair, as shown in Table 2 below.



# Municipality of the County of Kings

## Briefing

**Table 2**

<b>Position</b>	<b>Salary</b>
MLA	\$ 89,234
<b>Additional Salary</b>	
Premier	\$ 112,791
Speaker	\$ 49,046
Minister with Portfolio	\$ 49,046
Minister without Portfolio	\$ 49,046
Leader of the Opposition	\$ 49,046
Deputy Speaker	\$ 24,523
Leader of Recognized Opposition Party	\$ 24,523
<b>Committee Payments</b>	
Chair of Public Accounts	\$ 3,152
Chair of all other Committees of the House	\$ 2,101
Vice Chairs of all other Committees	\$ 525
House Leader	\$ 10,506
Deputy House Leader	\$ 5,253
House Leader of the Official Opposition	\$ 24,523
Deputy House Leader of the Official Opposition	\$ 5,253
House Leader of a recognized party	\$ 10,506
Deputy House Leader of a recognized party	\$ 5,253
Whip of each recognized party	\$ 5,253
Caucus Chair of each recognized party	\$ 10,506

### Federal Government

The Municipality of the County of Kings is within two Federal ridings: Kings-Hants covers the Eastern part of the County, and West Nova covers a portion of the Western part of the County.

<b>Riding</b>	<b>Kings-Hants</b>	<b>West Nova</b>
Population	83,306	83,654
Electors	65,347	65,963
Area (km <sup>2</sup> )	4,440	9,965
Current Representative	Kody Blois	Chris d'Entremont

A Member of Parliament (MP) receives a base annual salary of \$178,900. As with Provincial Government, there are additional salaries paid to MPs that hold particular positions such as Prime Minister, Speaker, Leader, etc. The Prime Minister receives an additional \$178,900, a Minister receives an additional \$85,500, and Chairs of committees receive an additional \$12,400.



# Municipality of the County of Kings

## Briefing

### **FINANCIAL IMPLICATIONS**

- For information.

### **STRATEGIC PLAN ALIGNMENT**

Check Applicable	Strategic Priority	Description
✓	Good Governance	Council Remuneration review was identified as an action item under good governance.
	Environmental Stewardship	
	Economic Development	
	Strong Communities	
	Financial Sustainability	
	Supports a Strategic Project	
	Supports a Core Program Enhancement	
	Not Applicable	

### **ALTERNATIVES**

- For information

### **IMPLEMENTATION**

- For information

### **COMMUNITY ENGAGEMENT**

- As part of the discussion during the September 17, 2019 Committee of the Whole meeting, Councillors expressed an interest in consulting their constituents regarding remuneration.

### **APPENDICES**

- None

### **APPROVALS**

Scott Conrod, Chief Administrative Officer

Date: December 13, 2019





# Municipality of the County of Kings

## Briefing

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<b>TO</b>	Committee of the Whole
<b>PREPARED BY</b>	Katrina Roefs, CPA, CA Financial Analyst
<b>MEETING DATE</b>	December 17, 2019
<b>SUBJECT</b>	General Operating Accountability Report (Period Ending September 30, 2019)

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### **ORIGIN**

- Reporting & accountability requirements: MGA Section 32(1), Part A
- Item four of approved Budget & Finance work plan as per section 4.c.2. of the amended Budget & Finance Terms of Reference
- Quarterly Operating Variance Reports (internally generated)
- FIN-05-014 Surplus Allocation Policy

### **RECOMMENDATION**

That Committee of the Whole receive the Accountability Report (Period Ending September 30, 2019) as attached to the December 17, 2019 agenda for information.

### **INTENT**

The intent of this report is to provide a summary of material variances from amounts budgeted in the 2019/20 Operating Budget to actual results to September 30, 2019, together with a forecast of the year-end results at March 31, 2020.

### **DISCUSSION**

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

This report represents activity to the end of the second quarter for the fiscal 2019/20 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 \$339,665 for the year 2019/20. 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 tax in lieu MT&T payments
- Savings related to Municipal Insurance Program
- Variances in some grant programs due to applications received

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.

#### **Core Revenues - \$16,451 below budget**

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



# Municipality of the County of Kings

## Briefing

The forecast variance of \$16,451 relates to revenue received from Bell in relation to the *Incorporate Maritime Telegraph and Telephone Company Limited Act* which requires payment of 4% of gross subscribers station revenues within the Municipality to be paid to the Municipality. The budgeted amount is based on the average historic actual amounts received as information is not available annually until subsequent to year end.

### Mandatory Payments including RCMP - \$85,670 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.

	2019/20 Budget	2019/20 Forecast	% of Budget	Variance (\$)	Variance (%)	Variance as a % of Projected Surplus	Reason
<b>Education Amount</b>	11,999,418	11,914,172	99.29%	(85,246)	-0.72%	-10.91%	Subsequent to budget approval the amount previously confirmed for the education contribution was revised by AVRCE.
<b>PVSC - Assessment Services</b>	830,300	830,300	100.00%	-	0.00%	0.00%	Amount confirmed through quarterly billings
<b>Municipal Road Contribution</b>	733,500	733,500	100.00%	-	0.00%	0.00%	Amount confirmed through quarterly billings
<b>Correctional Services</b>	635,500	635,500	100.00%	-	0.00%	0.00%	Amount confirmed through quarterly billings
<b>Housing NS</b>	205,400	205,400	100.00%	-	0.00%	0.00%	Amount not yet confirmed - will be billed in period 12
<b>Library (AVRL)</b>	305,300	305,300	100.00%	-	0.00%	0.00%	Amount confirmed through quarterly billings
<b>RCMP &amp; DNA Services</b>	7,188,461	7,188,037	99.99%	(424)	-0.01%	-0.05%	Slight variance in RCMP billings.
<b>Total</b>	<b>21,897,879</b>	<b>21,812,209</b>	<b>99.61%</b>	<b>(85,670)</b>	<b>-0.39%</b>	<b>-10.97%</b>	

### Inter-Municipal Service Agreements - \$17,000 below budget

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

The Valley REN was originally budgeted at \$156,400 based on information available during budget preparation. Subsequent to year end the amount being requested is \$139,400 which has resulted in a positive variance of \$17,000.

Kings Transit Authority also had its operating budget approved subsequent to the approval of the Municipalities' 2019/20 operating budget. This resulted in an increase in the Municipalities' contribution to that organization in the amount of \$31,549. Council approved funding this increase from the Operating Reserve therefore the operating fund will not be impacted.

Subsequent to the approval of the 2019/20 operating budget, the Valley Waste Resource Management (VWRM) budget was approved by Council. The approved VWRM budget resulted in the Municipalities contribution to be \$627,565 lower than the amount budgeted for 2019/20 which was based on preliminary information from VWRM. The approved Municipal Budget had included a \$921,000 transfer from Operating Reserves to be used for the anticipated increase. With the budget coming in lower than



# Municipality of the County of Kings

## Briefing

anticipated the actual reserve transfer required will be \$293,435. There will be no direct impact on the operating fund as a result of this change.

Departmental - \$256,465 below budget

Departmental includes the following components of the Municipalities operations:

Legislative - forecast within budget

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

Administration- \$103,217 below budget

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.

	2019/20 Budget	2019/20 Forecast	% of Budget	Variance (\$)	Variance (%)	Reason
<b>Administration</b>	1,668,911	1,569,253	94.0%	(99,658)	-5.97%	Insurance RFP resulted in total savings to the Municipality of \$33,000 a portion of this will affect Regional Sewer and Greenwood Operating, it is estimated that \$25,000 will impact the Operating Fund. Advertising is expected to come in under budget by an estimated \$16,000 due to the use of more targeted online, and radio advertisements versus newspapers. Salaries and Benefits are expected to have variance related to filling of new and vacant positions as well as step adjustments for new hires.
<b>Human Resources</b>	139,230	144,671	103.9%	5,441	3.91%	Variance relates to relocation costs which are in line with policy HR-06-018 which was approved subsequent to creation of the 2019/20 operating budget. In future years this policy will be considered and a reasonable estimate of required funds will be budgeted.
<b>Economic Development</b>	114,084	109,084	95.6%	(5,000)	-4.38%	Branding design work is underway and should be completed by year end, this phase of the project has been slightly below estimate.
<b>Corporate Expenditures</b>	240,700	240,700	100.0%	-	0.00%	Estimated to be on target
<b>Recreation Administration</b>	284,652	284,652	100.0%	-	0.00%	Estimated to be on target
<b>Recreation Programs</b>	26,235	22,235	84.8%	(4,000)	-15.25%	The Moms in Motion Program received a \$4,000 grant from a local organization, this amount was unbudgeted as it was not known at time of budget approval.
<b>Total</b>	<b>2,473,812</b>	<b>2,370,595</b>	<b>95.83%</b>	<b>(103,217)</b>	<b>-4.17%</b>	



# Municipality of the County of Kings

## Briefing

### Corporate Services - \$44,850 below budget

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.

	2019/20 Budget	2019/20 Forecast	% of Budget	Variance Variance (\$)	(%)	Reason
<b>Finance</b>	738,880	692,342	93.7%	(46,538)	-6.30%	Salaries and Benefits variance related to filling of new and vacant positions.
<b>Revenue Services</b>	142,850	154,877	108.4%	12,027	8.42%	Salaries and Benefits variance related to step adjustments and some overlap for training by the Manager of Revenue Services.
<b>Information Technology</b>	817,660	807,321	98.7%	(10,339)	-1.26%	Variance related to salaries and benefits, a summer student was not able to be secured for this year.
<b>Total</b>	<b>1,699,390</b>	<b>1,654,540</b>	<b>97.36%</b>	<b>(44,850)</b>	<b>-2.64%</b>	

### Engineering and Public Works - \$61,065 below budget

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.

	2019/20 Budget	2019/20 Forecast	% of Budget	Variance Variance (\$)	(%)	Reason
<b>EPW Administration</b>	438,830	411,731	93.8%	(27,099)	-6.18%	Funding in relation to the LAMP program was received from the Federation of Canadian Municipalities Green Initiative Fund in relation to previous years approved funding.
<b>Municipal Building</b>	636,334	600,496	94.4%	(35,838)	-5.63%	Variance in relation to Property Taxes, budget was based on half a year in order to be conservative if there were delays in vacating the old complex. Only three months worth of taxes were required to be paid. Moving costs with an estimated budget of \$15,000 came in \$2,500 over budget.
<b>Municipal Parks &amp; Trails</b>	198,400	200,272	100.9%	1,872	0.94%	Small savings with regard to beach caretakers and lifeguard services. Additional maintenance costs in relation to the repair work at the drive in.
<b>Roads and Sidewalks</b>	1,432,842	1,432,842	100.0%	-	0.00%	Estimated to be on target
<b>Airport</b>	-	-	-	-	-	Estimated to be on target, lease costs and remaining capital funding will be offset by transfers from the operating reserve for unpaid grants as approved by Council.
<b>Solid Waste</b>	48,110	48,110	100.0%	-	0.00%	Relates to monitoring and other costs at former landfill site. Estimated to be on target.
<b>Total</b>	<b>2,754,516</b>	<b>2,693,451</b>	<b>97.78%</b>	<b>(61,065)</b>	<b>-2.22%</b>	



# Municipality of the County of Kings

## Briefing

### Building, Development & Protective Services -\$47,333 under budget

This department manages Planning, Building & Development, Fire, By-law 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.

	2019/20 Budget	2019/20 Forecast	% of Budget	Variance Variance (\$)	Variance (%)	Reason
<b>Building &amp; Development Services (net)</b>	293,050	282,401	96.4%	(10,649)	-3.63%	Variance related to salary and benefits, timing of filling vacant positions and step adjustments
<b>Planning</b>	434,510	405,988	93.4%	(28,522)	-6.56%	Variance related to salary and benefits, timing of filling vacant positions
<b>Development</b>	271,976	271,976	100.0%	-	0.00%	Estimated to be on target
<b>Fire &amp; Fire Inspection (net)</b>	2,701,007	2,693,909	99.7%	(7,098)	-0.26%	Variance related to salary and benefits, timing of filling vacant positions and step adjustments
<b>Bylaw Enforcement (net)</b>	190,604	180,604	94.8%	(10,000)	-5.25%	Provincial court fine revenue is higher than anticipated. Annually a percentage of fines collected within the County are received. Budget is based on historic average as no estimate is provided annually by the Province.
<b>EMO</b>	224,010	232,946	104.0%	8,936	3.99%	Costs surrounding Hurricane Dorian response and recovery. A summary has been provided to the Province it is not yet determined if any funds will be reimbursed.
<b>Protective Grants</b>	59,000	59,000	100.0%	-	0.00%	Valley Search & Rescue and Kings Senior Safety Funding estimated to be on target.
<b>Total</b>	<b>4,174,157</b>	<b>4,126,824</b>	<b>98.87%</b>	<b>(47,333)</b>	<b>-1.13%</b>	

### Grants - \$3,019 below budget

	2019/20 Budget	2019/20 Forecast	% of Budget	Variance Variance (\$)	Variance (%)	Reason
<b>Councillor Grants to organizations</b>	72,000	72,000	100.0%	-	0.00%	Estimated to be on target
<b>Property Tax exemptions per Bylaws</b>	757,900	775,122	102.3%	17,222	2.27%	Property approved by Council and added to By Law 99 tax exemption policy
<b>Leisure Services &amp; Rec Director Salary Grants</b>	205,000	205,000	100.0%	-	0.00%	Estimated to be on target
<b>Crossing Guard Grants</b>	30,900	30,900	100.0%	-	0.00%	Estimated to be on target
<b>Program grants (CRAF, CHAP, CPDP, etc.)</b>	1,109,900	1,095,697	98.7%	(14,203)	-1.28%	Variances in grant programs due to application volume. All information has been presented to Council with regard to award amounts.
<b>Total</b>	<b>2,175,700</b>	<b>2,178,719</b>	<b>100.14%</b>	<b>3,019</b>	<b>0.14%</b>	



# Municipality of the County of Kings

## Briefing

### 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.

### STRATEGIC PLAN ALIGNMENT

Check Applicable	Strategic Priority	If Checked, Provide Brief Explanation
	Good Governance	
	Environmental Stewardship	
	Economic Development	
	Strong Communities	
	Financial Sustainability	
	Supports a Strategic Project	
	Supports a Core Program Enhancement	
X	Not Applicable - explain why project should still be considered	Provide accountability for budget variances.

### ALTERNATIVES

- No alternatives are recommended

### IMPLEMENTATION

- Staff will continue to monitor actual results and report on forecast variances.

### COMMUNITY ENGAGEMENT

A community engagement initiative is not required as the subject was approved as part of the 2019/20 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.

### APPENDICES

- Appendix A: Operating Variance Report

### APPROVALS

Greg Barr, Director of Finance & IT

November 6, 2019

Scott Conrod, Chief Administrative Officer

December 13, 2019

Appendix A  
Municipality of the County of Kings  
Operating Variance Report  
Year to Date September 30, 2019

	Actual YTD September 30, 2018	Budget YTD September 30, 2019	Actual YTD September 30, 2019	Actual as % of Budget	Variance (\$)	Variance %	Year-End Budget	Year-End Forecast	Forecast Actual as a % of Budget	Forecast Variance (\$)	Forecast Variance (%)	Forecast as a % of total surplus
<b>Core Revenue</b>												
Property Tax	36,449,059	37,278,958	37,356,232	100.2%	77,274	0.2%	37,284,854	37,268,403	99.96%	(16,451)	-0.04%	-4.84%
PILT	2,736,042	2,752,000	2,703,743	98.2%	(48,257)	-1.8%	2,954,200	2,954,200	100.0%	-	0.00%	0.00%
Rent	17,482	-	-	0.0%	-	0.0%	3,000	3,000	100.0%	-	0.00%	0.00%
HST Offset Grant	132,557	107,500	90,775	84.4%	(16,725)	-15.6%	107,500	107,500	100.0%	-	0.00%	0.00%
Net Interest Income	422,931	399,216	542,627	135.9%	143,411	35.9%	832,800	832,800	100.0%	-	0.00%	0.00%
<b>Total Core Revenue</b>	<b>39,758,070</b>	<b>40,537,674</b>	<b>39,758,071</b>	<b>98.1%</b>	<b>155,703</b>	<b>0.4%</b>	<b>41,182,354</b>	<b>41,165,903</b>	<b>100.0%</b>	<b>(16,451)</b>	<b>0.0%</b>	<b>-4.8%</b>
<b>Less Mandatory Payments</b>												
Annapolis Valley Regional School Board	(5,821,230)	(6,146,911)	(5,943,072)	96.7%	203,839	-3.3%	(11,999,418)	(11,914,172)	99.3%	85,246	-0.71%	25.10%
Assessment Charges	(613,708)	(622,725)	(622,752)	100.0%	(27)	0.0%	(830,300)	(830,300)	100.0%	-	0.00%	0.00%
Municipal Highway Contribution	(359,582)	(366,750)	(366,758)	100.0%	(8)	0.0%	(733,500)	(733,500)	100.0%	-	0.00%	0.00%
Correctional Services	(317,806)	(317,750)	(317,770)	100.0%	(20)	0.0%	(635,500)	(635,500)	100.0%	-	0.00%	0.00%
Regional Housing Corporation	(0)	-	-	-	-	0.0%	(205,400)	(205,400)	100.0%	-	0.00%	0.00%
Regional Library	(152,626)	(152,650)	(152,626)	100.0%	24	0.0%	(305,300)	(305,300)	100.0%	-	0.00%	0.00%
RCMP (& DNA)	(1,800,287)	(3,594,230)	(3,606,573)	100.3%	(12,343)	0.3%	(7,188,461)	(7,188,037)	100.0%	424	-0.01%	0.12%
<b>Total</b>	<b>(9,065,239)</b>	<b>(11,201,016)</b>	<b>(9,065,239)</b>	<b>80.9%</b>	<b>191,465</b>	<b>-1.7%</b>	<b>(21,897,879)</b>	<b>(21,812,209)</b>	<b>0.0%</b>	<b>85,670</b>	<b>-0.4%</b>	<b>25.2%</b>
<b>Available for Municipal Operations</b>	<b>30,692,831</b>	<b>29,336,658</b>	<b>30,692,832</b>	<b>104.6%</b>	<b>347,168</b>	<b>1.2%</b>	<b>19,284,475</b>	<b>19,353,694</b>	<b>0.0%</b>	<b>69,219</b>	<b>0.4%</b>	<b>20.4%</b>
<b>Area Rates</b>												
Area Rates Collected	-	-	-	-	-	0.0%	(3,993,874)	(3,993,874)	100.0%	-	0.00%	0.00%
Less Area Rate Revenue Paid out	-	-	-	-	-	0.0%	3,993,874	3,993,874	100.0%	-	0.00%	0.00%
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Inter-municipal Service Agreements</b>	<b>2,858,491</b>	<b>3,630,197</b>	<b>3,348,588</b>	<b>92.2%</b>	<b>(281,609)</b>	<b>-7.8%</b>	<b>5,395,000</b>	<b>5,378,000</b>	<b>99.7%</b>	<b>(17,000)</b>	<b>-0.3%</b>	<b>(0)</b>
<b>Legislative</b>												
Council	283,317	323,288	299,949	92.8%	(23,339)	-7.2%	611,900	611,900	100.0%	-	0.0%	-

Municipality of the County of Kings  
 Operating Variance Report  
 Year to Date September 30, 2019

	Actual YTD September 30, 2018	Budget YTD September 30, 2019	Actual YTD September 30, 2019	Actual as % of Budget	Variance (\$)	Variance %	Year-End Budget	Year-End Forecast	Forecast Actual as a % of Budget	Forecast Variance (\$)	Forecast Variance (%)	Forecast as a % of total surplus
<b>Administration</b>												
Administration	562,659	820,735	599,592	73.1%	(221,143)	-26.9%	1,668,911	1,569,253	94.0%	(99,658)	-5.97%	-29.34%
HR	56,551	64,082	64,532	100.7%	450	0.7%	139,230	144,671	103.9%	5,441	3.91%	1.60%
Economic Development	45,891	50,087	48,507	96.8%	(1,580)	-3.2%	114,084	109,084	95.6%	(5,000)	-4.38%	-1.47%
Corporate Expenditures	120,324	120,240	119,215	99.1%	(1,025)	-0.9%	240,700	240,700	100.0%	-	0.00%	0.00%
Recreation Administration	106,385	151,282	141,856	93.8%	(9,427)	-6.2%	284,652	284,652	100.0%	-	0.00%	0.00%
Recreation Programs - Net Contributions	(11,331)	(243)	45	-18.7%	(11,088)	4563.0%	26,235	22,235	84.8%	(4,000)	-15.25%	-1.18%
Net contributions to Recreation programming												
Kings Programs	(750)	(2,190)	(765)	34.9%	1,425	-65.1%	(3,150)	(3,150)	100%	-	0.00%	0.00%
Active Kids, Healthy Kids	851	(2,262)	(3,082)	136.3%	(820)	36.3%	1,500	1,500	100%	-	0.00%	0.00%
Daycamp	15,049	19,207	19,631	102.2%	424	2.2%	16,250	16,250	100%	-	0.00%	0.00%
Partnership Programs	(21,885)	(14,028)	(19,608)	139.8%	(5,580)	39.8%	(32,975)	(32,975)	100%	-	0.00%	0.00%
Moms in Motion	1,734	583	(3,993)	-684.9%	(4,576)	-784.9%	4,500	500	11%	(4,000)	-88.89%	-1.18%
Aquatics	(13,570)	(10,256)	(4,196)	40.9%	6,060	-59.1%	13,350	13,350	100%	-	0.00%	0.00%
Seniors Programing	(1,893)	2,890	2,780	96.2%	(110)	-3.8%	4,000	4,000	100%	-	0.00%	0.00%
Afterschool Program	9,133	5,813	9,277	159.6%	3,464	59.6%	22,760	22,760	100%	-	0.00%	0.00%
<b>Total Administration</b>	<b>880,478</b>	<b>1,206,183</b>	<b>973,746</b>	<b>80.7%</b>	<b>(243,814)</b>	<b>-20.2%</b>	<b>2,473,812</b>	<b>2,370,595</b>	<b>0.0%</b>	<b>(103,217)</b>	<b>-4.2%</b>	<b>-30.4%</b>
<b>Corporate Services</b>												
Finance	352,440	403,037	360,790	89.5%	(42,247)	-10.5%	738,880	692,342	93.7%	(46,538)	-6.30%	-13.70%
Revenue Services (Net of cost recoveries)	93,662	84,883	112,315	132.3%	27,432	32.3%	142,850	154,877	108.4%	12,027	8.42%	3.54%
IT (net of cost recoveries)	362,404	446,317	411,416	92.2%	(34,901)	-7.8%	817,660	807,321	98.7%	(10,339)	-1.26%	-3.04%
<b>Total Corporate Services</b>	<b>808,506</b>	<b>934,237</b>	<b>884,520</b>	<b>94.7%</b>	<b>(49,717)</b>	<b>-5.3%</b>	<b>1,699,390</b>	<b>1,654,540</b>	<b>0.0%</b>	<b>(44,850)</b>	<b>-2.6%</b>	<b>-13.2%</b>
<b>EPW</b>												
EPW Administration (Net of administration fees)	44,976	97,052	36,358	37.5%	(60,694)	-62.5%	438,830	411,731	93.8%	(27,099)	-6.18%	-7.98%
Building (net of Provincial cost share)	315,591	428,954	391,194	91.2%	(37,760)	-8.8%	636,334	600,496	94.4%	(35,838)	-5.63%	-10.55%
Municipal parks & trails	153,327	170,004	189,153	111.3%	19,149	11.3%	198,400	200,272	100.9%	1,872	0.94%	0.55%
Roads and Sidewalks	649,966	532,156	577,860	108.6%	45,704	8.6%	1,432,842	1,432,842	100.0%	-	0.00%	0.00%
Airport	142,992	-	-	-	-	-	-	-	-	-	0.00%	0.00%
Solid Waste	(1,572)	11,728	12,998	110.8%	1,270	10.8%	48,110	48,110	100.0%	-	0.00%	0.00%
<b>Subtotal</b>	<b>1,305,279</b>	<b>1,239,894</b>	<b>1,207,562</b>	<b>97.4%</b>	<b>(32,332)</b>	<b>-2.6%</b>	<b>2,754,516</b>	<b>2,693,451</b>	<b>0.0%</b>	<b>(61,065)</b>	<b>-2.2%</b>	<b>-18.0%</b>
Municipal Sewer Revenue	(3,551,936)	(3,852,289)	(3,898,974)	101.2%	(46,685)	1.2%	(4,263,100)	(4,263,100)	100.0%	-	0.00%	0.00%
Less Municipal Sewer Expense	2,666,750	2,804,336	2,659,444	94.8%	(144,893)	-5.2%	4,263,100	4,263,100	100.0%	-	0.00%	0.00%
<b>Subtotal</b>	<b>(885,186)</b>	<b>(1,047,953)</b>	<b>(1,239,531)</b>	<b>118.3%</b>	<b>(191,578)</b>	<b>18.3%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Street Light Revenue	(104,183)	(103,840)	(103,715)	99.9%	125	-0.1%	(121,300)	(121,300)	100.0%	-	0.00%	0.00%
Less street light expense	47,809	56,198	44,208	78.7%	(11,990)	-21.3%	121,300	121,300	100.0%	-	0.00%	0.00%
<b>Subtotal</b>	<b>(56,374)</b>	<b>(47,642)</b>	<b>(59,507)</b>	<b>124.9%</b>	<b>(11,865)</b>	<b>24.9%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total EPW</b>	<b>363,719</b>	<b>144,299</b>	<b>(91,476)</b>	<b>-63.4%</b>	<b>(235,775)</b>	<b>-163.4%</b>	<b>2,754,516</b>	<b>2,693,451</b>	<b>0.0%</b>	<b>(61,065)</b>	<b>-2.2%</b>	<b>-18.0%</b>



Municipality of the County of Kings  
 Operating Variance Report  
 Year to Date September 30, 2019

	Actual YTD September 30, 2018	Budget YTD September 30, 2019	Actual YTD September 30, 2019	Actual as % of Budget	Variance (\$)	Variance %	Year-End Budget	Year-End Forecast	Forecast Actual as a % of Budget	Forecast Variance (\$)	Forecast Variance (%)	Forecast as a % of total surplus
<b>Building &amp; Development Services</b>												
Building & Development Services (net)	107,202	142,776	106,213	74.4%	(36,563)	-25.6%	293,050	282,401	96.4%	(10,649)	-3.63%	-3.14%
Planning	223,744	222,887	209,672	94.1%	(13,215)	-5.9%	434,510	405,988	93.4%	(28,522)	-6.56%	-8.40%
Development	140,033	140,101	141,508	101.0%	1,407	1.0%	271,976	271,976	100.0%	-	0.00%	0.00%
<b>Total Building &amp; Development Services</b>	<b>470,978</b>	<b>505,764</b>	<b>457,393</b>	<b>90.4%</b>	<b>(48,371)</b>	<b>-9.6%</b>	<b>999,536</b>	<b>960,365</b>	<b>0.0%</b>	<b>(39,171)</b>	<b>-3.9%</b>	<b>-11.5%</b>
<b>Protective Services</b>												
Fire & Fire Inspection (net )	1,214,947	1,355,764	1,171,071	86.4%	(184,693)	-13.6%	2,701,007	2,693,909	99.7%	(7,098)	-0.26%	-2.09%
Bylaw Enforcement (net)	82,354	100,426	79,898	79.6%	(20,528)	-20.4%	190,604	180,604	94.8%	(10,000)	-5.25%	-2.94%
EMO	115,404	126,661	100,422	79.3%	(26,239)	-20.7%	224,010	232,946	104.0%	8,936	3.99%	2.63%
Protective Grants	41,010	47,200	47,200	100.0%	-	0.0%	59,000	59,000	100.0%	-	0.00%	0.00%
<b>Total Protective Services</b>	<b>1,453,715</b>	<b>1,630,051</b>	<b>1,398,590</b>	<b>85.8%</b>	<b>(231,461)</b>	<b>-14.2%</b>	<b>3,174,621</b>	<b>3,166,459</b>	<b>0.0%</b>	<b>(8,162)</b>	<b>-0.3%</b>	<b>-2.4%</b>
<b>Total Building &amp; Development Services, Protective Se</b>	<b>1,924,693</b>	<b>2,135,815</b>	<b>1,924,694</b>	<b>90.1%</b>	<b>(279,832)</b>	<b>-13.1%</b>	<b>4,174,157</b>	<b>4,126,824</b>	<b>0.0%</b>	<b>(47,333)</b>	<b>-1.1%</b>	<b>-13.9%</b>
<b>Total Core Municipal Services</b>	<b>7,119,205</b>	<b>8,374,019</b>	<b>7,107,874</b>	<b>84.9%</b>	<b>(1,114,084)</b>	<b>-13.3%</b>	<b>17,108,775</b>	<b>16,835,310</b>	<b>0.0%</b>	<b>(273,465)</b>	<b>-1.6%</b>	<b>-80.5%</b>
<b>Funds available after Core Municipal Services</b>	<b>23,573,627</b>	<b>20,962,639</b>	<b>23,584,958</b>	<b>112.5%</b>	<b>(766,916)</b>	<b>-3.7%</b>	<b>2,175,700</b>	<b>2,518,384</b>	<b>0.0%</b>	<b>342,684</b>	<b>15.8%</b>	<b>100.9%</b>
<b>Grants</b>												
Councillor Grants to organizations	-	72,000	71,300	99.0%	(700)	-1.0%	72,000	72,000	100.0%	-	0.00%	0.00%
Property Tax exemptions per Bylaws	647,012	718,006	693,483	96.6%	(24,524)	-3.4%	757,900	775,122	102.3%	17,222	2.27%	5.07%
Leisure Services & Rec Director Salary Grants	-	132,862	(108,544)	-81.7%	(241,406)	-181.7%	205,000	205,000	100.0%	-	0.00%	0.00%
Crossing Guard Grants	2,655	12,053	22,963	190.5%	10,910	90.5%	30,900	30,900	100.0%	-	0.00%	0.00%
Program grants (CRAF, CHAP, CPDP, etc.)	838,384	1,023,308	824,996	80.6%	(198,312)	-19.4%	1,109,900	1,095,697	98.7%	(14,203)	-1.28%	-4.18%
<b>Total Grants</b>	<b>1,488,050</b>	<b>1,958,229</b>	<b>1,504,198</b>	<b>76.8%</b>	<b>(454,031)</b>	<b>-23.2%</b>	<b>2,175,700</b>	<b>2,178,719</b>	<b>0.0%</b>	<b>3,019</b>	<b>0.1%</b>	<b>0.9%</b>

Forecast Surplus to Year End **339,665**

Legend	
For Revenues	For Expenses
● >= 100%	● <= 100%
● Between 90% & 100%	● Between 100% & 110%
● < 90%	● > 110%



# Municipality of the County of Kings

## Briefing

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<b>TO</b>	Budget and Finance Committee
<b>PREPARED BY</b>	Kevin Wheaton, BBA, Financial Analyst
<b>MEETING DATE</b>	November 18, 2019
<b>SUBJECT</b>	Capital Accountability Report (Period Ended September 30, 2019)

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### **ORIGIN**

- *Municipal Government Act* Section 32(1), Part A
- Budget and Finance Work Plan - Item #4

### **RECOMMENDATION**

That Committee of the Whole receive the Capital Accountability Report (period ending September 30, 2019) as attached to the December 17, 2019 agenda for information.

### **INTENT**

To provide a summary of:

- material variances from amounts budgeted in the 2019/20 Capital Budget compared to the actual results as of September 30, 2019; and
- the forecasted year-end results at March 31, 2020.

### **DISCUSSION**

This report represents activity to the end of the second quarter of the fiscal 2019/20 year. Discussions have occurred with Managers and Directors across the organization to determine the current status of each project and forecasts to year-end. The Capital Variance Report (Appendix A) details the budget amounts, expenditures to date, and the variances/remaining budget for each capital project for the current fiscal year. The variances forecast are based on information available at the time of this report. Subsequent events during the year may lead to revisions to future forecasts.

Each project listed in the Capital Variance Report is flagged with an icon that labels its current status. A green circle indicates the project is complete, or is expected to be completed on time and on budget. A yellow circle indicates the project has deviated, or is expected to deviate, from the budget, timeline and/or scope but will be completed. A red circle indicates the project is not expected to move forward in the current or following fiscal year.

#### **Capital Variance Report – Category A (Information Technology)**

Four of the seven projects are on track from both budget and timeline perspectives.

- The Fibre Connectivity project (#17-1103) has a delayed timeline as the wireless connection to the Greenwood Sewage Treatment Plant has been put on hold until the next round of Develop NS funding, as that plan would see a direct fibre connection run in front of the plant, negating the need for the wireless connection.
- The Accounting Software project (#16-1103) is a contingency project, in case an immediate upgrade is required to the existing software. It is not expected to move forward, as no immediate upgrades



# Municipality of the County of Kings

## Briefing

have been needed or are foreseen, before a full replacement of the software is implemented during the 2020/21 fiscal year.

- The Asset Management Software project (#17-1102) is not expected to move forward, as current direction is showing best value in ensuring that the accounting and asset management systems are tightly integrated. Planning work is proceeding in the current year with no anticipated purchases. At this time, it is expected a replacement project will be developed during the 2020/21 budget process.

### Capital Variance Report – Category B (Municipal Building)

Two of the three projects are on track from both budget and timeline perspectives.

- The EPW Building project (#19-1302) has experienced some delay, but a parcel of land adjacent to the new Municipal Building location is being purchased and an RFP for design of the building should be issued in November. Construction work is expected to be tendered in the spring of 2020 with construction commencing during the next fiscal year.

### Capital Variance Report – Category C (Roads & Sidewalks)

Two of the three projects are on track from both budget and timeline perspectives.

- The Crosswalk Construction & Speed Radar Signs project (#19-3411) is not expected to move forward, except for the purchase of a number of speed radar signs. Crosswalk construction priorities will be established in the winter, but no construction will be completed.

### Capital Variance Report – Category D (Parks & Recreation)

Each of the two projects are on track from both budget and timeline perspectives.

### Capital Variance Report – Category E (Municipal Sewer Infrastructure)

Five of the eight projects are on track from both a budget and timeline perspective.

- The Sewer Upgrades project (#19-3401) include \$600K for the Chapel Road Sewer Replacement. As the ICIP funding application for this project was not successful, the work is being deferred to the 2020/21 Capital Budget and the second phase of ICIP funding. A contract for the Lift Station Upgrades (WE-6 & AT-5) has been awarded ~\$100K under budget. The Lift Station Upgrades will carry over to next fiscal, due to the delays in external funding, and are expected to be completed by Q1 (2020-21) and on budget. Due to the deferral of the Chapel Road Sewer Replacement (\$600K) and the Lift Station Upgrades contract coming in \$100K below budget, Municipal Council approved a reduction of the budget total for the project, from \$1,250K to \$550K, on Oct.01/19.
- The SCADA System Review project (#19-3403) has been delayed. Discussions with operations & IT are expected to begin in Q3, which will inform the direction of the project. The project is likely to carry over to next fiscal.



# Municipality of the County of Kings

## Briefing

- The Green Initiatives project (#13-3402) has been on hold. Other priorities, such as the new municipal complex and hurricane Dorian response, have delayed the startup of this project. Progress is anticipated to begin in Q4 and it is expected to carry over to next fiscal.

### Capital Variance Report – Category F (Greenwood Water Projects)

One of the four projects is on track from both budget and timeline perspectives.

- The Production Well project (#11-2408) is in progress. A parcel of land has been identified as the site with the most potential for a new wellfield. The volume and chemistry testing results at this location were better than any of the previous test well sites. The property is currently being appraised and the value assigned will be used in negotiations with the property owner. Pending a successful negotiation, a recommendation will be brought to Council for purchase in Q4 or as part of the next budget deliberation process. If the parcel of land is purchased in the current year, it is expected that the project would be over budget.
- The Water Distribution System Improvements project (#10-2403) is underway with various infrastructure improvements completed or to be complete by Q4. The project is expected to be significantly under budget due to actual costs being lower than originally anticipated.
- The Water System Assessment project (#19-2401) has been started with the award of a contract to Dillon Consulting. The assessment will be complete in Q4 and the project is expected to be significantly under budget due to engineering costs being lower than anticipated.

### Capital Variance Report – Category G (Regional Sewer Projects)

None of the four projects are on track from either budget and/or timeline perspectives.

- The Regional Sewer Lines project (#14-4401) will begin with the award of a design contract for the forcemain replacement to CBCL Ltd in Q3. The design is expected to be completed in Q4. Replacement of portions within the Town of Kentville has been delayed and will carry over to next fiscal.
- The tender for the Regional STP Aeration project (#17-4401) has closed in Q3. The project is not expected to be completed this year. It is anticipated the project will come in on budget with remaining funds from the current fiscal year being carried over to the new year.
- The Regional STP Headworks project (#18-4401) is on schedule. The ventilation upgrades were completed in Q1 and the headworks building addition was completed in Q2. The project is expected to be significantly under budget due to actual costs being lower than anticipated.
- The Regional STP Gate & Fencing project (#19-4401) is underway and will be completed in Q3. The project is expected to be significantly under budget due to actual costs being lower than anticipated.

### Capital Variance Report – Category H (Special/Contingent Projects)

Eight of the thirteen projects are on track from both budget and timeline perspectives.

- The Water Extension Feasibility - Village of Kingston project (#18-3407) is underway. CBCL Ltd has been engaged for the consulting and Valley Well Drillers are working on the test wells. The project is



# Municipality of the County of Kings

## Briefing

anticipated to be under budget and may carry over into the next fiscal year depending on the results of the test wells.

- The J-Class Paving Pilot project (#19-3404) is experiencing delay. Proposals have been filed with the NS Departments of Municipal Affairs and Housing, Transportation and Infrastructure Renewal (DTIR), and Finance/Treasury Board.
- The Coldbrook Village Park Traffic & Pedestrian Study project (#19-3405) is on hold at the request of DTIR. No reports have been commissioned to date.
- The Fleet Optimization Study project (#19-3409) is anticipated to be started this fiscal year, but some portions may carry forward to next fiscal. A funding agreement with the Federation of Canadian Municipalities is currently being finalized and an RFP, providing further details on the project, is expected to be issued in November.
- The Electric Vehicle Infrastructure Deployment project (#19-3410) is on hold until the next application window which is anticipated to be in February or March of 2020. It has been determined that the application requires more detailed analysis than originally anticipated and the project may carry over to next fiscal.

### **FINANCIAL IMPLICATIONS**

- At present, the net budget variance for the Capital Program is one of underspending for the current fiscal year. If the current situation holds to year-end, funding sources will be drawn on at lower levels than originally anticipated.

### **STRATEGIC PLAN ALIGNMENT**

Check Applicable	Strategic Priority	Description
	Good Governance	
	Environmental Stewardship	
	Economic Development	
	Strong Communities	
	Financial Sustainability	
	Supports a Strategic Project	
	Supports a Core Program Enhancement	
✓	Not Applicable	This report is a core function of the Municipality.

### **ALTERNATIVES**

- No alternatives are recommended

### **IMPLEMENTATION**

- Staff will continue to monitor actual results and report on project variances



# Municipality of the County of Kings

## Briefing

### **COMMUNITY ENGAGEMENT**

A community engagement initiative is not required as the subject was approved as part of the 2019/20 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.

### **APPENDICES**

- Appendix A: Capital Variance Report

### **APPROVALS**

Greg Barr, Director of Finance & IT

Date: November 12, 2019

Scott Conrod, Chief Administrative Officer

Date: November 16, 2019

**Municipality of the County of Kings  
Capital Variance Report  
Year-to-date, as of September 30, 2019**

Project #	Project Description	Project Details	2019/20 Budget (including 2018/19 carryover)	Total Budget (project-to-date)	Prior Year Expenditures	2019/20 Expenditures (to Sep.30/19)	Total Expenditures (project-to-date)	2019/20 Forecasted Expenditures (Oct.01/19 to Mar.31/20)	2019/20 Remaining Budget (\$)	2019/20 Projected Year-End Remaining Budget (\$)	2019/20 Projected Year-End Remaining Budget (%)	Project Status	Comments
<b>Municipal Infrastructure - General Tax Rate Supported Information Technology</b>													
18-1102	Hardware Evergreening	Ongoing program to upgrade or replace a portion of the computer hardware systems, printers, and copiers each year.	\$ 100,000	\$ 153,531	\$ 53,531	\$ 10,008	\$ 63,539	\$ 85,992	\$ 89,992	\$ 4,000	4%	●	Purchases have been delayed for 1st half of year due to building move. The majority of the budget is expected to be used by March 31, 2020.
08-1101	Network Upgrades	Ongoing program to replace and add system and network items, e.g. cabling, operating system upgrades, software licenses, servers, firewalls, network drops, and remote site connections.	\$ 105,500	\$ 134,316	\$ 28,816	\$ 150	\$ 28,966	\$ 105,000	\$ 105,350	\$ 350	0%	●	Major upgrade of 3 servers, storage and switches is currently ongoing. Equipment costing approximately \$85K was purchased and will be configured in November; an additional 2 servers costing approximately \$20K are expected to be purchased in January.
16-1102	Records Management	Implement Records Management System.	\$ 88,389	\$ 95,000	\$ 6,611	\$ 12,400	\$ 19,011	\$ 65,000	\$ 75,989	\$ 10,989	12%	●	The budget includes \$15K for software and \$80K for consulting fees. The installation of the SharePoint software (along with consulting) is to occur in December and January. To date \$20K of consulting has been used to catalogue files during the move. The SharePoint software has an estimated cost of \$15K. It is estimated the overall budget will be under due to lower than anticipated consulting fees.
16-1103	Accounting Software	This is contingency project for use in the event immediate upgrades are required to the existing software. The current software is scheduled to be replaced during the next fiscal year.	\$ 36,000	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ 36,000	\$ 36,000	100%	●	
17-1102	Asset Management Software	Purchase of Asset Management Software to enhance or replace INFOR system currently in use by EPW.	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	100%	●	Recommendation is to combine with the Accounting Software project (16-1103) in the next budget year. Asset Management and Accounting software need to be integrated.
17-1103	Fibre Connectivity	Installation of fibre laterals, switches, and wireless access points to all Municipal facilities.	\$ 147,605	\$ 153,000	\$ 5,395	\$ 14,344	\$ 19,739	\$ -	\$ 133,261	\$ 133,261	90%	●	Fibre reconfiguration to the Public Works building and new Municipal Building was completed in Q1. Connection to Lab building is contingent on "make ready" work of Nova Scotia Power in Q3 (this work has been paid). Connection of the Greenwood Sewage Treatment Plant is on hold pending the next round of Develop NS funding. Develop NS funding related fibre buildout would make the proposed wireless connection redundant. It is proposed that the \$100K budget be carried forward until the Develop NS funding is confirmed.
18-1101	Council Chambers Sound System & Display	Installation of various audio visual equipment in Council chambers, e.g., three large displays, two moveable monitors, mounts, AV carts, and control software.	\$ 58,824	\$ 112,900	\$ 54,076	\$ 64,497	\$ 118,573	\$ -	\$ (5,673)	\$ (5,673)	-10%	●	Project was completed in October and came in over budget by \$5,700 (due to rework needed after the move-in, as well as the addition of the hearing loop system).
<b>Total Information Technology</b>			<b>\$ 636,318</b>	<b>\$ 784,747</b>	<b>\$ 148,429</b>	<b>\$ 101,399</b>	<b>\$ 249,828</b>	<b>\$ 255,992</b>	<b>\$ 534,919</b>	<b>\$ 278,927</b>	<b>44%</b>		
<b>Municipal Building</b>													
16-1301	New Municipal Complex	Construct new municipal complex.	\$ 660,000	\$ 7,541,189	\$ 6,881,189	\$ 229,476	\$ 7,110,665	\$ 430,524	\$ 430,524	\$ -	0%	●	Contract 17-18 for the new Municipal Complex is expected to be fully completed by Q4; project to be on budget.
19-1301	Office Furniture	Purchase office furniture and partitions for staff cubicles in new municipal complex. Purchase of certain boardroom tables and chairs.	\$ 163,000	\$ 163,000	\$ -	\$ 149,207	\$ 149,207	\$ -	\$ 13,793	\$ 13,793	8%	●	Contract 19-07 was completed in Q2; project finished on budget. A large amount pre-existing office and meeting room furniture continues to be used in the new building.
19-1302	EPW Building	Purchase land, design, and construct EPW facility.	\$ 1,800,000	\$ 1,800,000	\$ -	\$ -	\$ -	\$ 56,857	\$ 1,800,000	\$ 1,743,143	97%	●	A parcel of land, adjacent to the new Municipal Building location, to be purchased in Q3; an RFP for design of the PW Garage to be issued in November; project is expected to be tendered in the spring of 2020 and will carryover, with construction to start in the summer of 2020.
<b>Total Municipal Building</b>			<b>\$ 2,623,000</b>	<b>\$ 9,504,189</b>	<b>\$ 6,881,189</b>	<b>\$ 378,683</b>	<b>\$ 7,259,872</b>	<b>\$ 487,381</b>	<b>\$ 2,244,317</b>	<b>\$ 1,756,936</b>	<b>67%</b>		
<b>Roads and Sidewalks</b>													
08-1714	Sidewalk Construction Program	Ongoing construct of sidewalks per Council approved Sidewalk Priority List.	\$ 524,360	\$ 560,003	\$ 35,643	\$ 472,940	\$ 508,583	\$ -	\$ 51,420	\$ 51,420	10%	●	Contract 19-01 for the Coldbrook Sidewalk was completed in Q2; project finished on budget.

Municipality of the County of Kings  
Capital Variance Report  
Year-to-date, as of September 30, 2019

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19-3411	Crosswalk Construction & Speed Radar Signs	Construct crosswalks and purchase/install speed radar signs.	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ 22,109	\$ 60,000	\$ 37,891	63%	●	Speed radar signs to be purchased in Q3; crosswalk and speed radar sign priorities to be established in Q4. Most crosswalk and speed radar sign installations require agreement of the Nova Scotia Department of Transportation and Infrastructure Renewal. Limited crosswalk construction during the year will result in underspending.
13-1702	Municipal Road Remediation	Ongoing project to crack seal, micro-surface and patch pave the roughly 23 km of subdivision roads owned by the Municipality.	\$ 100,000	\$ 225,038	\$ 125,038	\$ 95,109	\$ 220,147	\$ -	\$ 4,891	\$ 4,891	5%	●	Contract 19-11 for Municipal Road Remediation was completed in Q2; project finished on budget.
<b>Total Roads and Sidewalks</b>			<b>\$ 684,360</b>	<b>\$ 845,041</b>	<b>\$ 160,681</b>	<b>\$ 568,049</b>	<b>\$ 728,730</b>	<b>\$ 22,109</b>	<b>\$ 116,311</b>	<b>\$ 94,202</b>	<b>14%</b>		
<b>Building &amp; Development Services Vehicles</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>		
<b>Parks and Recreation</b>													
15-1601	Park Facility Upgrades	Ongoing upgrades to infrastructure in park facilities including Aylesford Lake, Veterans Viewpark, McMaster Mill, and several boat launch locations including Black River Lake.	\$ 25,000	\$ 34,302	\$ 9,302	\$ 27,091	\$ 36,393	\$ -	\$ (2,091)	\$ (2,091)	-8%	●	Project is over budget due to the installation of a pump chamber to address flooding on Municipal lands housing the Valley Drive-in.
18-1601	Gesner Memorial	The project involved erecting of a monument in honour of Dr. Abraham Gesner. A digital component was also added to include the development of a digital matrix, and website/mobile/applications. The addition will result in a mapped art and culture trail in Kings County that includes the Gesner Memorial monument and seventeen (17) other outdoor art and culture exhibits.	\$ 105,470	\$ 403,000	\$ 297,530	\$ 73,516	\$ 371,046	\$ 31,954	\$ 31,954	\$ -	0%	●	Following the preparation of the 2019-20 Capital Budget, the Gesner project and budget was expanded to include a digital component (from \$300K to \$403K). The original physical component, was completed in April and includes a life-size bronze portrait of Abraham Gesner and a timeline depicting his role as the founder of the modern petroleum industry. The monument was erected at the site of his birth in Chipmans Corner, Kings County. The digital component will be finished in Q3. The entire project to be completed on budget. The project does not include the use of municipal funds. The funding includes a private donation along with contributions from Heritage Canada, ACOA, the Nova Scotia Dept. of Communities Culture & Heritage, and the Atlantic Geoscience Society.
<b>Total Parks and Recreation</b>			<b>\$ 130,470</b>	<b>\$ 437,302</b>	<b>\$ 306,832</b>	<b>\$ 100,607</b>	<b>\$ 407,439</b>	<b>\$ 31,954</b>	<b>\$ 29,863</b>	<b>\$ (2,091)</b>	<b>-2%</b>		
<b>Total Municipal Infrastructure</b>			<b>\$ 4,074,148</b>	<b>\$ 11,571,279</b>	<b>\$ 7,497,131</b>	<b>\$ 1,148,738</b>	<b>\$ 8,645,869</b>	<b>\$ 797,436</b>	<b>\$ 2,925,410</b>	<b>\$ 2,127,974</b>	<b>52%</b>		
<b>Municipal Sewer Infrastructure - Sewer Rate Supported</b>													
08-3408	Lift Station Replacements	Ongoing replacement end-of-life lift stations, pumps, & electrical panels.	\$ 249,468	\$ 1,002,080	\$ 752,612	\$ 214,559	\$ 967,171	\$ 30,000	\$ 34,909	\$ 4,909	2%	●	Prior year projects (lift stations replacements CB1 & CG5) were carried forward to current year and completed in Q2. Design of next fiscal year lift stations replacements (GW-10, GW-11, CG-4 & HB-2) has been awarded to Design Point Engineering and is expected to be completed in Q4.
08-3409	Sewer Treatment Plant Renewals	Ongoing replacement of Sewer Treatment Plant (STP) equipment and related infrastructure. Pumps, blowers and other aeration equipment will be replaced as needs are identified at the STP's.	\$ 350,000	\$ 707,631	\$ 357,631	\$ 26,267	\$ 383,898	\$ 323,733	\$ 323,733	\$ -	0%	●	Contract 19-14 for Waterville Sludge Removal to be completed in Q3; project to be on budget.
08-3410	Collection System Line Replacements	Replacement program for sewer collection system infrastructure (sewer mains and manholes).	\$ 225,000	\$ 514,471	\$ 289,471	\$ 151,226	\$ 440,697	\$ 25,000	\$ 73,774	\$ 48,774	22%	●	Contract 19-01 for the Coldbrook Sewer completed in Q2; project to be significantly under budget; 2019-20 design work for sewer collection line replacements on hold, due to a change in priorities for 2020-21
10-3409	EPW Equip. & Occupational Safety Improvements	Ongoing replacement of end of life tools and equipment used to perform repairs & maintenance procedures, or to meet occupational health & safety requirements as needs are identified.	\$ 25,000	\$ 42,823	\$ 17,823	\$ 3,721	\$ 21,544	\$ 21,279	\$ 21,279	0	0%	●	Equipment/Safety Improvements to be completed by Q4; project to be on budget.



Municipality of the County of Kings  
Capital Variance Report  
Year-to-date, as of September 30, 2019

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19-3401	Sewer Upgrades	Replace lift stations WE-6 on County Home Rd in Waterville, and AT-5 on Spencer Rd in North Kentville. Replace 1.275 km of sewer line on Chapel Rd in Canning.	\$ 550,000	\$ 550,000	\$ -	\$ -	\$ -	\$ 350,000	\$ 550,000	\$ 200,000	36%	●	The 2019 Sewer Upgrades project included \$600,000 for the Chapel Road Sewer Replacement (1.275 km). As the ICIP funding application for the Chapel Road Sewer Replacement was not successful, the work is being deferred to the 2020/21 Capital Budget and the second phase of ICIP. Contract 19-03 for Lift Station Upgrades (WE-6 & AT-5) has been awarded ~\$100K under budget. The Lift Station Upgrades will carry over to next year, due to the delays in external funding, and are expected to be completed on budget by Q1 (2020-21). Due to the deferral of the Chapel Road Sewer Replacement (\$600K) and the Lift Station Upgrades contract coming in \$100K below budget, Municipal Council approved a reduction of the budget total for the project, from \$1,250K to \$550K, on Oct.01/19. The funding sources were originally \$917,000 ICIP and \$333,000 Reserves and were revised on Oct 1 <sup>st</sup> to \$300,000 Gas Tax and \$250,000 Reserves.
19-3403	SCADA System Review	Review current SCADA monitoring system and software and evaluate potential upgrades, including evaluation of the wiring.	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	100%	●	Project not started; discussions with operations & IT to begin in Q3 which will inform the direction of the project; project likely to carryover to next year.
13-3402	Green Initiatives	Feasibility study related to the potential for energy efficiency improvements including evaluation of a bio-waste generator.	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	100%	●	Project not started; other priorities such as the new municipal complex and hurricane Dorian response have delayed the start-up of this project; progress anticipated to begin in Q4 and project will carryover to next year;
11-3401	EPW Service Vehicles	Ongoing replacement of end-of-life EPW service vehicles.	\$ 85,000	\$ 169,286	\$ 84,286	\$ 72,678	\$ 156,964	\$ 4,708	\$ 12,322	\$ 7,614	9%	●	Pick-up Truck and Transit Van were purchased in Q2; project to be on budget.
<b>Total Municipal Sewer Infrastructure</b>			<b>\$ 1,584,468</b>	<b>\$ 3,086,291</b>	<b>\$ 1,501,823</b>	<b>\$ 468,451</b>	<b>\$ 1,970,274</b>	<b>\$ 754,720</b>	<b>\$ 1,116,017</b>	<b>\$ 361,297</b>	<b>23%</b>		
<b>Greenwood Water Projects - Water Rate Supported</b>													
11-2408	Production Well	Phased program to test source of supply and develop a new water production well.	\$ 200,000	\$ 267,325	\$ 67,325	\$ 33,681	\$ 101,006	\$ [REDACTED]	\$ 166,319	\$ [REDACTED]	\$ [REDACTED]	●	PID 55118020 has been identified as the site with the most potential for a new wellfield. The volume and chemistry analysis related to this location were better than any of the previous test well sites. The property is currently being appraised and the appraisal value will be used in negotiations with the property owner. Pending a successful negotiation, a recommendation will be brought to Council for purchase of the property in Q4 or as part of the upcoming fiscal budget deliberation process. [REDACTED]
10-2403	Water Distribution System Improvements	Upgrade or replacement program for existing water distribution system infrastructure, including watermains, valves, and hydrants.	\$ 150,000	\$ 287,088	\$ 137,088	\$ 31,382	\$ 168,470	\$ 40,000	\$ 118,618	\$ 78,618	52%	●	Various projects completed or to be completed by Q4; project to be significantly under budget due to actual costs being lower than originally expected.
11-2407	Water System Equipment	Upgrade or replacement program for existing water distribution system equipment including flow meters, treatment equipment and monitoring equipment as needs are identified during the year.	\$ 75,000	\$ 75,000	\$ -	\$ 20,943	\$ 20,943	\$ 25,000	\$ 54,057	\$ 29,057	39%	●	Sandy Court system to be installed in Q4; project to be significantly under budget, due to actual costs being lower than originally expected.
19-2401	Water System Assessment	System assessment to evaluate the water resources and infrastructure needs of the Greenwood Water Utility.	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ 45,000	\$ 75,000	\$ 30,000	40%	●	Water System Assessment contract has been awarded to Dillon Consulting and the assessment will be completed in Q4; project to be significantly under budget due to engineering costs being lower than estimated.
<b>Total Greenwood Water Projects</b>			<b>\$ 500,000</b>	<b>\$ 704,413</b>	<b>\$ 204,413</b>	<b>\$ 86,006</b>	<b>\$ 290,419</b>	<b>\$ 360,000</b>	<b>\$ 413,994</b>	<b>\$ 53,994</b>	<b>11%</b>		

Municipality of the County of Kings  
Capital Variance Report  
Year-to-date, as of September 30, 2019

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<b>Regional Sewer Projects - User Fee Supported</b>													
14-4401	Regional Sewer Lines	Design 900m each of 8" and 18" forcemain running east from the Curling Club to the Kentville Research Station	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 30,000	\$ 200,000	\$ 170,000	85%	●	The Regional Sewer Lines project (#14-4401) will begin with the award of a design contract for the forcemain replacement to CBCL Ltd in Q3. The design is expected to be completed in Q4. Replacement of portions within the Town of Kentville has been delayed and will carry over to next fiscal.
17-4401	Regional STP Aeration	Complete the design work and then proceed to de-sludge Cell 1 and replace the diffusers and related aeration equipment in Cells 1 and 2.	\$ 1,024,361	\$ 1,050,000	\$ 25,639	\$ 27,171	\$ 52,810	\$ 700,000	\$ 997,190	\$ 297,190	29%	●	Tender closed on October 29th; completion of project will carry over to next year; project to be on budget.
18-4401	Regional STP Headworks	Completion of the headworks project. Modify the inflow and outflows to and from the UV chamber and include manholes for access to remove blockages when they occur.	\$ 250,000	\$ 374,945	\$ 124,945	\$ 73,138	\$ 198,083	\$ 50,000	\$ 176,862	\$ 126,862	51%	●	Contract 18-04 for Ventilation Upgrades completed in Q1; contract 19-15 for Headworks Building Addition completed in Q2; project will be significantly under budget due to actual costs being lower than anticipated.
19-4401	Regional STP Gate & Fencing	Install an electric gate at the entrance to the Regional STP and replace sections of perimeter fencing.	\$ 125,000	\$ 125,000	\$ -	\$ 4,235	\$ 4,235	\$ 50,000	\$ 120,765	\$ 70,765	57%	●	Project is underway and will be completed in Q3; project will be significantly under budget due to actual costs being lower than anticipated.
<b>Total Regional Sewer Projects</b>			<b>1,599,361</b>	<b>1,749,945</b>	<b>150,584</b>	<b>104,544</b>	<b>255,128</b>	<b>830,000</b>	<b>1,494,817</b>	<b>664,817</b>	<b>42%</b>		
<b>Special/Contingent Projects</b>													
18-3401	Broadband CTI	Develop business plans associated with the proposed broadband projects that will expand broadband to underserved areas of the Municipality. With confirmed Federal Connect to Innovate funding, and a business plan supporting economic viability, then construction will begin in 2019/20. The buildout would occur over a 2-year period.	\$ 3,365,999	\$ 3,372,483	\$ 6,484	\$ 12,701	\$ 19,185	See Note 1 (below)	\$ 3,353,298			●	Network engineering contract expected to be awarded in November at a cost of \$360,000. This is the next step in confirming capital costs. The business plan will be complete in Q3. Construction could commence in late February or early March, with the bulk of the construction to occur and be completed during the 2020/21 budget year.
18-3402	Alternative energy production: Solar	Prepare studies to evaluate the technical, financial, and strategic aspects associated with construction of a 4 MW+ solar facility at the closed landfill site in Meadowview, North Kentville.	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ 45,000	\$ 45,000	\$ -	0%	●	The interconnection and other technical studies and desktop modeling are to be complete by end of current fiscal year. Budget forecast remains at \$45,000.
18-3403	Alternative energy production: Wind	A contract has been signed with the Alternative Resource Energy Authority for various consulting services related to obtaining a provincial license for placement of a meteorological tower on Crown land to measure, record, and report wind speeds, together with the estimated cost of the test equipment, legal services, and community consultation.	\$ 91,350	\$ 91,350	\$ -	\$ -	\$ -	\$ 91,350	\$ 91,350	\$ -	0%	●	Work is projected to be complete on budget within the current fiscal year.
18-3406	J-Class Road Study	Study to evaluate condition and scoring of the 135km of J-Class roads located in the Municipality that are owned by the Province. In 2019/20, traffic counts will be done.	\$ 20,000	\$ 37,979	\$ 17,979	\$ -	\$ 17,979	\$ 20,000	\$ 20,000	\$ -	0%	●	The contract has been awarded to Englobe and will be complete by the end of the fiscal year and within budget.
18-3407	Water Extension Feasibility - Village of Kingston	Drilling of test wells to evaluate potential well sites identified by the engineering consulting firm.	\$ 130,000	\$ 130,000	\$ -	\$ 32,495	\$ 32,495	\$ 50,000	\$ 97,505	\$ 47,505	37%	●	Project is underway; CBCL has been engaged for the consulting and Valley Well Drillers are working on the test wells. Project is anticipated to be under budget and may carry over into the next fiscal year depending on the results of the test wells.
18-3409	Strengthening Regional Service/Municipal Modernization	Review and update the various incorporating documents, policies, and procedures related to the governance of Valley Region Solid Waste Resource Management Authority, Kings Transit Authority, and Valley Community Fibre Network Authority.	\$ 141,095	\$ 188,160	\$ 47,065	\$ 50,284	\$ 97,349	\$ 90,811	\$ 90,811	\$ -	0%	●	A business plan for Valley Community Fibre Network has been completed by external sources, as has accounting work at Kings Transit Authority. Valley Waste Resource Management currently has an RFP out for cost accounting services which is to be funded from this budget.
18-3410	Secondary Planning Strategy - New Minas	Contribution to secondary planning strategy studies required in connection with the development of lands located with the New Minas Growth Centre.	\$ 125,790	\$ 171,997	\$ 46,207	\$ -	\$ 46,207	\$ 46,206	\$ 125,790	\$ 79,584	63%	●	The Municipality has been working with the Village Commission on this project; a contract is currently underway for engineering studies regarding water and sewer. A traffic study will be completed on future connection roads south of Highway 101 and the process of engaging a planner and project manager is underway. Project completion is estimated to be in fiscal 2020/21.
19-3402	Community Infrastructure Upgrades - Mee Rd	Replace 700m sewer pipe, improve storm drainage system, and construct 900m sidewalk along Mee Rd from Mountain View Rd at the border between the Town of Kentville and the Municipality, to the intersection of Scott Drive, Middle Dyke Rd and Mee Rd.	\$ 1,100,000	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000	\$ 1,100,000	100%	●	The 2019/20 Community Infrastructure Development project was originally budgeted at \$1,400,000. After tendering the project, it was determined that a more appropriate budget total would be \$1,100,000. On Oct.01/19, Municipal Council approved a change to the budget for the project. The budget total was reduced by \$300,000 to \$1,100,000. The funding sources were originally \$1,000,000 ICP and \$400,000 Reserves, with \$1,000,000 Gas Tax listed as an alternative funding source. The funding was revised to \$700,000 Gas Tax and \$400,000 Reserves.

Municipality of the County of Kings  
Capital Variance Report  
Year-to-date, as of September 30, 2019

Project #	Project Description	Project Details	2019/20 Budget (including 2018/19 carryover)	Total Budget (project-to-date)	Prior Year Expenditures	2019/20 Expenditures (to Sep.30/19)	Total Expenditures (project-to-date)	2019/20 Forecasted Expenditures (Oct.01/19 to Mar.31/20)	2019/20 Remaining Budget (\$)	2019/20 Projected Year-End Remaining Budget (\$)	2019/20 Projected Year-End Remaining Budget (%)	Project Status	Comments
19-3404	J-Class Paving Pilot Project	Commencement of a J-Class paving and remediation program with the Province. The Municipality is requesting a long-term funding commitment from the Province.	\$ 6,337,925	\$ 6,337,925	\$ -	\$ -	\$ -	\$ -	\$ 6,337,925	\$ 6,337,925	100%	●	Proposals have been filed with the NS Departments of Municipal Affairs and Housing, Transportation and Infrastructure Renewal, and Finance/Treasury Board.
19-3405	Coldbrook Village Park Traffic & Pedestrian Study	Conduct traffic and pedestrian study in vicinity of Coldbrook Village Park Drive	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	100%	●	Project on hold at the request of DTIR; no work has been completed to date.
19-3407	Solar - Municipal Buildings	EPW identified municipal buildings capable of supporting a 50 to 75 kW solar array. The Municipality's consultant (Alternate Resource Energy Authority) evaluated the location in terms of energy production capability (square area and orientation/exposure). Suitable sites were submitted (bid) under the Nova Scotia Department of Energy Solar Electricity for Community Buildings Pilot Program.	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	\$ 12,000	\$ 12,000	\$ -	0%	●	The Municipality has been awarded a 72kW installation for the new administration building. The program involves a 20-year supply contract to Nova Scotia Power. Interconnection permitting and panel acquisitions are in progress. The current year budget is for planning. The project is forecast to be on budget. Capital acquisitions will be dealt with in the 2020/21 budget process.
19-3409	Fleet Optimization Study	Study to evaluate options to reduce fuel consumption in the Municipal fleet, including the potential use of alternate energy sources.	\$ 51,000	\$ 51,000	\$ -	\$ -	\$ -	See Note 1 (below)	\$ 51,000			●	A funding agreement with FCM is being finalized; an RFP providing further details on the project is expected to be issued in November; the study is anticipated to be started this fiscal year, but some portions may carry over into next year.
19-3410	Electric Vehicle Infrastructure Deployment	Install an electric vehicle fast charging station.	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ 120,000	100%	●	Project is on hold until the next round of funding applications (anticipated in February or March of 2020). The project may carry over into next year.
<b>Total Special/Contingent Projects</b>			<b>\$ 11,590,159</b>	<b>\$ 11,707,894</b>	<b>\$ 117,735</b>	<b>\$ 95,480</b>	<b>\$ 213,215</b>	<b>\$ 355,367</b>	<b>\$ 11,494,679</b>	<b>\$ 7,735,014</b>	<b>67%</b>		
<b>Total Capital Program</b>			<b>\$ 19,348,136</b>	<b>\$ 28,819,822</b>	<b>\$ 9,471,686</b>	<b>\$ 1,903,219</b>	<b>\$ 11,374,905</b>	<b>\$ 3,097,523</b>	<b>\$ 17,444,917</b>	<b>\$ 10,943,096</b>	<b>57%</b>		

**Legend:**

Each project listed in the Capital Variance Report (above) is flagged with an icon that labels its current status.

Green Circle - indicates the project is completed, or is expected to be completed, on time and on budget.

Yellow Circle - indicates the project has deviated, or is expected to deviate, from the budget, timeline and/or scope; but will be completed.

Red Circle - indicates the project is not expected to move forward, in the current or following fiscal year.

**Note 1:**

Insufficient information available to be able to include a Forecasted Expenditures amount.



# Municipality of the County of Kings

## Briefing

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<b>TO</b>	Committee of the Whole
<b>PREPARED BY</b>	Kevin Wheaton, BBA - Financial Analyst
<b>MEETING DATE</b>	December 17, 2019
<b>SUBJECT</b>	Disruptor: A Narrative in Bronze of Abraham Pineo Gesner

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### **ORIGIN**

- [April 10, 2018 Special Council Motion](#)
- [April 2, 2019 Council Motion](#)
- Gesner Memorial Project reporting – financial and narrative
- Contribution Agreements – Canadian Heritage, Communities Culture & Heritage, and ACOA

### **RECOMMENDATION**

That Committee of the Whole receive the update on Disruptor: A Narrative in Bronze of Abraham Pineo Gesner and related Valley Art Map project, as attached to the December 17, 2019 agenda as information purposes.

### **INTENT**

To provide Committee of the Whole a summary of:

- project activities and outcomes, and
- the actual revenues and expenditures of the projects compared to budgeted revenues and expenditures

### **DISCUSSION**

The project began in 2018 with the goal to create a memorial to Abraham Pineo Gesner titled “Disruptor: A Narrative in Bronze of Abraham Pineo Gesner”. The project was introduced to Council by the Gesner Organizing Committee. The plan involved erecting a monument in honour of Dr. Abraham Gesner at the site of his birth in Chipmans Corner, Kings County in order to commemorate the 175th anniversary in 2018 of his return to his hometown of Cornwallis in 1843. After his return, Dr. Gesner started experimenting with processes to distill bituminous materials that lead to his invention of kerosene. His patents lead to him being attributed as the founder of the modern petroleum industry.

Building on a generous donation from a private donor, the Gesner Organizing Committee gained support from Council to prepare funding applications to federal and provincial levels of government to gain the additional funds required (the motion of Council indicated that no Municipal funds were to be expended for the project). These applications were developed in large part by the Gesner Organizing Committee and submitted by the CAO. The applications resulted in contributions from Legacy Canada and Nova Scotia Department of Communities, Culture and Heritage.

Monument construction was started in November 2018 with the installation of a 23 foot diameter concrete pad at the Parks Canada site in Chipmans Corner. Over the course of the following winter and spring, renowned Canadian sculptor, Ruth Abernethy, worked with the Gesner Organizing Committee to create a life-size bronze portrait of Dr. Abraham Gesner, complemented by various bronze elements and a chronology to illustrate memorable moments of his life as well as bilingual text panels, which highlight



# Municipality of the County of Kings

## Briefing

how he also sought social justice for the local Mi'kmaq. The bronze pieces were transported from her home province of Ontario in April, 2019 and were installed at the Gesner site in time for the official unveiling on May 4, 2019.

In March of 2019, prior to the completion and unveiling of the Gesner monument, the Gesner Organizing Committee drafted a funding application to ACOA for expansion of the project to include the development of an innovative digital tour guide for public art in the Annapolis Valley. This was reviewed and submitted by the CAO. The Gesner Memorial monument was used as a cornerstone and 17 other outdoor points of art and culture in Kings County were added to create a digitally mapped art and culture trail. The digital tour guide is a combination of a website, mobile phone application, and QR code signs (the QR code signs are installed at each outdoor art and culture site). Using the website, anyone can be directed to one or more of the eighteen 18 outdoor sites or simply find their way to the outdoor site on their own. Once they have arrived at one of the sites, using the mobile phone application, visitors can scan the QR code sign installed at the site and the application will provide an audio narrative by the artist, as if the artist was standing beside them, telling the story of the piece. Colibri Software began development of the website and mobile phone application in the spring of 2019 and the software was essentially complete at the end of November 2019 with the exception of a few remaining minor changes and the delivery of a manual for administering the website. These two items also represent the only work left to be completed, in regards to the overall Gesner project.

The project is a wonderful addition to the cultural landscape and heritage of Kings County. It will inform and inspire local residents and visitors from across the county, province and beyond for generations to come.

The Gesner Memorial project has involved installations and licensing from Parks Canada sites in Chipmans Corner and Grand Pre. In the course of administering the project, a private donation in the amount of \$177,000 was received from Dr. Allen Eaves in relation to the project. In accordance with Section 6.3 (c) of the Municipality's Charitable Donations policy, an official Charitable Donation Receipt was issued to Dr. Allen Eaves on April 4, 2019.

### **FINANCIAL IMPLICATIONS**

Public sector funding from federal sources was provided on a percentage basis, up to a maximum amount established in Contribution Agreements. Public sector funding from the Province was provided on a lump sum basis. Final claims submitted to the Province and Federal agencies ensured that maximum public funds were claimed. The total of all contributions from sources other than the benefactor was less than the total expenditures for the project. The contribution from the benefactor has been applied to the balance of the total expenditures, leaving a surplus which is, therefore, attributable to the over-contribution provided by the benefactor.

The project is expected to be completed with a surplus of revenue over expenditures. Any resulting surplus will be attributable to the funding provided by the private donor and, following project completion, a financial summary of the revenues and expenditures relating to the project will be provided to the private donor. The donor will then be given the opportunity to provide direction to the Municipality on the disbursement of the surplus. The donor may choose for the surplus to be used for future maintenance of the Gesner Memorial site, for future marketing and promotion of the Gesner monument and/or Valley Art Map website or for some other unrelated purpose.

### **STRATEGIC PLAN ALIGNMENT**

Check Applicable	Strategic Priority	Description
	Good Governance	



# Municipality of the County of Kings

## Briefing

	Environmental Stewardship	
	Economic Development	
✓	Strong Communities	Assists in creating more vibrant and resilient communities through the enhancement and promotion of artistic, cultural and historical exhibits
	Financial Sustainability	
	Supports a Strategic Project	
	Supports a Core Program Enhancement	
	Not Applicable	

### **ALTERNATIVES**

- No alternatives are recommended

### **IMPLEMENTATION**

- Staff will continue to monitor and report on actual results

### **COMMUNITY ENGAGEMENT**

The Gesner Organizing Community was Chaired by Councillor Raven (linking the committee to Council). It benefited greatly from the help of Councillor Wendy Elliot (Town of Wolfville); Geof Turner (representing the Kings-Hants Heritage Connection) and Dr. Elizabeth Kosters (representing the Atlantic Geoscience Society). It drew on the expertise of Bria Stokesbury (Curator of the Kings County Museum); and Dr. Daniel Paul (Mi'kmaq Historian); and collaborated with the St. George No. 20 Masonic Lodge (where Gesner was a member). Nova Scotia Power, in recognition of the role Gesner played in public street lighting, installed lighting at the Gesner site and agreed to cover all ongoing costs of keeping the site illuminated.

The public unveiling of the Gesner monument was held on the afternoon of May 4, 2019 with approximately 100 people in attendance. The unveiling was advertised on Facebook and the Kings County website. The Ross Creek Centre for the Arts and youth involved with the Fezziwig Society wrote an imagined reenactment of the family life of Gesner that was performed at the unveiling.

A reception and dinner, funded by Dr. Allen Eaves and hosted by the Municipality of the County of Kings was held at the Old Orchard Inn in the evening with 172 guests in attendance. Both events had special guests in attendance, including sculptor of the “Disruptor”, Ruth Abernethy, Dr. Allen Eaves, benefactor, Dr. Daniel Paul, Colibri and government representatives.

The Municipality issued a media release and helped construct invitations to the unveiling and dinner.

The Valley Art Map project involved 18 sites from Hortonville to Aylesford. Gesner Committee Members worked with 4 businesses; all 3 Kings County towns; 2 farms; villages; Parks Canada; the Charles Macdonald Museum, and 1 residential home-owner to amass these sites and gain approval to place markers.

Staff wish to underscore that this project is the result of tremendous efforts from the Gesner Organizing Committee, and especially Councillor Raven.

### **APPENDICES**



# Municipality of the County of Kings Briefing

- Appendix A: Statement of Revenues & Expenditures (Projected)

## **APPROVALS**

Greg Barr, Director, Finance & IT

Date: December 10, 2019

Scott Conrod, Chief Administrative Officer

Date: (December 13, 2019)

**Disruptor: A Narrative in Bronze of Abraham Pineo Gesner**

Statement of Revenues &amp; Expenditures - Projected

Project Start (2018) to Project Completion (2019)

Revenues:	Project Totals		
	Budget	Actual	Variance
Canadian Heritage	\$158,000	\$158,000	\$0
Private Funder	178,250	177,000	1,250
Province of Nova Scotia (CC&H)	33,300	33,300	0
Atlantic Geoscience Society	5,000	5,000	0
ACOA	46,043	46,043	0
<b>Total Revenues</b>	<b>420,593</b>	<b>419,343</b>	<b>1,250</b>

Expenditures:	Project Totals		
	Budget	Actual	Variance
Abernethy Sculpting and Studio Fees	78,215.00	78,214.00	1.00
Translation of Panels	1,043.00	1,043.00	0.00
Concrete Slab	18,771.00	19,228.00	(457.00)
Shipping from Ontario to NS	8,343.00	8,343.00	0.00
Solar Lighting at Site	4,380.00	0.00	4,380.00
Bronze Casting	161,643.00	161,643.00	0.00
Steel Casting	5,214.00	5,877.00	(663.00)
Landscaping (including pathways)	4,171.00	9,549.00	(5,378.00)
Contingency for Material Costs	17,230.00	17,230.00	0.00
Unveiling Costs	2,607.00	3,056.00	(449.00)
Logo/Wordstamp and Sign Design	1,304.00	1,303.00	1.00
Gesner Site Signage & 18 QR Code Signs	11,653.00	12,761.00	(1,108.00)
Video Shooting & Audio Files Production / Editing	8,650.00	6,537.00	2,113.00
Production Assistance & Provision of Materials	10,012.00	9,600.00	412.00
Writing and Production	14,079.00	14,079.00	0.00
Production of Website and App	36,500.00	36,500.00	0.00
<b>Total Expenditures</b>	<b>383,815.00</b>	<b>384,963.00</b>	<b>(1,148.00)</b>

Contribution Surplus / Deficit	\$36,778	\$34,380	\$2,398
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# Municipality of the County of Kings

## Request for Decision

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**TO** Municipal Council

**PREPARED BY** Mike Livingstone, CPA Manager of Financial Reporting

**MEETING DATE** December 17, 2019

**SUBJECT** Guarantee Resolution - Valley Region Solid Waste-Resource Management Authority (VWRM)

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### **ORIGIN**

- Guarantee resolution debenture 19/20-03 \$65,754

### **RECOMMENDATION**

That Committee of the Whole recommend Municipal Council approve the Valley Region Solid Waste-Resource Management Authority Guarantee Resolution as attached to the report dated December 17, 2019 in the amounts of \$65,754.

### **INTENT**

Valley Region Solid Waste-Resource Management Authority (VWRM) has requested that the Municipality approve the attached Guarantee Resolution in the amount of \$65,754, which represents the Municipality of Kings share of the \$88,000 to be borrowed.

### **DISCUSSION**

This matter relates to Debenture 19/20-03 being issued to VWRM

The proceeds of the debenture are to be used for the following capital purchases as approved through the VWRM 2019/20 capital budget:

- 1.) Replacement of a Ford F250 4x4 pickup truck in the amount of \$38,000;
- 2.) Paving at the Eastern Management Centre in the amount of \$50,000

A guarantee from each of the six municipal parties is required in order to secure this financing. The Municipality of the County of Kings portion of the guarantee totals \$65,754 (which is equal to the Municipalities pro rata share detailed within the Intermunicipal Services Agreement of 75%).

### **FINANCIAL IMPLICATIONS**

The loan guarantees have no financial impact on the Municipality, unless VWRM were to default on the loan, in which case all the participating Municipal bodies would be responsible for their proportionate share of the net debts of the organization.

Loan guarantees are not currently included in the evaluation of our Municipal Indicators and do not currently effect the Municipality's ability to borrow for our own projects. The Nova Scotia Department of Municipal Affairs and Housing requires the Municipality to guarantee Temporary Borrowing Resolutions of Intermunicipal Service Corporations before the Minister will give their approval to borrow.



# Municipality of the County of Kings

## Request for Decision

### STRATEGIC PLAN ALIGNMENT

Check Applicable	Strategic Priority	If Checked, Provide Brief Explanation
	Good Governance	
	Environmental Stewardship	
	Economic Development	
	Strong Communities	
	Financial Sustainability	
	Supports a Strategic Project	
	Supports a Core Program Enhancement	
✓	Not Applicable (explain why project should be considered)	To ensure VWRM has the ability to secure financing for capital asset purchases.

### ALTERNATIVES

No alternatives are recommended.

### IMPLEMENTATION

- Mayor and Municipal Clerk will sign the requested copies of the Guarantee Resolution

### COMMUNITY ENGAGEMENT

- There was no specific community engagement initiative for this project as this was approved as part of the VWRM capital budgeting process.

### APPENDICES

- Appendix A – Guarantee resolution debenture 19/20-03
- Appendix B – VWRM 2019/20 Capital Budget

### APPROVALS

Greg Barr, Director of Finance and IT

Date: December 13, 2019

Scott Conrod, Chief Administrative Officer

Date: December 13, 2019

**MUNICIPALITY OF THE COUNTY OF KINGS**

**GUARANTEE RESOLUTION**

\$65,754

Valley Region Solid Waste-Resource  
Management Authority

WHEREAS the Valley Region Solid Waste-Resource Management Authority was incorporated on October 1, 2001 pursuant to Section 60 of the Municipal Government Act;

AND WHEREAS the Authority has determined to borrow the aggregate principal amount of Eighty-Eight Thousand Dollars (\$88,000) for the purpose of Capital and has applied to the Municipality of the County of Kings for its guarantee;

AND WHEREAS the Authority has requested the Municipality of the County of Kings, a municipality that executed the instrument of incorporation of the Valley Region Solid Waste-Resource Management Authority, to guarantee the said borrowing;

AND WHEREAS Section 88 of the Municipal Government Act, provides that no guarantee of a borrowing by a municipality shall have effect unless the Minister of Municipal Affairs and Housing has approved of the proposed borrowing or debenture and of the proposed guarantee;

BE IT THEREFORE RESOLVED

THAT the Municipality of the County of Kings does hereby approve the borrowing of Eighty-Eight Thousand Dollars (\$88,000) for the purpose set out above;

THAT subject to the approval of the Minister of Minister of Municipal Affairs and Housing of the borrowing by the Authority and the approval of the Minister of Municipal Affairs and Housing of the guarantee, the Town does unconditionally guarantee repayment of Sixty-Five Thousand Seven Hundred Fifty-Four Dollars (\$65,754) for the purpose set out above;

THAT upon the issue of the Temporary Borrowing Resolution, the Mayor and Clerk of the Municipality do sign the guarantee attached to the Temporary Borrowing Resolution of the Valley Region Solid Waste-Resource Management Authority and affix hereto the corporate seal of the Town

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution duly passed at a duly called meeting of the Council of the Municipality of the County of Kings held on the \_\_\_\_\_ day of \_\_\_\_\_ 2019.

GIVEN under the hands of the Mayor and the Clerk and under the Seal of the County this \_\_\_\_\_ day of \_\_\_\_\_ 2019.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Clerk

**Valley Region Solid Waste-Resource Management Authority  
Capital Budget - Draft  
For the Year Ending March 31, 2020**

	<b>2017-18 Budget</b>	<b>2019-20 Budget</b>	<b>Funding Source</b>			
			<b>Equipment Reserve</b>	<b>Capital Reserve</b>	<b>Operations</b>	<b>Debt</b>
Replace 2009 Ford F250 4X4 (unit #1)	38,000					38,000
Replace office printer/photocopier/scanner		9,700			9,700	
EMC Paving		50,000				50,000
	<b>\$ 38,000</b>	<b>\$ 59,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,700</b>	<b>\$ 88,000</b>



# Municipality of the County of Kings

## Request for Decision

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**TO** Committee of the Whole

**PREPARED BY** Mike Livingstone, Manager of Financial Reporting

**MEETING DATE** December 17, 2019

**SUBJECT** Kings Transit Authority (KTA) Supplementary Capital Budget

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### **ORIGIN**

- [June 13, 2019 Council motion, Approval of Kings Transit Authority Capital Budget](#)

### **RECOMMENDATION**

That Committee of the Whole recommend Municipal Council approve the Kings Transit Authority Supplementary Capital Budget related to Core Parties for 2019/2020.

That Committee of the Whole recommend Municipal Council approve the Kings Transit Authority Supplementary Capital Budget related to Core Parties for fiscal 2020/2021 as a preapproved capital budget.

### **INTENT**

For Council to consider Kings Transit Authority's Supplementary Capital Budget which has been proposed to facilitate bus purchases with a higher cost than originally budgeted for, as determined through RFP KTA #19-05.

### **DISCUSSION**

Kings Transit Authority (KTA) has closed an RFP for the purchase of three new buses, one for the Core Parties, and one for each of the Service Partners, Annapolis and Digby. (RFP KTA #19-05 closed November 1, 2019, and was publically issued September 12, 2019)

The leading proposal includes a cost per bus of \$630,000 (including net HST), which is \$230,000 higher than originally budgeted.

Bus purchases were originally budgeted to be made during the 2019/2020 fiscal period, however it will take a full year to complete fabrication from the date the vendor receives a purchase order.

The Supplementary Capital budget has been modified to reflect the increased purchase price and timing.

KTA is proposing to use Public Transit Assistance Program (PTAP) funding from the Province, Core capital contributions, and eventually utilize reserve funds to purchase the buses for the Core Parties. Gas tax funds from Annapolis and Digby will be used to purchase the two Service Partner buses.

KTA has partnered with the Centre of Geographic Sciences (COGS). COGS is assisting KTA with development of a micro-transit strategy to support community transportation needs, as well as researching and identifying target areas that could potentially support a micro-transit service.

Given this ongoing work, Municipal staff recommend Committee recommend Council limit approval of capital budgets to the revised 2019/2020 and 2021/2022 fiscal years, i.e., not to the requested 2027/2028 fiscal year as the aforementioned studies may introduce material differences.



# Municipality of the County of Kings

## Request for Decision

As demonstrated in the bus purchase schedule below, significant purchases were previously scheduled for fiscal 2020/2021 but have been delayed into 2021/2022. Preapproval of the 2020/2021 capital budget is necessary to facilitate purchase of one bus in the short term, but allows for further development of the micro-transit strategy before significant future capital investments.

1

CORE PARTNERS	Supplementary Capital Budget				Original Capital Budget			
	2019/2020	2020/2021	2021/2022	2025/2026	2019/2020	2020/2021	2021/2022	2025/2026
<b>Bus Purchases</b>	\$ -	630,000	2,800,000	750,000	400,000	2,800,000	-	750,000
<b>Source of funds</b>								
Public Transit Infrastructure Fund	-	-	1,400,000	375,000	-	1,400,000	-	375,000
Public Transit Assistance Program	-	630,000	250,500	250,500	365,200	365,200	-	250,500
Core Municipal Capital Contributions	-	-	440,961	-	-	491,461	-	-
KTA Capital Reserve	-	-	708,539	124,500	34,800	543,339	-	124,500
<b>Total</b>	\$ -	630,000	2,800,000	750,000	400,000	2,800,000	-	750,000

Multiple year capital plans are to require an annual approval. Elevated capital contributions from the Core Parties, traditionally limited to an annual contribution of \$80,000, should be carefully considered. In keeping with historical practice, capital investments should utilize available Federal and Provincial funding rather than additional contributions from the Core Parties.

### FINANCIAL IMPLICATIONS

- Within the Supplementary Capital Budget, total capital contributions required for the Core Partners has decreased by \$50,500. Kings' share of this decrease would be 60% or \$30,300.
- In the final year of the Supplementary Capital Budget KTA will have \$280,500 less in capital reserves compared to the original capital budget. This is made up of reduced capital contributions of core partners (\$50,500) and increase bus purchase price (\$230,000).

### STRATEGIC PLAN ALIGNMENT

Check Applicable	Strategic Priority	Description
	Good Governance	
	Environmental Stewardship	
	Economic Development	
	Strong Communities	
✓	Financial Sustainability	Extended time line allows for reduced capital requirements of the Core Partners in 2020/2021 while managing cash flow concerns through slight delays in future bus acquisitions.
	Supports a Strategic Project	
	Supports a Core Program Enhancement	
	Not Applicable	

<sup>1</sup> Core Municipal contributions of \$440,961 in 2021/22 is in excess of the annual \$80,000 Core capital contribution. This amount has declined by \$50,500 from the original capital budget, which included an extra capital contribution of \$491,461 in 2020/2021.



# Municipality of the County of Kings

## Request for Decision

### **ALTERNATIVES**

- That Council not approve the Supplementary Capital Budget. The current bus fleet would remain in service with continued corrective maintenance and likely higher repairs and maintenance costs.

### **IMPLEMENTATION**

- Submission to Council for final approval.

### **COMMUNITY ENGAGEMENT**

- There was no community engagement undertaken in relation to this RFD.

### **APPENDICES**

- Appendix A: Kings Transit Authority Supplementary Capital Budget.
- Appendix B: Kings Transit Authority Request For Decision 002-19

### **APPROVALS**

Greg Barr, Director of Finance & IT

Date: December 16, 2019

Scott Conrod, Chief Administrative Officer

Date: December 16, 2019

Kings Transit Authority  
 Supplementary Capital Budget 2019/20 to 2027/2028 as of November 28th, 2019

Funding	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Total
<b>Core</b>										
Federal - PTIF			1,400,000				375,000			1,775,000
Provincial - PTAP	365,200	365,200	250,500	250,500	250,500	250,500	250,500	250,500	250,500	2,483,900
Municipal/Debt	80,000	80,000	520,961	80,000	80,000	80,000	80,000	80,000	80,000	1,160,961
Reserve funds (banked) utilized	(375,200)	234,800	678,539	(280,500)	(280,500)	(280,500)	94,500	(280,500)	(230,500)	(719,861)
<b>Total Core</b>	<b>70,000</b>	<b>680,000</b>	<b>2,850,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>800,000</b>	<b>50,000</b>	<b>100,000</b>	<b>4,700,000</b>
<b>Annapolis</b>										
Federal - PTIF			350,000	320,000						670,000
Provincial - PTAP	140,800	140,800	96,000	96,000	96,000	96,000	96,000	96,000	96,000	953,600
Municipal/Debt		630,000								630,000
Reserve funds (banked) utilized	(140,800)	(140,800)	254,000	209,000	(96,000)	(96,000)	(96,000)	(96,000)	(96,000)	(298,600)
<b>Total Annapolis</b>	<b>-</b>	<b>630,000</b>	<b>700,000</b>	<b>625,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,955,000</b>
<b>Digby</b>										
Federal - PTIF				320,000						320,000
Provincial - PTAP	44,000	44,000	28,500	28,500	28,500	28,500	28,500	28,500	28,500	287,500
Municipal/Debt		630,000		90,257						720,257
Reserve funds (banked) utilized	(44,000)	(44,000)	(28,500)	186,243	(28,500)	(28,500)	(28,500)	(28,500)	(28,500)	(72,757)
<b>Total Digby</b>	<b>-</b>	<b>630,000</b>	<b>-</b>	<b>625,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,255,000</b>
<b>Grand Total</b>	<b>70,000</b>	<b>1,940,000</b>	<b>3,550,000</b>	<b>1,300,000</b>	<b>50,000</b>	<b>50,000</b>	<b>800,000</b>	<b>50,000</b>	<b>100,000</b>	<b>7,910,000</b>

Capital purchases	Model	Year Purchased	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2025/2026
<b>Core</b>												
Bus 49	Vicinity	2014		630,000								630,000
Bus 51	New Flyer D40LF	2005			700,000							700,000
Bus 52	New Flyer D40LF	2005			700,000							700,000
Bus 53	New Flyer D40LF	2005	20,000		700,000							720,000
Bus 55	New Flyer D40LF	2005			700,000							700,000
Bus 59	Nova LFS/L581	2011							750,000			750,000
Bus 60	Eldorado EZ Rider	2017										-
Bus 61	Eldorado EZ Rider	2017										-
Equipment			25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	75,000	275,000
Buildings			25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	225,000
<b>Total Core</b>			<b>70,000</b>	<b>680,000</b>	<b>2,850,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>800,000</b>	<b>50,000</b>	<b>100,000</b>	<b>4,700,000</b>
<b>Annapolis</b>												
Bus 46	Vicinity	2014		630,000								630,000
Bus 56	New Flyer D40LF	2005			700,000							700,000
Bus 57	Eldorado EZ Rider	2007				625,000						625,000
Equipment												-
<b>Total Annapolis</b>			<b>-</b>	<b>630,000</b>	<b>700,000</b>	<b>625,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,955,000</b>
<b>Digby</b>												
Bus 50	Vicinity	2014		630,000								630,000
Bus 58	Eldorado EZ Rider	2007				625,000						625,000
Equipment												-
<b>Total Digby</b>			<b>-</b>	<b>630,000</b>	<b>-</b>	<b>625,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,255,000</b>
<b>Grand Total</b>			<b>70,000</b>	<b>1,940,000</b>	<b>3,550,000</b>	<b>1,300,000</b>	<b>50,000</b>	<b>50,000</b>	<b>800,000</b>	<b>50,000</b>	<b>100,000</b>	<b>7,910,000</b>



Kings Transit Authority

Proposed Capital Budget 2019/20 to 2027/2028 as of May 22nd, 2019

Funding	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
<b>CORE Capital Account</b>									
Opening Balance - Core	538,139	913,339	678,539	-	280,500	561,000	841,500	747,000	1,027,500
Plus Funding	445,200	445,200	2,171,461	330,500	330,500	330,500	705,500	330,500	330,500
Less Capital Purchases	(70,000)	(680,000)	(2,850,000)	(50,000)	(50,000)	(50,000)	(800,000)	(50,000)	(100,000)
Closing Balance - Core	913,339	678,539	-	280,500	561,000	841,500	747,000	1,027,500	1,258,000
<b>Annapolis Capital Account</b>									
Opening Balance	317,865	458,665	599,465	345,465	136,465	232,465	328,465	424,465	520,465
Plus Funding	140,800	770,800	446,000	416,000	96,000	96,000	96,000	96,000	96,000
Less Capital Purchases	-	(630,000)	(700,000)	(625,000)	-	-	-	-	-
Closing Balance - Annapolis	458,665	599,465	345,465	136,465	232,465	328,465	424,465	520,465	616,465
<b>Digby Capital Account</b>									
Opening Balance - Digby	74,743	118,743	162,743	191,243	5,000	33,500	62,000	90,500	119,000
Plus Funding	44,000	674,000	28,500	438,757	28,500	28,500	28,500	28,500	28,500
Less Capital Purchases	-	(630,000)	-	(625,000)	-	-	-	-	-
Closing Balance - Digby	118,743	162,743	191,243	5,000	33,500	62,000	90,500	119,000	147,500
Totals	930,747	1,490,747	1,440,747	536,708	421,965	826,965	1,231,965	1,261,965	1,666,965
	630,000	1,890,000	2,645,961	1,185,257	455,000	455,000	830,000	455,000	455,000
	(70,000)	(1,940,000)	(3,550,000)	(1,300,000)	(50,000)	(50,000)	(800,000)	(50,000)	(100,000)
	1,490,747	1,440,747	536,708	421,965	826,965	1,231,965	1,261,965	1,666,965	2,021,965



## REQUEST FOR DECISION

### Supplementary Capital Budget in Support of

### RFP KTA 19-05 Supply and Deliver Three 9.75 Metre Transit Buses

#### INTRODUCTION

On September 12<sup>th</sup>, 2019, Request for Proposal (RFP) KTA #19-05 was publicly issued inviting proponents to submit a proposal to supply and deliver three 9.75 metre transit buses. Though not stated in the RFP document, the primary objective of this RFP is to replace the three Grande West Vicinity Buses that are currently owned by Kings, Annapolis and Digby Counties (one each). Secondary objectives include obtaining robust warranty coverage that is appropriate for a high mileage rural transit system, and a procurement complimentary to our aim for logistical and operational efficiencies. In addition, the RFP requested costed options for 10.67 metre variants of the vehicles proposed, as the shorter wheel base vehicles currently owned are a challenge to handle at highway speeds (safety implications) and it is anticipated that increased passenger capacity will be required as the service expands.

The RFP has closed and the two bids received have been evaluated. As outlined in this document, the cost of the recommended bid exceeds the amount budgeted for this procurement effort (an explanation follows); therefore, before an award can be contemplated, approval of a Supplementary Capital Budget by the Owner Councils is required as outlined in the Inter Municipal Service Agreement for the Kings Transit Authority.

#### DRAFT MOTION

That the Kings Transit Board of Directors recommend for approval the attached Supplementary Capital Budget necessary to support the award of RFP KTA 19-05.

#### DISCUSSION

RFP KTA #19-05 was publicly advertised on the Nova Scotia tenders portal and the Municipality of the County of Kings website; it closed on November 1<sup>st</sup>, 2019. Proposals were received before the published deadline as follows:

- City View Bus Sales and Service (proposing the ENC El Dorado EZ Rider II model)
- Grande West (proposing the Vicinity model)

The proposals were evaluated independently by an internal team of four persons using the evaluation criteria and scoring structure outlined in the RFP document. A final score was developed by the team via consensus. A two envelope system was used, with the Technical Proposal in Envelope 1 and the Cost Proposal in Envelope 2.

Proponent Scores on the Technical Proposal are summarized as follows:

- City View Bus Sales and Service 56/70 (80%)
- Grande West Transportation Group 30/70 (42.8%)

Given the low score awarded for the Grande West proposal, only the City View cost proposal was seriously considered, with prices for each option as follows:

ENC El Dorado EZ Rider II – 9.75 Metre Variant	\$589,525.71
ENC El Dorado EZ Rider II – 10.67 Metre Variant	\$601,345.71

Considering the factors discussed in the Introduction and the relatively small cost difference between the two variants, the 10.67 Metre variant of the bus is the option that would be recommended by staff when appropriate; however, there are financial implications associated with this option that are outlined in the following section.

## FINANCIAL IMPLICATIONS

With the FY 2019/20 budget process, a total of \$400,000 was allocated from the Kings Transit Authority Capital Account for this purpose (Kings County bus only, separate approval was obtained for the Annapolis and Digby County buses); the cost of the staff recommended option would exceed the amount budgeted by approximately \$200,000 per unit. Factors that contribute to the dollar value in excess of budget include (but are not exclusive to):

- The amount budgeted was an estimate based on imperfect market related information and assumptions on the range of vendors that could respond;
- The terms of the warranty specified far exceed what is typical for bus procured for an urban environment; while a robust warranty offers improved peace of mind, there is a price of a warranty of this nature;
- Improved mechanical and structural specifications were included based on past experience, intended to simplify the planned and corrective maintenance requirements and extend the life of the vehicles procured;
- Accessories such as six spare wheels and six spare tires per bus were required (not typical);
- Improved passenger amenities were specified, such as two modern securing systems for mobility devices and USB ports accessible to the passengers; and
- The vehicle proposed is longer than what was contemplated in the base specification, which adds to the cost.

Related, given the anticipated build period for these buses (365 days after a Purchase Order is submitted) and no milestone payments are required, there should be no funding outlays related to this procurement until January 2021 at the earliest. With these factors in mind, a Supplementary Capital Budget approved by three of the four Owner Councils is required.

Request for Decision 002-19

Title: Supplementary Capital Budget

Date: 2019-12-02

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Based on the highest scoring proponent's cost of \$601,345.71 plus net HST of \$25,773.67 for a total of \$627,119.38 for the Kings County bus, costs will be included in the proposed Kings Transit Authority Supplementary Capital Budget for 2020/21 (attached).

**ALTERNATIVES**

There are no alternatives to this Request for Decision, unless the Board of Directors does not support proceeding with the procurement of the recommended bus.



# Municipality of the County of Kings

## Request for Decision

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**TO** Committee of the Whole

**PREPARED BY** Nichole Gilbert, Coordinator of Recreation Services

**MEETING DATE** December 17, 2019

**SUBJECT** PARS-08-002 – Annual Volunteer Celebration & Awards Policy

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### **ORIGIN**

- December 3, 2019 Council Tabling Motion
- [November 19, 2019 Committee of the Whole](#)
- [March 5, 2019 Council motion](#)

### **RECOMMENDATION**

That Committee of the Whole recommend Municipal Council provide seven days' notice to adopt Policy PARS-08-002: Annual Volunteer Celebration & Awards as detailed in the December 17, 2019 Request for Decision.

### **INTENT**

For the Committee to review staff's revisions and recommend Council provide seven days' notice to adopt Policy PARS-08-022: Annual Volunteer Celebration & Awards.

### **DISCUSSION**

At the December 3, 2019 Council meeting, discussion ensued on further revisions needed to Policy PARS-08-002. Accordingly, staff are returning with a revised proposed policy for further discussion and acceptance.

The two main points of discussion that occurred during the December 3, 2019 Council meeting were in regards to the number of invitees to the event, and the addition of an Appendix that lists potential venues.

In regards to the number of invitees, the number has fluctuated up and down over the past five years. Attendance for the Volunteer Celebration was 125 in 2015, 150 in 2016, 225 in 2017, 175 in 2018, and 220 in 2019. Staff contend that a range is required so that the event stays at a minimum size, and does not exceed a reasonable upper limit. If a lower maximum number is implemented as suggested, a minimum number should also be set. This will allow a bit of flexibility in the facilities that can be used in each of the three regions.

The proposed amendment to the policy would be to set the range for attendance at 150-250.

In relation to an additional Appendix that would list the potential venues, the Municipality currently has a long list of venues that are utilized for all types of public events (developed for public hearing purposes). For the purposes of this policy, further work will need to be completed to verify kitchen facilities, full accessibility, and capacity available for a sit down meal. Once the number or range of attendees is determined by Council, and the list is verified there is the option to provide to Council for information, or to attach as an appendix.

### **FINANCIAL IMPLICATIONS**

- There are no immediate financial implications of the recommendation. In fiscal year 2019/20, \$7,000 was budgeted for annual celebration from GL 01-2-271-136.



# Municipality of the County of Kings

## Request for Decision

### STRATEGIC PLAN ALIGNMENT

Check Applicable	Strategic Priority	Description
✓	Good Governance	Policy development to ensure accuracy and efficiency
	Environmental Stewardship	
	Economic Development	
✓	Strong Communities	The Policy supports volunteerism and the work of community organizations, individuals, and groups
	Financial Sustainability	
	Supports a Strategic Project	
	Supports a Core Program Enhancement	

### ALTERNATIVES

- Alter the range of possible attendees.
- Set the number of attendees at a single number.

### IMPLEMENTATION

- Policy will be added to the municipal website.
- Volunteer Celebration will take place annually based on Policy.
- Request for Quotations will need to be issued soon in preparation for the event to proceed in the Western Region this April.

### COMMUNITY ENGAGEMENT

- Policy development is reflective of feedback provided from Municipal Council.
- The seven days' notice to Council per s. 48(1) *Municipal Government Act* provides an opportunity for public comment prior to adoption.

### APPENDICES

- Appendix A: Policy PARS-08-002: Annual Volunteer Celebration & Awards
- Appendix B: Volunteer Scoring Criteria

### APPROVALS

Rob Frost, Deputy Chief Administrative Officer      Date: December 5, 2019

Scott Conrod, Chief Administrative Officer      Date: December 13, 2019

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

Date of COTW requested:

November 25, 2019

Councillor Name: Jim Winsor

Requested agenda date: Tuesday, December 17, 2019

Title of item: **Reinstatement of Fall Leaf Collection**

Amount of time requested: 15 minutes

**Short description/background of item:**

A few years ago a decision was made by the municipal partners of the Inter-municipal Services Agreement for waste collection for Valley Waste to cease the fall collection of leaves and the collection of large item waste such as furniture, etc. The decision was made because of the financial circumstance of Valley Waste as in interim measure to bring the budget under control.

There was significant public outcry and in subsequent years the large item garbage has been added back in the budget and the service re-instituted. The fall leaves pick-up has yet to be re-considered and reinstated and per calls from constituents, this is causing a problem in neighbourhoods. Many people are no longer picking up leaves, or do not have the means to transport multiply bags of leaves to the dump. Additionally, it was pointed out to me that it is not very environmentally friendly to have so many residents driving to the dump with their leaves. If we do not re-instate this budget and service, we have essentially made a service level cut to our residents.

**Expected discussion points or notes for municipal staff:**

In Camera Discussion...	<input type="checkbox"/>
For information/discussion purposes only...	<input type="checkbox"/>
Recommend an action to the CAO...	[If Necessary]
Promote clarification/renewal or production of a policy or procedure...	<input checked="" type="checkbox"/>
Recommend a motion for approval by council...	<input checked="" type="checkbox"/>

**Suggested Motion for COTW:**

**COTW moves that Council direct that collaboration be undertaken with Municipal partners and Valley Waste with the objective to reinstate the fall leaves pick-up service with appropriate budget commencing in the 2020/21 fiscal.**





**Their Honours**  
**The Honourable Arthur J. LeBlanc, ONS, QC**  
**Lieutenant Governor of Nova Scotia**

**and**

**Mrs. Patsy LeBlanc**

requests the pleasure of your company at a

**CHRISTMAS RECEPTION**

Tuesday, December 10<sup>th</sup>, 2019

4:00 PM - 6:00 PM

**Government House**

**1451 Barrington Street, Halifax, Nova Scotia**

Business Dress



GOVERNMENT HOUSE

**Their Honours**  
**The Honourable Arthur J. LeBlanc, ONS, QC**  
**Lieutenant Governor of Nova Scotia**  
**& Mrs. Patsy LeBlanc**

Invite you to attend the  
**New Year's Day Levée**

— on —

Wednesday, January 1, 2020

11:00 am to 12:30 pm

— at —

**Government House**  
**1451 Barrington Street**  
**Halifax, Nova Scotia**

*For information visit [lt.gov.ns.ca](http://lt.gov.ns.ca)  
or call (902) 424-7001.*

*This is a public event, an RSVP is not required.*



Their Honours with members of L'Arche Nova Scotia when they decorated a Christmas Tree at Government House 2018

Their Honours  
The Honourable Arthur J. LeBlanc, ONS, QC  
Lieutenant Governor of Nova Scotia  
& Mrs. Patsy LeBlanc



Peace, goodwill and happiness for you at  
Christmas and in the New Year

Meilleurs vœux de paix et de joie  
pour Noël et pour la nouvelle année

Wantaqó'ti aq welta'suaqn wjit ki'l ula  
Nipi-alasutmamk aqq Pusu'l puna'ne

Sìth, deagh ghean agus aoibhneas dhuibh  
aig àm na Nollaig agus anns a' Bhliadhn' Ùir

*Arthur J. LeBlanc* *Patsy LeBlanc*



Dear Madam, Sir,

First of all, we would like to inform you that, following the online voting that was organised to appoint the host city for the next meetings of the International Network of Michelin Cities (INMC) from the 24th to the 26th March 2021, the city of Santiago de Querétaro (Mexico) was chosen unanimously by the votes cast.

Furthermore, in accordance with the articles of association and the decisions taken at the General Assembly on the 28th March, Mr. Luis Bernardo NAVA GUERRERO, Mayor of Santiago de Querétaro becomes Co-chairman of the International Network of Michelin Cities until 2021.

The new composition of the INMC Executive Committee is as follows:

- Co-chair: Clermont-Ferrand (France) and Santiago de Querétaro (Mexico)
- Vice-chair, Treasurer: Bridgewater (Canada)
- Vice-chair in charge of monitoring cooperation: Vitoria-Gasteiz (Spain)
- Members: Anderson (SC, USA), Valladolid and Aranda de Duero (Spain), Bad Kreuznach (Germany).

Finally, we would like to remind you of the decision taken for each city to identify a contact person, who will be the dedicated point of contact for your city for any question related to the International Network of Michelin Cities.

We would be grateful if you could send us by post or email ([contact@inmc21.com](mailto:contact@inmc21.com)), the last name, first name and contact details (email, telephone number, etc.) of your point of contact (administrative or technical) for the International Network of Michelin Cities for your city.

Yours sincerely,

In Clermont-Ferrand, on 12 NOV. 2019

On behalf of the commune of Clermont-Ferrand,

Co-chairman



Olivier BIANCHI

In Vitoria-Gasteiz, on 12 NOV. 2019

On behalf of the commune  
of Vitoria-Gasteiz,

Co-chairman



Gorka URTARAN AGUIRRE

To the Mayor and Council,

I left last evening without saying thank you. I wasn't sure if I was expected to get up to speak (and frankly was relieved that I did not have to!), but I should have at least got up to acknowledge your generous support for our EAL program.

I kicked myself all the way home thinking that I should have at least expressed those two words.

So, on behalf of our immigrant learners here at VCLA, thank you for your support for their transportation and childcare needs so that they can come to class. It wasn't just the motion that was passed; I was also moved by the kind and positive words spoken in its favour. It really makes a difference.

Thanks again.

Sincerely,

Peter

Peter Gillis  
Executive Director  
Valley Community Learning Association  
679-5252  
1-866-898-7323  
[www.vcla.ca](http://www.vcla.ca)

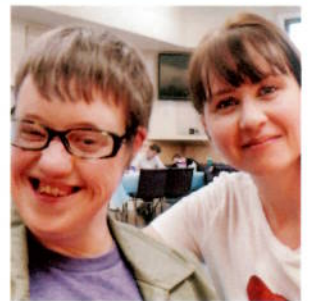




2019



YEAR  
IN REVIEW  
L'Arche Homefires



Ann  
Aberting  
Gaga  
HATHER  
Emily Moore  
Brandon  
Michael



# MERRY CHRISTMAS

May your Christmas and New Year be blessed with Peace & Joy.

Brittany  
Mahe.  
Joseph  
MCA  
Michelle  
Laurie  
Megan  
Emily  
Terrie  
Devon  
Laurie  
Katie  
Amy  
Cameron  
Frank

from your friends at L'Arche Homefires





## A note from Brent and Brandon

We both celebrated our first full year at Homefires - and what a year it has been! Some of our favorite activities were sharing hot lunches at the L'Arche building and being together for community events. Brandon traveled to Edmonton, Alberta to visit his uncle while Brent and Rachel made the move to Kentville from Halifax. Brandon started a new job at the Church Brewery and is enjoying his time with them thus far. Brent ran the 50k ultra-marathon in the Valley Harvest for L'Arche Canada's 50<sup>th</sup> Anniversary.

We'd like to thank the community for welcoming us, and we look forward to sharing more years to come.

*Brent & Brandon*

*The deepest need of a human is to love and to be loved. ~The L'Arche Charter*



RECEIVED

DEC 10 2019

## An update from the Acadia Entrepreneurship project

Earlier this year, we reached out to ask for your help. More specifically, we asked you to share your opinions about L'Arche Homefires: things you like, things you wonder about, and things we could do to enhance L'Arche Homefires' impact on the wider community.

Nearly 150 people shared their thoughts and ideas, producing more than 30 pages of feedback and data for us to digest. We read every page, and some of the common themes and suggestions were:

- Small adjustments we can make to our building (inside and out) to make the space more inviting and accessible for old friends and new ones.
- Methods to keep you better informed about the community's Mandate, and our latest adventures.
- Opportunities you see for L'Arche to open up our modern space to more people and groups within Wolfville and surrounding areas.
- Anecdotes and stories about your experience with L'Arche and our community members.
- The names of people and organizations you think we should be connecting with as a community.
- Ideas for events that might entice you and your neighbors to come visit us at 341 Main Street.

The insights you provided were (and continue to be) invaluable, and we look forward to integrating them into our community in the months and years ahead. We continue to evolve and strive towards the vision the late Jean Vanier embraced when he established L'Arche 55 years ago. We will do this in a manner that reflects the unique character and needs of Wolfville and the greater Annapolis Valley.

I want to thank every person who took time to share their thoughts with us. While it is flattering and encouraging to receive positive feedback, we are equally grateful to those willing to share constructive criticism and ways we can improve. Like any organization, L'Arche misses the mark from time to time, and when we do, it is so important that passionate community members help us stay on track.

Respectfully yours,

*Brent Platt*

Brent Platt  
Community Leader





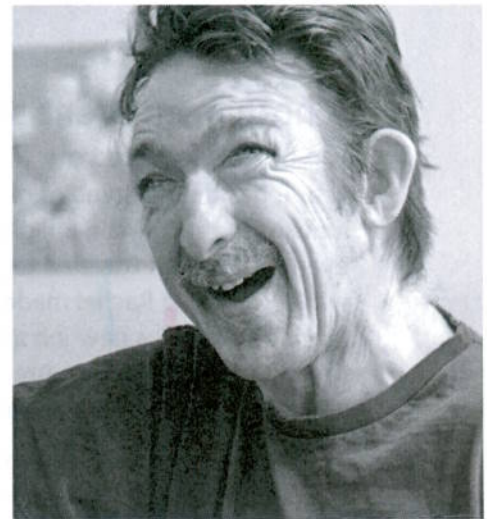
**Ron Bond** September 4<sup>th</sup> 1963 – November 11<sup>th</sup> 2019

*"My Friend Ron"*

When I first knocked on your door  
I was greeted with a hearty grin  
a handshake and the famous words spoke...  
Ah! Door! Was all you said  
As days went by the trust and friendship formed  
My new name soon became "Mike" then later "Ick"  
We Faced ups and downs, struggles and Joys  
As we both learned communication was key  
Your inner circle of friends was small  
to let me in was such a joy  
a solitary man, your alone time was your time  
To sing, dance, and get in the show  
Just like Lucy dreamed of doing at Ricky's Club  
Or maybe just become the next contestant  
On the Price is right...  
You taught me oh so many things  
For this I am thankful...  
Be at peace with past issues  
Lay them to Rest  
With a big big grin  
and a hearty word...

AH! DONE!

-Rick Beals



## We welcome your support

**Volunteer** Applications can be picked up from 341 Main Street or emailed at your request.

**Pray** Many people from all corners of the globe keep us in thought & prayer. We are blessed!

**Gather** Please join us for monthly prayer and suppers at the hall, 341 Main St. To join our email list, contact Mary-Jane ([mary-jane@larchehomefires.org](mailto:mary-jane@larchehomefires.org)). We send invitations to all our gatherings and news of special events!

**Donate** Tax receipts are issued for all donations. There are four ways to give:

1. In-person – donations can be dropped off at 341 Main St, Wolfville (M-F, 8:30 am-4:30 pm)
2. Via mail – 341 Main Street, PO Box 2192, Wolfville, NS, B4P 2N5. Please include your current address.
3. Via Electronic Fund Transfer – Contact Devon ([office@larchehomefires.org](mailto:office@larchehomefires.org)) to learn more.
4. On the web – Visit <http://bit.ly/homefiresdonations>





To: Committee of the Whole

From : Paul Spicer

Subject :Highlights Annapolis Valley Trails Coalition Committee Meeting

Date : December 17 / 2019

The Annapolis Valley Trails Coalition met Tuesday, December 10 , 2019 at NSCC in Lawrencetown.

Presentation / update of the students work for the AVTC.  
Phenomenal work, working on a presentation for Council in the New Year.

Financial reports were circulated and discussed , we're still in the black, due to Beth and Rick applying for grants, emergency funding, the volunteer work and donating of materials.

Mr. Jacques gave a brief update on clean up related to Dorian.

Beth Patillo, Board Chair and Rick Jacques, Trail Coordinator will be presenting to COTW on January 21, 2020.

The NS Trails Convention will be hosted at the Louis Millett Centre on October 21, 22, 23 , 2020, with 500 attendees expected. ( more info in the new year )

Next meeting date January 30, 2020 place TBA.

Respectfully submitted,

Paul Spicer  
Councillor District 5

# THE MUNICIPALITY OF THE COUNTY OF KINGS

**To:** Committee of the Whole  
**Subject:** Kentville Joint Fire Services Committee  
**From:** Pauline Raven, Chair  
**Date:** December 17, 2019

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1. The Joint Fire Services Committee met on 2019.11.21. All members were present with the exception of Councillor Best. Many thanks to Councillor Hodges for acting as the Councillor's alternate.
2. The committee was provided with consolidated financial reports for the year ended 2019.03.31 as well as the audit related to these statements. A presentation was made by the auditors, Grant Thornton. The auditor's management letter noted that the Joint Fire Services Committee minutes do document a regular review of financial information, whereas the KVFD Board's minutes do not, this shortfall will be addressed.
3. An update regarding the status of the 2019-2020 operational and fire rate budgets was provided by Debra Crowell, Director of Finance, Town of Kentville. There are no line items of concern.
4. The Fire Chief, Brian Desloges, highlighted some items on the written report submitted, notably: negotiations are underway aimed at decommissioning the Canaan Mountain radio tower in favour of using the Canning tower; the 2020-2021 fire rate budget will include a new roof and skylights to introduce natural light to the building.
5. The next meeting of the JFSC will be scheduled following resolution with the Municipality of the County of Kings regarding budget items as the Fire Chief and Secretary are advising this is essential to discussions of the 2020-2021 operational budget.

# THE MUNICIPALITY OF THE COUNTY OF KINGS

**To:** Committee of the Whole  
**Subject:** Kings Point to Point Transit Society Board  
**From:** Peter Allen  
**Date:** December 17, 2019

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The Board of Kings Point to Point Transit Society met November 26 at 29 Crescent Ave, New Minas.

While the month to month growth in rides and revenue has slowed, the annual excess receipts over expenditures is \$19,957 to date.

The October Financial Report was reviewed.

Approved the purchase of 2 new vehicles in the 2020-21 year based on receiving the Provincial ATAP grants.

The PAX (Passenger efficiency or kilometres with a paying passenger compared to the total kilometers travelled) was 90.3%, up from October 2018 (when it was 85.2%).

A Poverty Reduction Government Investment Program has been funded by the Provincial Department of Communities, Culture and Heritage. This will allow those with third-party referrals (like food banks and service clubs), or those self-identifying as low income, to pay what they can to receive transportation for medical appointments, food bank or grocery stores, educational programming and to reduce social isolation. The funding is expected to last 6 months until it runs out.

An ad-hoc sub-committee will be meeting in December to discuss a draft funding agreement with the Municipality of Kings. The Board will meet after to discuss their recommendations.

Next Board meeting: Tuesday, January 28, 2020 at 5:15  
Location: KTA Board Room 29 Crescent Drive, New Minas

Respectfully submitted,

Peter Allen  
Councillor District 9

# EXTERNAL BOARD & COMMITTEE REPORT

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**TO:** COTW - December 17, 2019  
**FROM:** Martha Armstrong - Councillor District 4  
**SUBJECT:** Kings Regional Rehabilitation Centre Board

The Board met @ 5 pm November 25, 2019.

The transfer of land from the Municipality of the County of Kings to KRRC is moving along and plans for the use of said lands are being discussed in house as well as with Provincial partners.

KRRC is exploring the possibility of purchasing a property in close proximity to the Centre to fill a need for retail space and an opportunity to become a larger part of the community with the sale of its products made in house as well as items grown in the greenhouse. Talks are continuing but no final decision has been made at this time.

Board Education Day will be held Monday January 13<sup>th</sup> at the Old Orchard Inn. This is an full day with updates from the Senior Leadership team on the Operational Plan and a guest speaker presenting on Client-Centered Care and the Role of Governance.

# EXTERNAL BOARD & COMMITTEE REPORT

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**TO:** COTW - December 17, 2019  
**FROM:** Martha Armstrong - District 4  
**SUBJECT:** Trans County Transportation Society

The Board met on November 20<sup>th</sup> @ 4pm in Bridgetown, not all members were present but quorum was met.

The new Medical shuttle has been received and is awaiting Provincial inspections and completion of sponsor lettering before hitting the road. The Medical Shuttle is not funded by Municipal partners. It is funding entirely by four community partners.

The Board recently received monies from the Provincial government for Poverty assistance, to enable citizens who are unable to pay but need TCTS services to travel. As this funding was so late in coming, TCTS has been funding this same assistance out of its own operating funds since the beginning of the fiscal year.

Two employees were honoured at a recent staff meeting, one for 10 years service and another for 5 years. TCTS has recently hired 3 more drivers. The Board is updating its Policy and Procedures Manual with Bereavement Leave policy, Sick Leave policy and Anti-Idling policy.

TCTS will hold its annual staff Christmas dinner on December 8<sup>th</sup> at Temple on Queen in Bridgetown.

As the holidays approach TCTS drivers will be transporting patients from long term care facilities to their families for Christmas and back to centers afterward.

# EXTERNAL BOARD & COMMITTEE REPORT

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**TO:** COTW - December 17, 2019  
**FROM:** Martha Armstrong - District 4  
**SUBJECT:** Valley Waste Resource Management Authority

The Board convened on November 20, 2019 @ 9am with all members present.

Effective 31 March, 2020 the waste collection schedule for Valley Waste will change from 5 day to 4 day, a map of new collection day areas is attached. All but one area will have a change to their day of pickup. Calendars are being prepared with all necessary information.

The legislation to ban single use plastic shopping bags was passed on October 30, 2019. It will come into effect in the fall of 2020 to allow businesses to use up remaining stock. Some stores, such as Sobeys, have already implemented their own bans and they will begin January 1, 2020

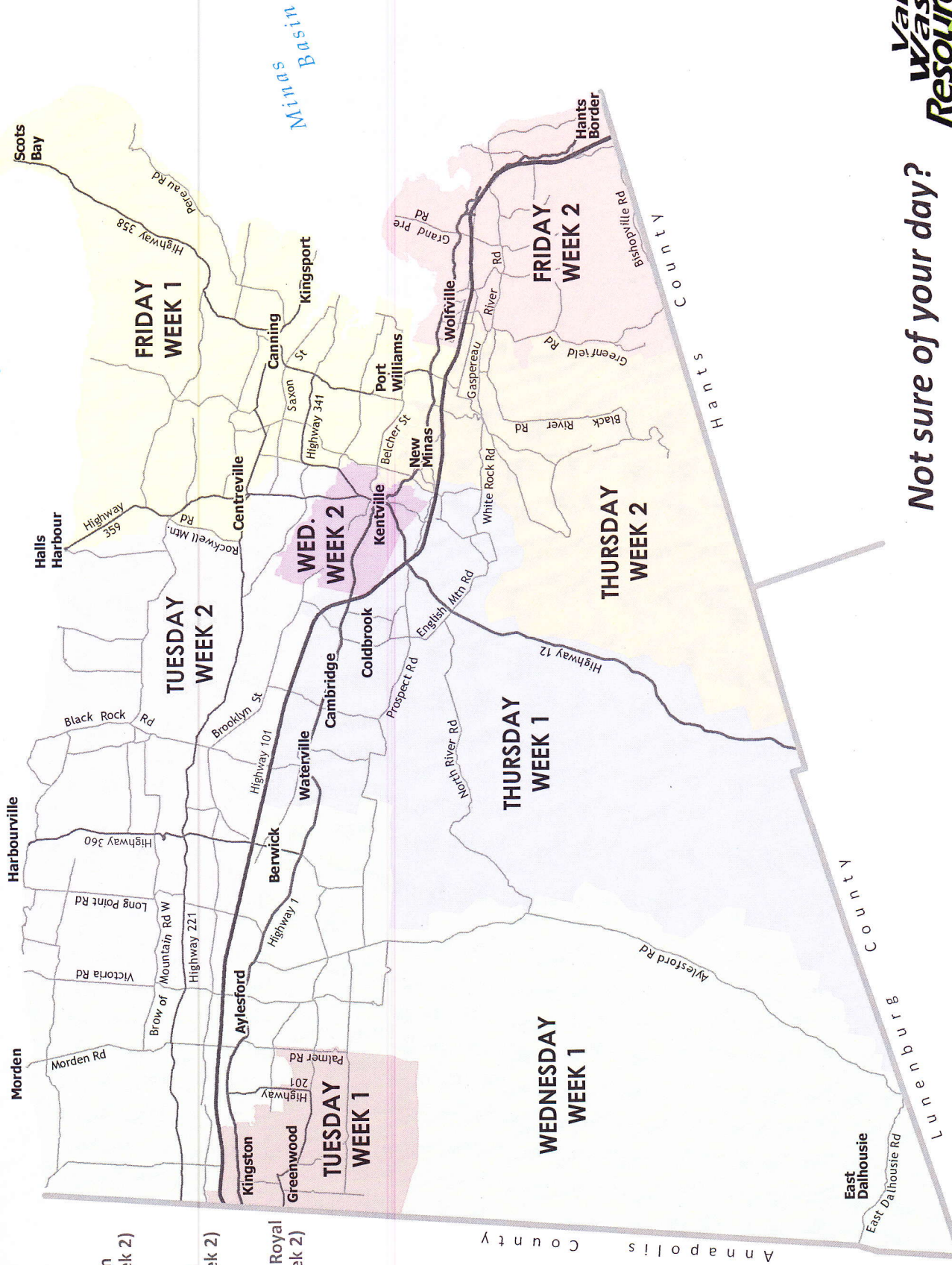
I have attached an Enforcement date and a Communication update for your information.



# New Collection Day Areas

Effective March 31, 2020  
Collection starts at 7:00am

- ← Bear River First Nation (Tues. Week 2)
- ← Town of Middleton (Tues. Week 2)
- ← Town of Annapolis Royal (Tues. Week 2)



Not sure of your day?  
Call 1-877-927-8300

# VALLEY WASTE-RESOURCE MANAGEMENT AUTHORITY

## Report to the Authority

**Subject:** Enforcement update  
**From:** Grace Proszynska, Bylaw Enforcement Officer  
**Date:** November 20, 2019

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### October 2019

The following are cases of bylaw violation complaints during the month of October:

Illegal dumping	12*
Illegal burning	3
Waste storage	0
Waste sorting	1
Waste accumulation	1
Set-out issues	7 (includes early setout and failing to remove uncollected waste and litter)
<b>TOTAL</b>	<b>24</b>

\*In most cases of illegal dumping materials are not properly sorted.

The investigations of the violations have resulted in 5 enforcement warning letters, 4 verbal Clean-up Orders, and 1 administrative Bylaw Ticket.

Below are highlights of some of the cases:



*Dumping of 6 tires (some on rims) in the ditch on Prospect Road in South Waterville.  
Origin – unknown.*





*Dumping in the woods on a large woodlot off Highway 12. Origin – unknown.*



*Dumping behind Atlantic Superstore in Kingston. 7 black bags with totally unsorted waste that had been previously rejected and stickered by EFR driver. Second time in 5 weeks. Origin not identified.*



*Early setout and no sorting at apartment building in Wolfville. Dealt with the tenant.*





Dumping in the ditch with water on Lockhart Road in Coldbrook area. Origin has not been identified.



Early setout in Coldbrook.



Early setout in Wolfville.





*Waste accumulation at a rental house (owned by Housing Authority).*





# Communication Update

October 2019



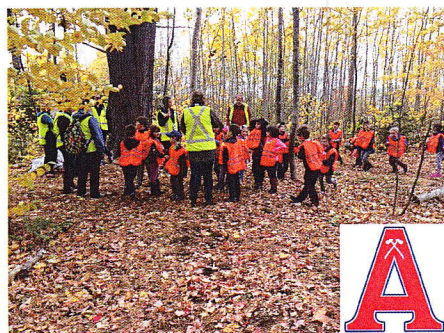
## 2020 Valley Waste Calendar—collection day changes!!!

Creation for the 2020 VW Calendar is underway. Next year's calendar will be an important issue. Effective March 31, 2020, the Valley will move from a 5 day to 4 day collection week. Almost everyone's regular collection day and clean-up week will change. The VW Calendar will be an important door-to-door communication piece for residents and will be distributed by Flyer Services in early/mid December.



## Waste Reduction Week October 20-26

WRW events are always created jointly between VW and Divert NS. Booths set up at the Greenwood Mall and Berwick Wellness Fair. Focused on the 3R's. The bag monster was, once again, a great conversation piece about single-use plastics. In celebration of WRW, visitors to the booth received a Divert NS mesh produce bag. There were also draws for a waste reduction kit.



## Planet Protectors: Adventure Earth facility tour (cont'd)

Valley Waste, along with five students from Acadia U's Community Development program, ran an interactive tour of the Management Centre for elementary classes in the Valley.

- 9 classes participated in October and early November
- Grade 2-4's go on a mission to learn the 3R's and change the future for the better
- Acadia students gain leadership experience

**REDUCE  
REUSE  
RECYCLE**

## Classroom presentations

Information on sorting, 3R's and litter is also available to students directly in their classroom, year-round. Visits include discussion on 3R's and games about sorting in the classroom and litter.

- Clark Rutherford—entire school
- Landmark East—entire school
- New Minas Elementary—two classes





### **NSCC Kingstec & Annapolis Campus**

Each year, NSCC campuses hold a Sustainability Days event and invite VW to set up an information booth for students. Provided sorting and waste reduction information.

We also present solid waste info tailored to the individual classes or programs. This month, we presented solid waste info to the Continuing Care program



### **Business Visits**

Met with Michelin and provided tour of EMC for new environmental rep; explained whole process of waste in the Valley and challenges with some types of recycling. Talked about new UOMA program, electronics, stewardship programs in general.



Visited Leon's store in Coldbrook. Many issues with sorting. Provided signage, green cart and will follow-up to review progress.



**Annapolis Valley**  
Regional Centre for Education

### **AVRCE Inservice day - presentation to custodial staff**

Prep and presentation for the school-board custodians in the valley. More of a concentration on waste reduction than ever before, calling for input on ideas to reduce waste. Covered some of the basic ones like bulking bags instead of tying and tossing partial bags. Good group with good questions. Several came by afterward to comment and ask for a school visit.



### **Solid Waste Assistance for Small Businesses**

A variety of small businesses were visited to assist them with solid waste issues. These included helping a new pub, retail stores & office set up their solid waste system, contacting established businesses about mistakes in their waste, assisting a newly constructed rental complex establish curbside collection for tenants and providing door-to-door sorting info at apartment buildings having trouble with sorting.

## External Board and Committee Reports - December 17, 2019

Board/Committee	Reporting Councillor	Date of Last Meeting	Written Report
Annapolis Valley Regional Library Board	Meg Hodges Brian Hirtle - Alternate	*June 13, 2019 Next: Sept. 12, 2019	*Written Report Provided June 18, 2019
Annapolis Valley Trails Coalition Board	Paul Spicer Brian Hirtle - Alternate	*October 31, 2019 Next: Dec. 10, 2019	*Written Report Provided Nov. 19, 2019
Eco-Kings Action Team	Meg Hodges Pauline Raven - Alternate	No recent meetings (Climate Change Coord. looking into)	
Fences Arbitration Committee	Peter Allen	No recent meetings	
Kentville Joint Fire Services Committee	Pauline Raven	November 21, 2019	✓
Kentville Water Commission	Bob Best	No recent meetings?	
Kings Point To Point Transit Society Board	Peter Allen	November 26, 2019 Next: Jan. 28, 2020	✓
Kings Region Emergency Advisory Committee	Bob Best, Emily Lutz	Next: Jan. 20, 2020	
Kings Regional Rehabilitation Centre Board	Peter Allen, Martha Armstrong, Bob Best, Paul Spicer	November 25, 2019 Next: Dec. 30, 2019	✓
Kings Transit Authority Board	Meg Hodges	*July 2019 Next: Dec. 11, 2019	*Written Report Provided Sept. 17, 2019
Landscape of Grand Pré Inc. Board	Emily Lutz - Monthly Peter Allen - Annually	*AGM: July 19, 2019 Next: Oct. 10, 2019	*Written Report Provided Sept. 3, 2019
Nova Scotia Federation of Municipalities Board	Emily Lutz	September 19, 2019	
Trans County Transportation Society Board	Martha Armstrong Paul Spicer	November 20, 2019	✓
Valley Community Fibre Network Board	Peter Muttart	Next: Jan. 2, 2020	
Valley Regional Enterprise Network Liaison & Oversight Committee	Emily Lutz	*September 26, 2019	*Written Report Provided Oct. 15, 2019
Valley Waste-Resource Management Authority Board	Martha Armstrong Jim Winsor - Alternate	November 20, 2019 Next: Dec. 18, 2019	✓
Wolfville Source Water Protection Committee	Peter Allen	No recent meetings?	