

2019

Long Service Awards

Municipality of the County of Kings



5 Years



Mark Strickland

Business Development Specialist



Janny Postema
Municipal Clerk



Sean Veldhoven
Facilities Coordinator



Susan Gray

Customer Service Representative



10 Years



Mandy Burgess
Development Officer



15 Years



Charlie Crocker
Building Official



Ken Theriault
Database Administrator

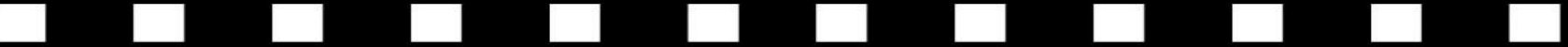


35 Years

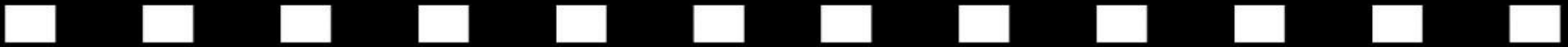


Teresa Mahoney
Accounts Payable Clerk

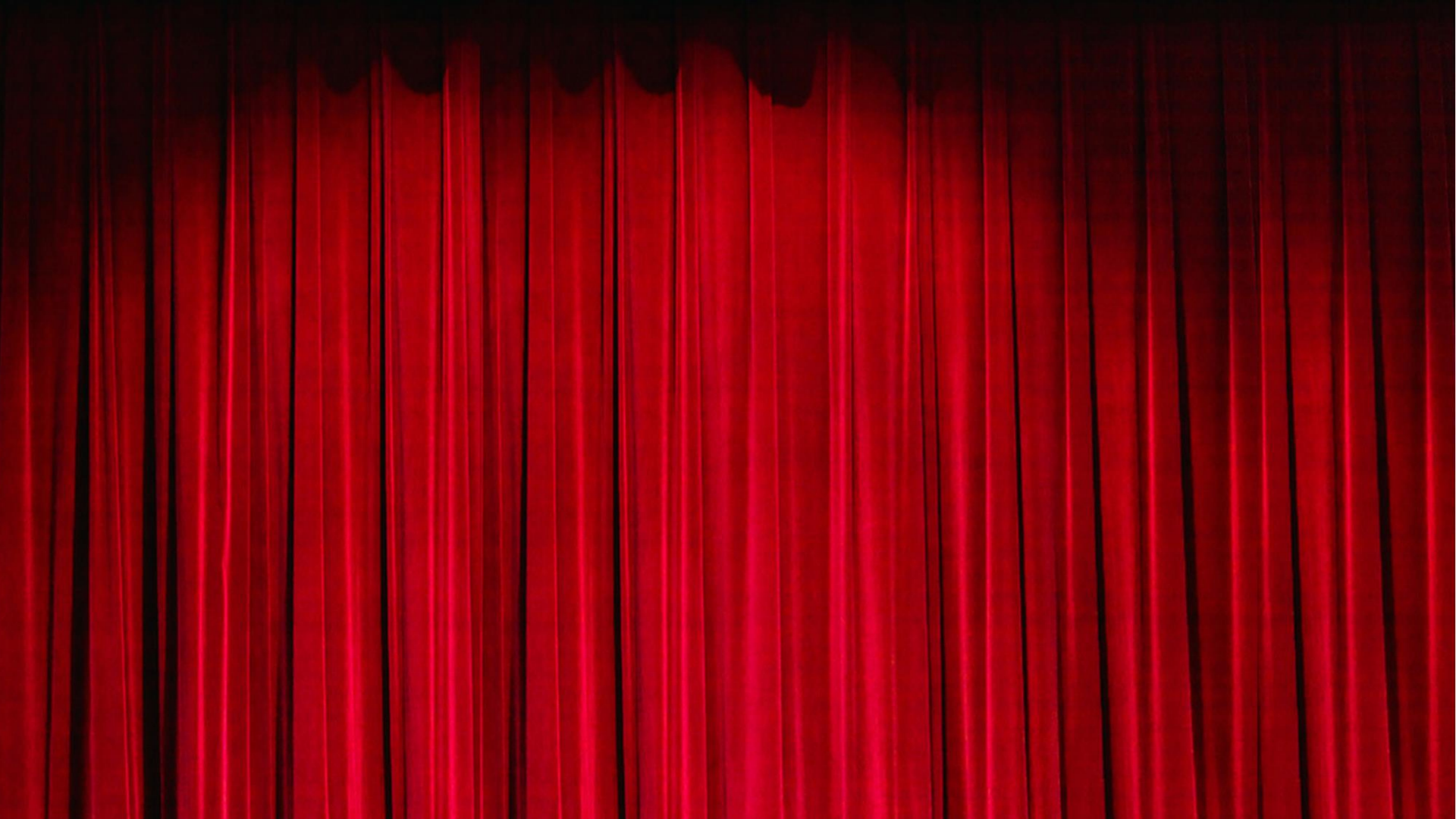
2019 Excellence in Public Service



- Extraordinary effort/continuous excellence
- High degree of customer satisfaction
- Outstanding professionalism or competence
- Consistent and outstanding performance at work
- Implementation of innovative & practical new work methods, programs or cost saving solutions
- Heroism in response to an emergency situation
- Exceptional community volunteerism
- Significant contribution to health and safety
- Other meritorious performance or actions













Levels of Service

The Importance of Levels of Services when Delivering Municipal Services

Kelsey Green, FEC, P.Eng.

December 17, 2019



Organizational Objectives

Municipality of the County of Kings STRATEGIC PLAN 2018-2021

VISION

A place where
all people
choose to be

MISSION

We provide municipal services to
residents, businesses, and
organizations in a friendly, effective,
and innovative manner

VALUES

- Integrity
- Respect
- Excellence
- Transparency
- Innovation

KEY STRATEGIC PRIORITIES

GOOD
GOVERNANCE

ENVIRONMENTAL
STEWARDSHIP

ECONOMIC
DEVELOPMENT

STRONG
COMMUNITIES

FINANCIAL
SUSTAINABILITY

Strategic Objectives & Infrastructure

Levels of Service translate Strategic /
Organizational Objectives into Service Delivery
Activities and Priorities.



Alignment Service Delivery

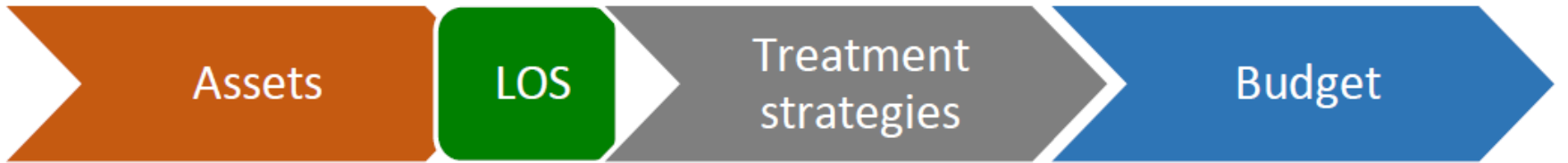


Levels of Service

[1] Traditional Maintenance Management



[2] Service Management (interim):

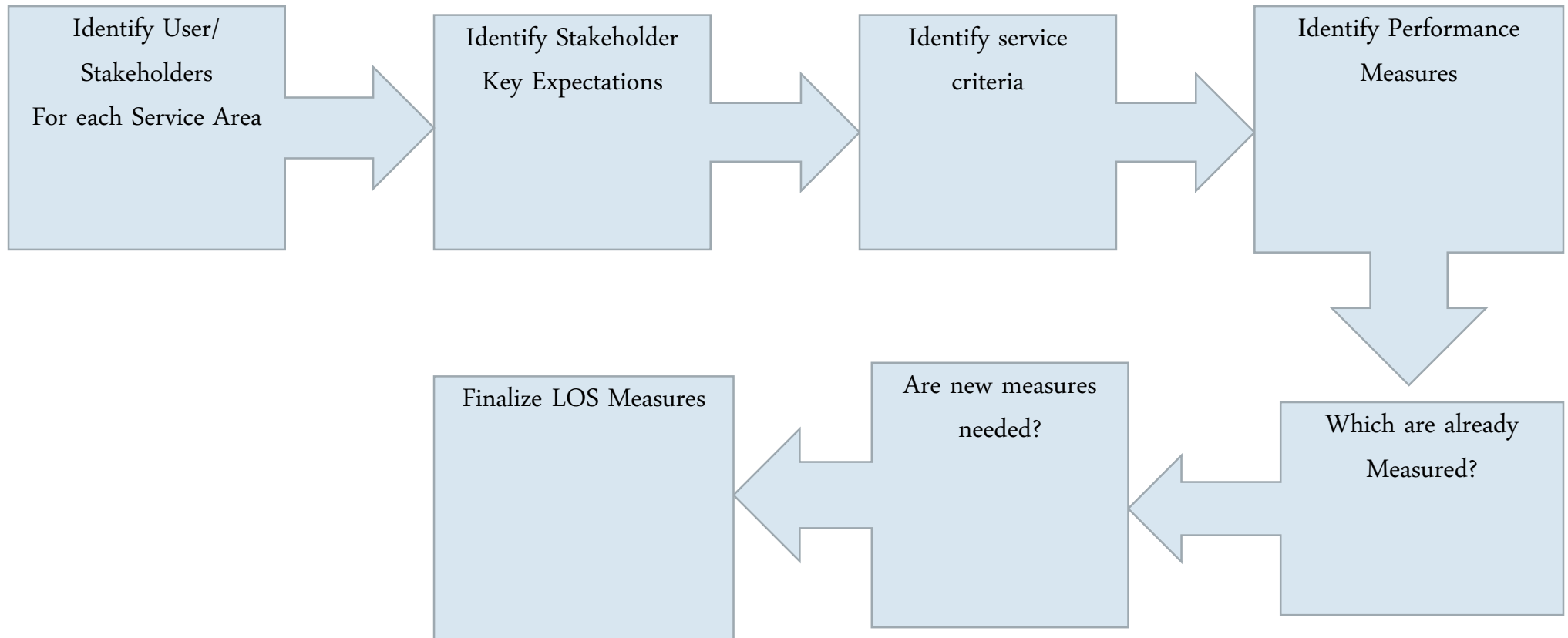


[3] Organization Management (goal):



Defining LoS Measures (KPIs)

Organizational Structure for AM



Defined Levels of Service

Agreed levels of service should be a balance of
need, affordability & appetite for risk



LoS for Snow Removal

Sanding

General Notes

Road Type	Start Time	Turnaround	Finish Condition	Lane Width	Spread Rates	Comments
Priority 1 & 2	End of snowfall	N/A	All snow and ice removed through plowing and sanding. (See Note 3)	Full travel width	500-800kg per lane km	

Plowing

Priority One Roads:

Road Type	Turnaround	Anti-icing	Start Time	Time to Clear (from end of snow)	Lane Width	Finished Condition	Salt Spread Rates
P1	3 hours maximum	Yes Pre-salting	Immediately as the snow starts	24 hours	Curb to curb or shoulder to shoulder	Bare pavement full width (See Note 4)	Minimum 85kg per lane km to 110kg per lane km

Plowing (Cont'd)

Priority Two Roads:

Road Type	Start Time	Time for Cut-Through Completion	Time to Clear (from end of snow)	Finished Condition	Salting	Sanding (as designated)	Comments
Local Residential	No later than after 10cm accumulation	6 hours and a minimum of every 8 hours following during extended periods of snow.	24 hours	Snow covered with a minimum 2m centerline bare (See Note 4)	Minimum 85kg per lane km to 110kg per lane km	Minimum 500kg per lane km	All snow must be removed by mechanical means before salting and or sanding
	No later than after 10cm accumulation. Loader(s) or similar type equipment will			Snow			Use of a Loader(s), a mini-loader(s) or a tractor(s) will be required for major events or multiple/back to

When will my road get plowed?

Levels of Service

100-Series and trunk highways, and other high traffic roads	Cleared within 8 hours after snow stops
Secondary routes and other medium traffic roads	Cleared within 12 hours after snow stops
Local paved roads, most subdivision and residential streets	Cleared within 24 hours after snow stops
Gravel roads	Cleared within 24 hours after snow stops

Salting¹ and Sanding

100-Series and trunk highways, and other high traffic roads	<ul style="list-style-type: none"> • Salted to achieve bare pavement • Salt applied before, during and after a storm if required
* Secondary routes and other medium traffic roads	<ul style="list-style-type: none"> • Salted to achieve a bare centre line • Salt applied at beginning of storm and after a storm if required
* Local paved roads, most subdivision and residential streets	<ul style="list-style-type: none"> • Salted to achieve a bare centre line • Salt applied only after a storm
Gravel roads	<ul style="list-style-type: none"> • Snow packed • Sanding as needed

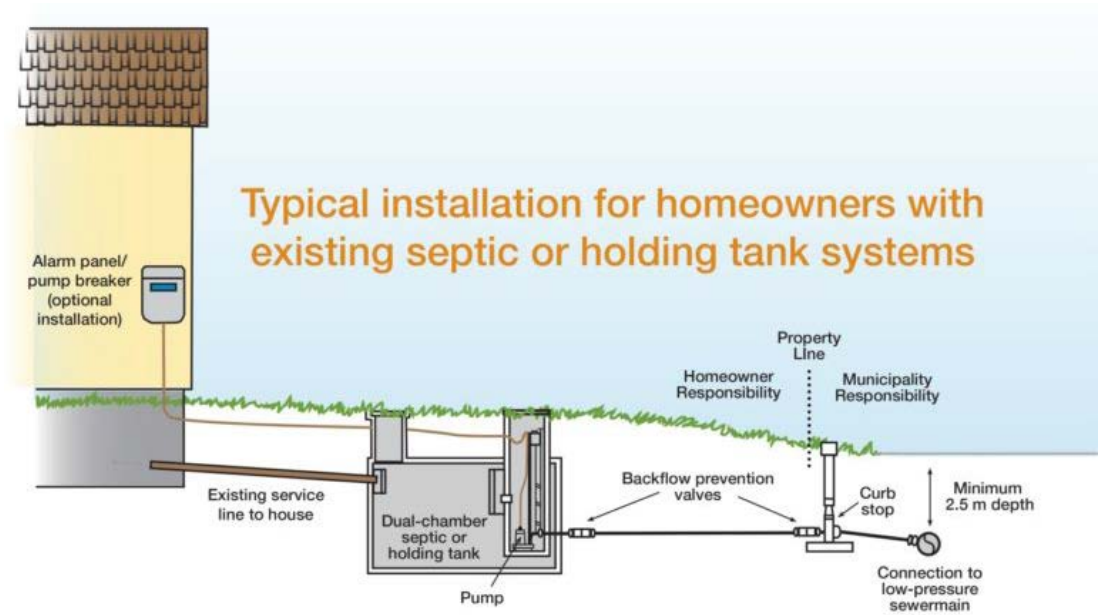
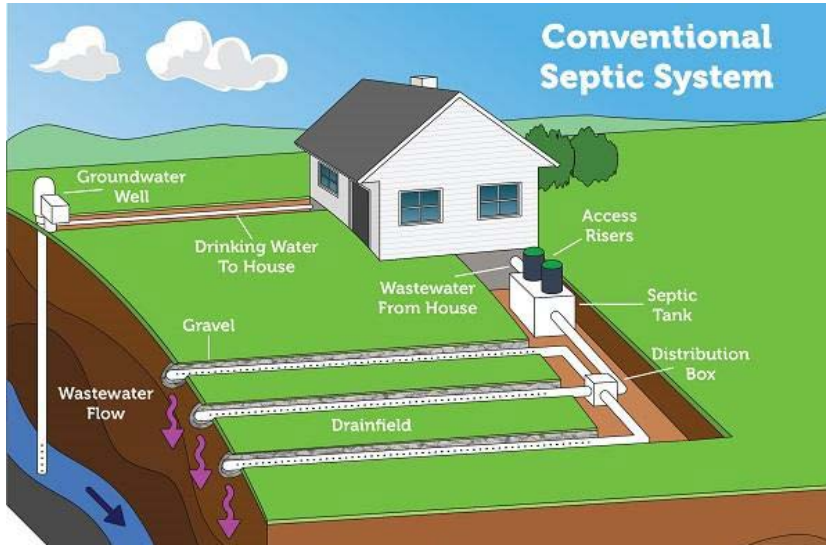
There are more than 400 snow plows and other snow-clearing vehicles working to keep Nova Scotia's roads, highways, and bridges safe during the winter months. Crews are on the job day and night, 24/7, keeping the roads as safe and as clear as possible. Work starts before the storm and continues during and after the storm. At left is more information to help explain what you can expect this winter.



*In sanding only sections, acceptable driving condition is considered to be snow packed and sanded as required.

¹Note that salt will start to lose its effectiveness at temperatures below -12°C. In these conditions sand may be applied to increase traction for all service levels.

LoS for Municipal Services



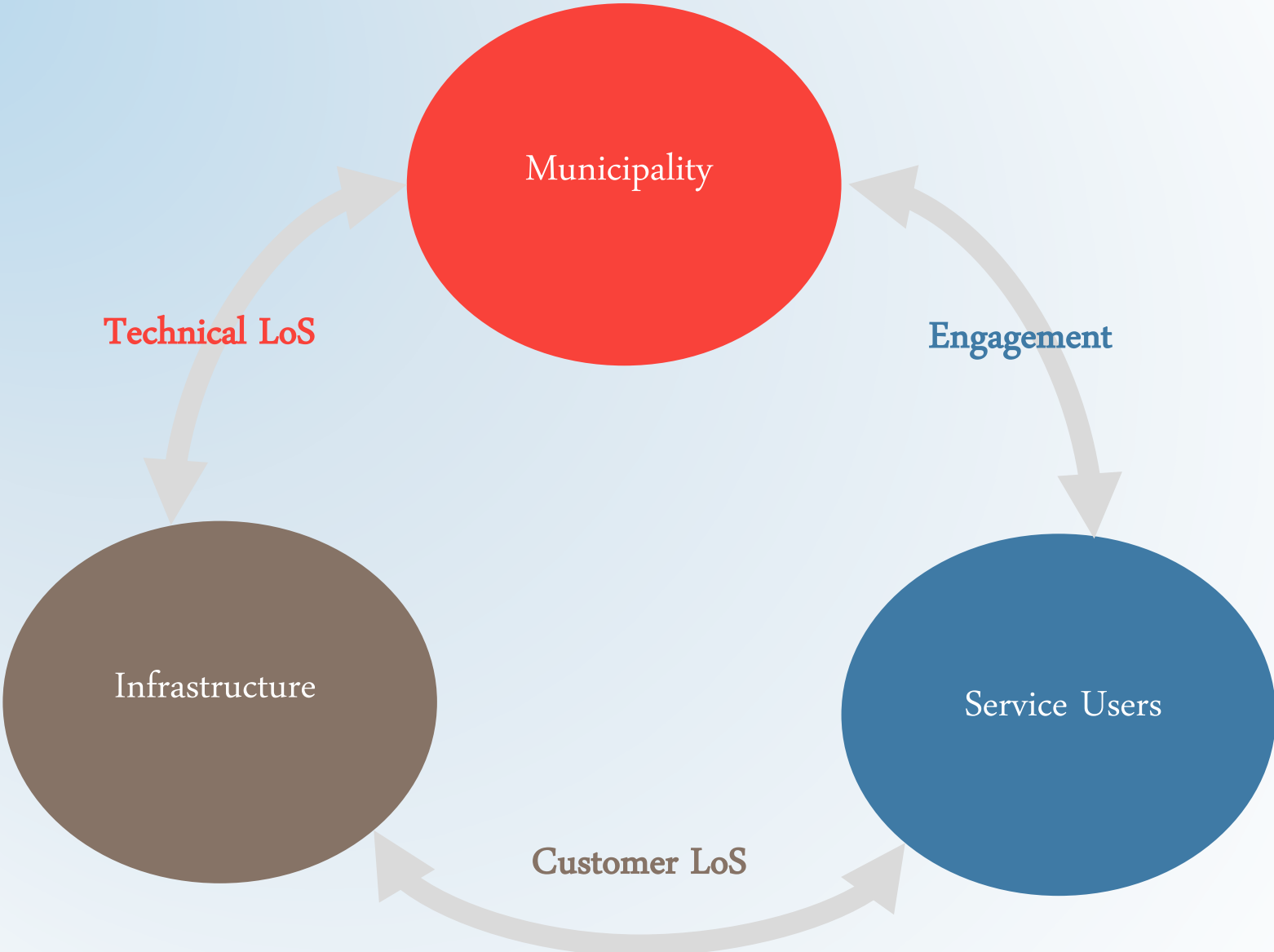
On-Site Municipal Services

Low Pressure Sewer System

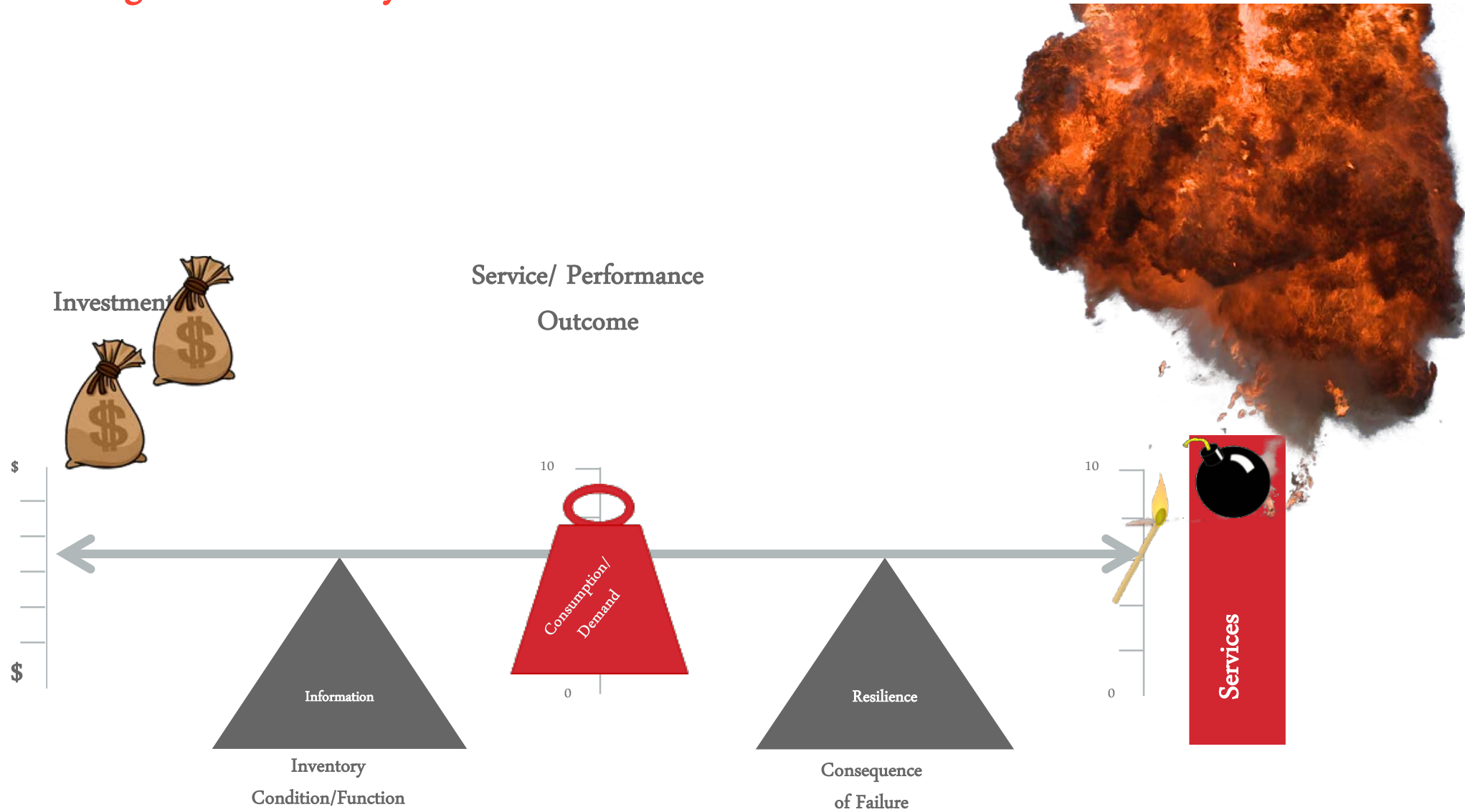


Traditional Gravity Sewer System

Levels of Services
connect the
Municipality and
Service Users



Balancing Service Delivery



Better visibility of the future





Thank you

Levels of Service Development

LoS Phases	Levels of Service and Performance Management
Aware	Levels of service requirements generally understood, but not documented or quantified.
Basic	Asset contribution to organization's objectives and some basic level so service have been identified.
Core	Levels of service and performance measures in place covering a range of service attributes. Annual reporting. Customer needs analyzed. LoS-Cost relationship understood.
Intermediate	Customers are consulted on significant service levels and options.
Advanced	Customer communications plan in place. LoS are integral to business planning.

Our Road to Asset Management 2019 Update



Scott Quinn, P. Eng., Director EPW Lands and Parks
Committee of the Whole
December 17, 2019

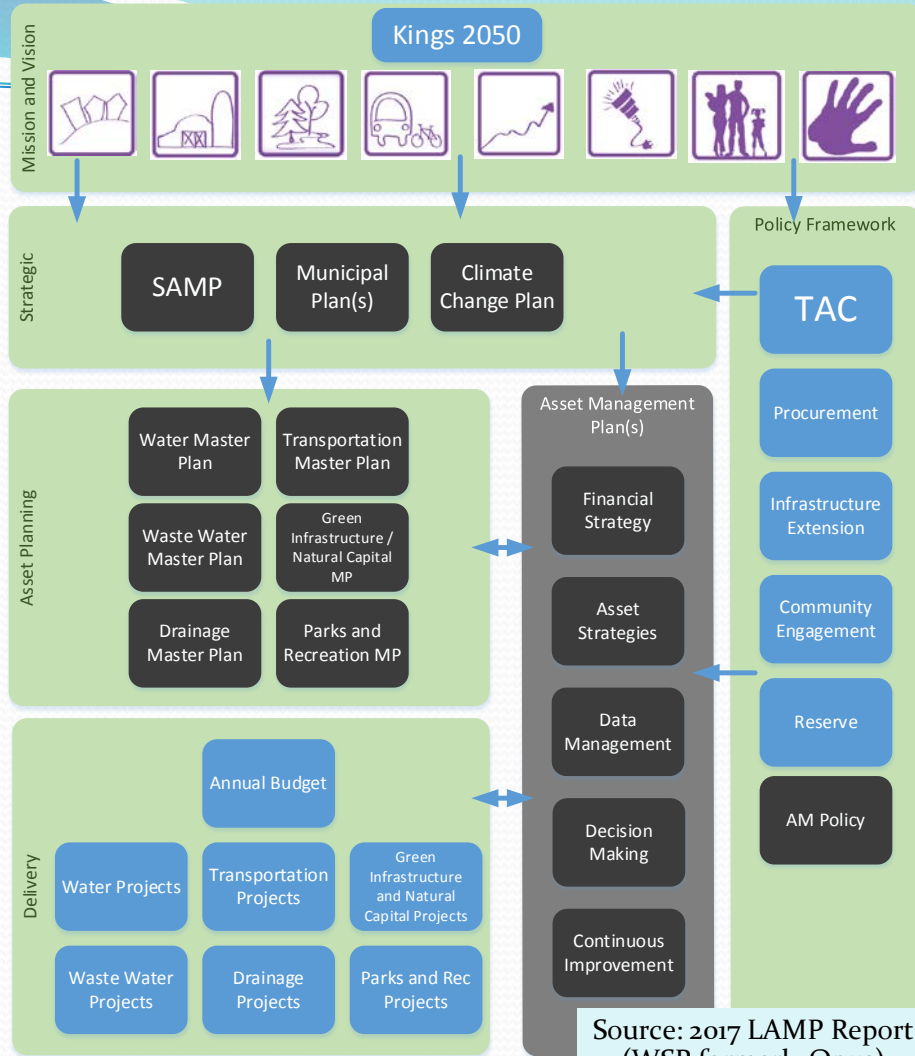


Objective

- AM System “Framework”
- AM Committee Workplan Update
- Condition Assessment Program Update



Recommended Framework (2017)



Source: 2017 LAMP Report (WSP formerly Opus)

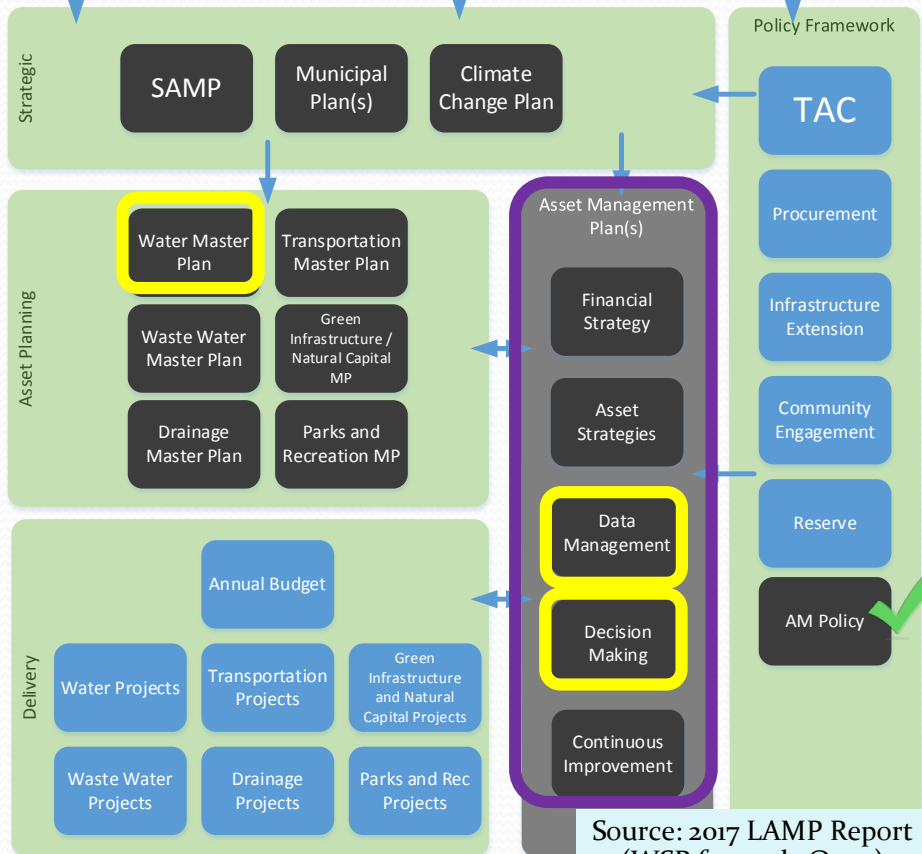


Municipality of the County of Kings
STRATEGIC PLAN 2018-2021

Mission and Vision



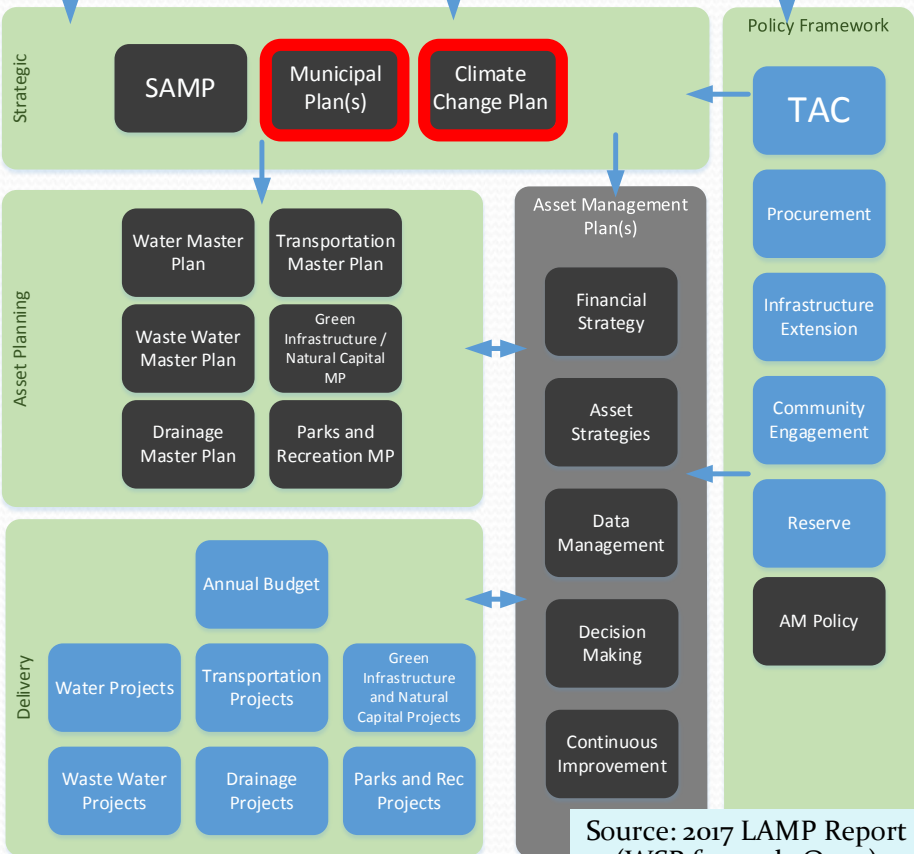
Notable Initiatives
 (to Mar 2019)



Source: 2017 LAMP Report
 (WSP formerly Opus)



Municipality of the County of Kings STRATEGIC PLAN 2018-2021

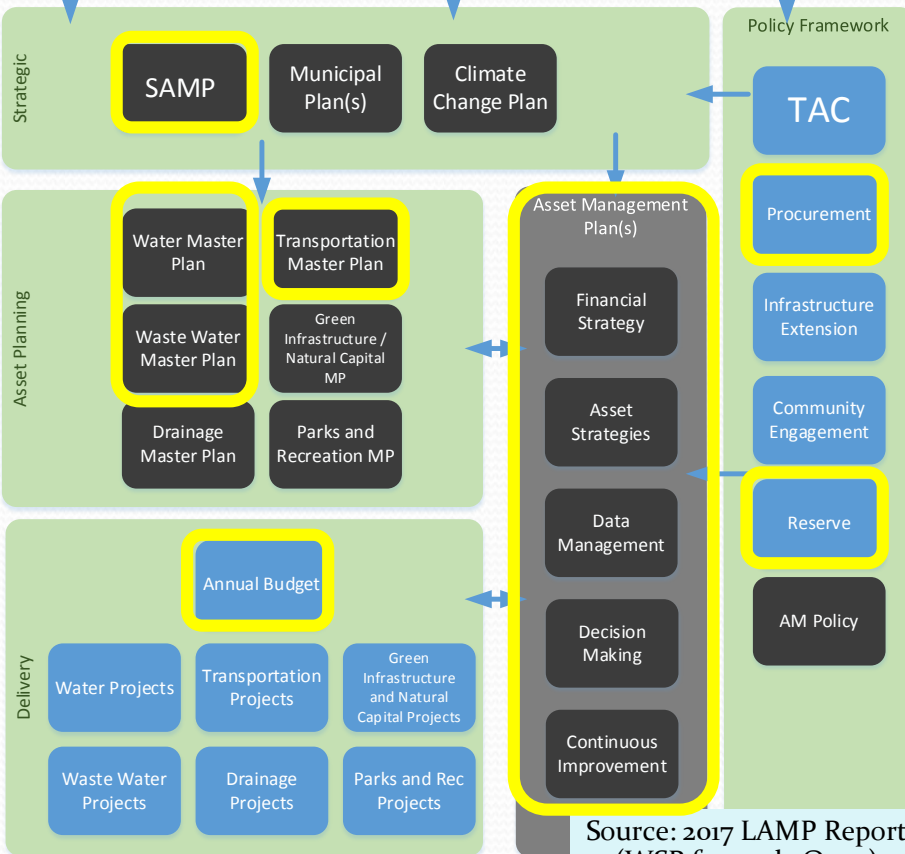


FY 2019/20 Notable Events to Date

Source: 2017 LAMP Report (WSP formerly Opus)



Municipality of the County of Kings STRATEGIC PLAN 2018-2021



FY 2019/20 Notable Events to Date

Asset Management Committee - FY2019/20 Workplan Approved by Municipal Council June 13, 2019

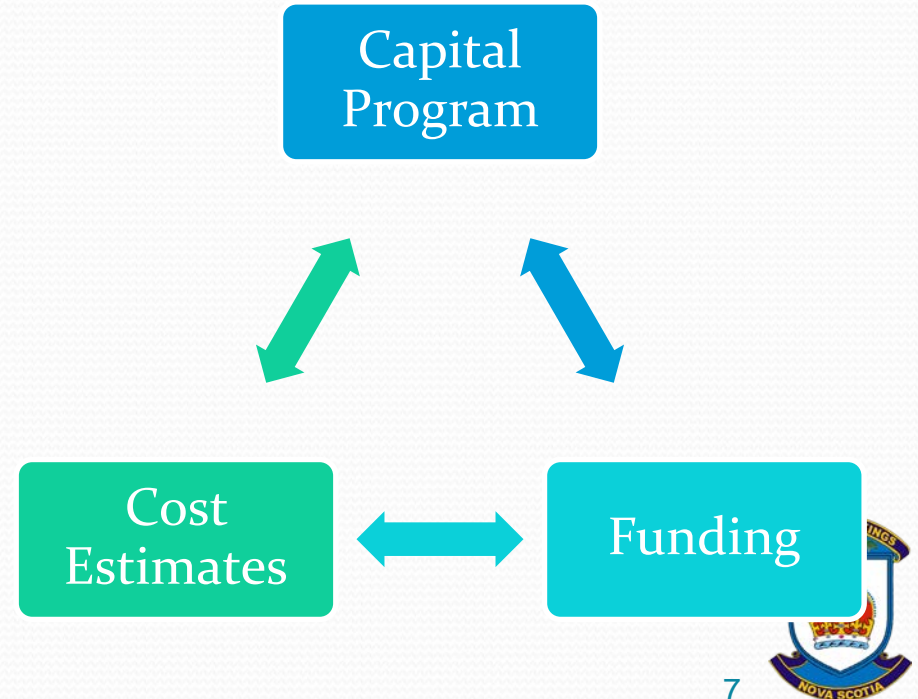
TASK

Source: 2017 LAMP Report (WSP formerly Opus)



Impairment Test

- Current Priority Project
- Linear Sewer Pilot Project
- Feb 2020 Report to Council



Condition Assessment Program Update

- As of Nov 1,
 - Completed Inspection of 22km Linear Sewer
 - Target is 34-27km by end FY19/20
- Using NS Municipal Affairs Data Standards



Condition Assessment Program Update

- Preliminary Findings
 - Situation may be more manageable
 - Age \neq Condition
 - Some correlations with Condition and other factors
- Video inspection will remain backbone of Program



Live for the journey,
not the destination.



Response to Grant Questions

Rob Frost, Deputy Chief Administrative Officer
Committee of the Whole
December 17, 2019



Additional Grants Questions

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.



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. If registered as a non-profit organization, or registered 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.



Towns and Out of County

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.



14 – Wing Greenwood

- Only receives funding through CRPA, which is evaluated based on the programs provided
- Approx. 70% of participants are non-military
- No priority to non-military, although they do receive some cost savings



How 14-Wing Funding Compares

	14- Wing Greenwood	Village of Canning	Village of Kingston
CRPA	\$21,122	\$15,015	\$15,000
Town and Village	-	\$12,973	\$15,185
Rec. Dir. Salary	-	\$20,000	\$20,000
Festivals/Events	-	\$500	\$750
Total	\$21,122	\$48,488	\$50,935



Recommendation

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



Remuneration for Elected Officials

MLA and MP Salary Information

Rob Frost, Deputy Chief Administrative Officer
Committee of the Whole
December 17, 2019



Request for information

- During the CotW presentation on September 17, 2019, there was a request for additional information regarding salaries of other levels of Elected Officials



MLA Ridings

Riding	Kings North	Kings South	Kings West
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 ²)	483	591	1063
Current Representative	John Lohr	Keith Irving	Leo Glavine



MLA Salaries

Position	Salary
MLA	\$ 89,234
Additional Salary	
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



MP Ridings

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



MP Salaries

Member of Parliament	\$178,900
Prime Minister	Additional \$178,900
Minister	Additional \$85,500
Committee Chairs	Additional \$12,400



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.



Operating Accountability Report

Period Ending September 30, 2019

Katrina Roefs, CPA, CA, Financial Analyst
Committee of the Whole
December 17, 2019



**Forecast Surplus of \$339,665
for the year 2019/20.**



Area	Projected Variance (\$)
Core Revenues	16,451
Mandatory Payments	(85,670)
Inter-Municipal Service Agreements (REN)	(17,000)
Administrative Department	(103,217)
Corporate Services	(44,850)
Engineering & Public Works	(61,065)
Building, Development & Protective Services	(47,333)
Grants	3,019
Total Projected Variance	(339,665)



Recommendation

- That Committee of the Whole recommend the Operating Accountability Report for period ending September 30, 2019 as an information item to Municipal Council.



Capital Accountability Report

Period Ended September 30, 2019

Kevin Wheaton, BBA, Financial Analyst
Committee of the Whole
December 17, 2019



Capital Accountability Report

- Summary of material variances from amounts budgeted in the 2019/20 Capital Budget
- Provides project activity information



Capital Variance Report - Appendix A

Each project listed includes a status icon

- Green circle indicates project is on time and on budget
- Yellow circle indicates project has deviated from budget, timeline or scope



Capital Variance Report - Appendix A (cont'd)

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



Information Technology

Projected Year-end Variances

- Accounting Software - \$36K (100%)
- Asset Mgmt Software - \$100K (100%)
- Fibre Connectivity - \$133K (90%)



Municipal Building

Projected Year-end Variance

- EPW Building - \$1,743K (97%)



Roads and Sidewalks

Projected Year-end Variance

- Crosswalk Construction & Speed Radar Signs - \$38K (63%)



Municipal Sewer Infrastructure

Projected Year-end Variances

- Collection Line Replacements - \$49K (22%)
- Sewer Upgrades - \$200K (36%)
- SCADA System Review - \$50K (100%)
- Green Initiatives - \$50 (100%)



Greenwood Water

Projected Year-end Variances

- Production Well - (redacted)
- Water Distribution System - \$79K (52%)
- Water System Equipment - \$29K (39%)
- Water System Assessment - \$30K (40%)



Regional Sewer

Projected Year-end Variances

- Sewer Lines - \$170K (85%)
- STP Aeration - \$297K (29%)
- STP Headworks - \$127K (51%)
- STP Gate/Fencing - \$71K (57%)



Special/Contingent Projects

Projected Year-end Variances

- Water Extension Feasibility (Kingston) - \$48K (37%)
- J-Class Paving Pilot Project - \$6,338K (100%)



Special/Contingent Projects

Projected Year-end Variances (cont'd)

- Coldbrook Village Park Traffic & Pedestrian Study - \$50K (100%)
- Fleet Optimization Study - No projection
- Electric Vehicle Infrastructure - \$120K (\$100%)

Recommendation

- That Committee of the Whole accept the Capital Accountability Report for the period ended September 30, 2019 as attached to the December 17, 2019 agenda package, as an information item.



Questions?



Disruptor: A Narrative in Bronze of Abraham Pineo Gesner

Briefing

Kevin Wheaton, BBA – Financial Analyst

Committee of the Whole

December 17, 2019





Background

- Spring 2018 - project was introduced to Council by the Gesner Organizing Committee (GOC)
- The Vision - to erect a monument in honour of Dr. Abraham Gesner at the site of his birth in Chipmans Corner



Background (cont'd)

➤ Funding:

- building on a donation from a benefactor, the GOC gained support from Council to prepare funding applications
- applications were submitted to federal and provincial levels of government



Background (cont'd)

- contributions were granted by Legacy Canada and Nova Scotia Department of Communities, Culture and Heritage



Construction

- Began November 2018 with the installation of a 23 foot diameter concrete pad at site in Chipmans Corner
- During winter/spring 2018-19, sculptor Ruth Abernethy created a life-size bronze portrait of Dr. Abraham Gesner



Construction (cont'd)

- Ruth Abernethy also created:
 - bronze elements to complement the portrait
 - a chronology to illustrate memorable moments of Gesner's life



Construction (cont'd)

- bilingual text panels highlighting how Gesner sought social justice for the local Mi'kmaq
- In April 2019, the bronze pieces were transported from Abernethy's home province of Ontario and installed at the Gesner site in Chipmans Corner



Official Unveiling

- held on afternoon of May 4, 2019 at Gesner Memorial site in Chipmans Corner
- followed by a reception and dinner at the Old Orchard Inn in Greenwich



Project Expansion

- March 2019 – GOC prepared funding application to ACOA for development of an innovative digital tour guide for public art in the Annapolis Valley
- Gesner monument to be used as cornerstone and include 17 other outdoor points of art and culture



Project Expansion (cont'd)

➤ Funding:

- application was reviewed and submitted to ACOA (Innovative Communities Fund)
- Offer of Assistance received from ACOA
- Contribution Agreement signed in March 2019



Development – Valley Art Map (VAM)

- March 2019 – Colibri Software began development of art map website and mobile phone application
- April to November 2019:
 - professional photographs taken of outdoor art exhibits



Development – VAM (cont'd)

- professional recordings of audio narratives were mastered
- QR code signs were designed and produced
- posts for QR code signs were purchased and installed at each outdoor art site, along with the matching code sign



Development – VAM (cont'd)

- November 2019 – Colibri Software completed development of art map website and mobile phone application

Financial Highlights

- No Municipal funds expended on project
- Project expected to be completed with a surplus of revenue over expenditures (see Appendix A)

Financial Highlights (cont'd)

- Projected surplus will be attributable to over-contribution provided by benefactor
- Benefactor will direct disbursement of surplus

Community Engagement

- GOC, chaired by Councillor Raven, linked committee to Municipal Council
- GOC benefited greatly from efforts by Councillor Wendy Elliot (Town of Wolfville), Geof Turner (Kings-Hants Heritage Connection) and Dr. Elizabeth Kusters (Atlantic Geoscience Society)



Community Engagement (cont'd)

- GOC drew on expertise of Bria Stokesbury (Curator – Kings County Museum) and Dr. Daniel Paul (Mi'kmaq Historian)
- GOC collaborated with the St. George No. 20 Masonic Lodge (where Gesner was a member)



Community Engagement (cont'd)

- Nova Scotia Power installed lighting at Gesner site and agreed to cover all ongoing costs of operating and maintaining the lighting
- Public unveiling of the Gesner monument on afternoon of May 4, 2019 (100 guests in attendance)

Community Engagement (cont'd)

- Reception and dinner was held at the Old Orchard Inn on evening of May 4, 2019 (172 guests in attendance)
- Municipality issued a media release and assisted with the production of invitations to the unveiling and dinner



Community Engagement (cont'd)

- Valley Art Map project involved:
 - 18 sites from Hortonville to Aylesford (including 2 Parks Canada sites)
 - Kings County towns and villages
 - Charles Macdonald Museum
 - 4 businesses, 2 farms and 1 residential homeowner



In Conclusion

- Gesner project is a wonderful addition to the cultural landscape and heritage of Kings County
- Staff wish to highlight that this project is the result of tremendous efforts from the GOC, including Councillor Pauline Raven













- **Questions?**



Guarantee Resolution

Valley Region Solid Waste-Resource Management Authority
(VWRM)

Mike Livingstone, Manager of Financial Reporting
Committee of the Whole
December 17, 2019



Overview

- VWRM to purchase:

Ford F250	\$38,000
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Paving at EMC	\$50,000
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Total	\$88,000
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- Purchases approved in 2019/20 capital budget



The Guarantee

- Guarantees from the six municipal parties are required to secure financing.
- MoK portion \$65,754.
- MoK 75% *pro-rata* share of \$88,000 total.



Financial Implications

- If VWRM were to default on the loan, MoK is responsible for its share.
- Guarantees not currently included in Municipal Indicators.
- No impact on MoK's ability to borrow.



Recommendation

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



Supplementary Capital Budget

Kings Transit Authority (KTA)

Mike Livingstone, Manager of Financial Reporting
Committee of the Whole
December 17, 2019



Overview

- KTA is hoping to award an RFP to purchase three buses. One for the Core Parties and two for the Service Partners.
- Cost per bus is \$230,000 greater than budgeted.
- Purchase delayed by 1 year to 2020/2021.



Supplementary Capital Budget

- No buses will be purchased in 2019/2020.
 - Defer 2019/2020 PTAP funds to 2020/21.
 - Buses purchased in 2020/21 for \$630,000.
-
- Approval of Updated 2019/2020.
 - Preapproval of 2020/2021.



Future KTA

- Annual approval of capital budget.
- Potential micro-transit strategy.
- Capital funding model.
 - Operations – Municipal
 - Capital – Federal / Provincial



Financial Implications

- KTA draws \$280,500 more from reserves.
- Incremental Core Party capital contribution of \$440,961 in 2021/2022.
- Unknown investments in micro-transit.



Recommendation

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

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



Volunteer Celebration & Awards Policy

Nichole Gilbert, Coordinator of Recreation
Committee of the Whole
December 17, 2019



Intent

- For the Committee to review staff's revisions and recommend adoption of Policy PARS-08-002: Annual Volunteer Celebration & Awards.



Discussion Points – Dec 3, 2019

- At the December 3, 2019 Council meeting, two points were discussed for revision:
 - The number of invitees to the event and
 - The possible addition of an appendix listing potential venues



Invitee Numbers

- Number of attendees have fluctuated over the past five years:
 - 2015 – 125 people
 - 2016 – 150 people
 - 2017 – 225 people
 - 2018 – 175 people
 - 2019 – 220 people
- Recommend setting a range to allow for fluctuation in regions
- Proposed amendment – set attendance range at 150-250



Venue List

- A venue list was created internally for public events (mainly public hearings, etc)
- For the purposes of this policy the list will need to be expanded to include:
 - More detail on accessibility
 - Kitchen facilities
 - Capacity available for sit down meal
- Option would be to provide completed list to Council for information, or to attach as an appendix once completed.



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.

