

**THE MUNICIPALITY OF THE COUNTY OF KINGS
 COMMITTEE OF THE WHOLE
 December 15, 2020
 9:00 am
 AGENDA
 Audio Recording Times Noted in Red
 (Minutes:Seconds)**

1. Roll Call **00:00**
2. Approval of Agenda **01:47** Page 1
3. Disclosure of Conflict of Interest Issues **None**
4. Approval of Minutes Page 2
 - a. November 12, 2020 **03:00** Page 2
 - b. November 17, 2020 **03:49** Page 6
5. Business Arising from Minutes Page 2
 - a. November 12, 2020 **None** Page 2
 - b. November 17, 2020 **05:10** Page 6
6. Human Resources **09:44**
 - a. Service Awards
 - b. Excellence in Public Service Awards
7. Presentation Page 15
 - a. 9:30 am: Stockings Were Hung Project **23:05**
8. Administration Page 17
 - a. Moving Toward Equity And Diversity: A Strategy for Belonging in the County of Kings **34:30**
 - b. Proposed Policy FIN-05-023: Council Member & Employee Computer Loan **Removed**
 - c. Approval to form Joint Accessibility Advisory Committee with Villages **48:39** Page 48
 - d. Proposed Amendments to Policy HR-06-015: Employee Performance Management **57:07** Page 50
 - e. Proposed Amendments to Policy FIN-05-008: Business Expense **76:03** Page 63
9. Engineering & Public Works, Lands and Parks Services Page 93
 - a. Proposed Policy ADMIN-01-021: Anti-Idling **100:48**
10. Financial Services Page 97
 - a. Operating Accountability Report (Period Ended September 30, 2020) **109:01** Page 106
 - b. Capital Accountability Report (Period Ended September 30, 2020) **113:27**
11. Councillor Item Page 116
 - a. Recognition for Coldbrook Lions Donation **123:08**
12. Correspondence **129:20** Page 121
 - a. Kings Volunteer Resource Centre Congratulations & Information
13. External Board/Committee Reports Page 122
 - a. Annapolis Valley Regional Library Board **130:19** Page 123
 - b. Valley Community Fibre Network Authority Board **131:00** Page 124
 - c. Other: See Attached Table
14. New Council Orientation Presentation
 - a. Community Grants **132:3**
15. Other Business: Branding **165:44**; Annapolis Valley First Nation Condolences **166:14**;
 Electric Vehicles & Idling **167:20**
16. Comments from the Public **None**
17. Closed Session & Adjournment **169:25**
 - a. Approval of Closed Session Minutes June 16, 2020
 - b. Contract negotiations
 - c. Legal advice eligible for solicitor-client privilege

**THE MUNICIPALITY OF THE COUNTY OF KINGS
COMMITTEE OF THE WHOLE
November 12, 2020
DRAFT MINUTES**

**Meeting Date
and Time**

A meeting of the Committee of the Whole was held on Thursday, November 12, 2020 at 6:00 pm in the Council Chambers, Municipal Complex, Coldbrook, NS.

1. Attendance

All Members of Council were in attendance.

Results for Roll Call

For 10
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	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
- Jon Cuming, Municipal Solicitor
- Greg Barr, Director, Finance & IT
- Trish Javorek, Director, Planning & Inspections
- Scott Quinn, Director, Engineering & Public Works, Lands & Parks
- Janny Postema, Municipal Clerk/Recording Secretary

2. [Approval of Agenda](#)

Mayor Muttart noted that the order of presentations would be revised in that he would present last.

On motion of Councillor Armstrong and Councillor Harding, that Committee of the Whole approve the November 12, 2020 agenda as amended.

Motion Carried.

Results

For 10
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	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. **New Council Orientation Presentations**

4a. **Code of Conduct/Conflict of Interest**

Jon Cuming, Municipal Solicitor, provided a [presentation](#).

On motion of Deputy Mayor Lutz and Councillor Killam, that Committee of the Whole receive the presentation on Code of Conduct/Conflict of Interest as presented on November 12, 2020.

Motion Carried.

Results

For 10
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

4b. **Municipal Government Act Part II Administration**

Scott Conrod, CAO, provided a [presentation](#).

On motion of Councillor Allen and Councillor Granger, that Committee of the Whole receive the presentation on *Municipal Government Act Part II Administration* as presented on November 12, 2020.

Motion Carried.

Results

For 9
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	-
District 8	Jim Winsor	For
District 9	Peter Allen	For

Committee of the Whole took a short break from 7:40 - 7:58 pm.

It was noted that Deputy Mayor Lutz was not in her seat during the voting.

4c. **Municipal Government Act 101**

Rob Frost, Deputy CAO, provided a [presentation](#).

On motion of Councillor Armstrong and Councillor Killam, that Committee of the Whole receive the presentation on *Municipal Government Act 101* as presented on November 12, 2020.

Motion Carried.

Results

For 10
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

4d. **Meeting Procedure and Rules of Order**

Mayor Muttart provided a [presentation](#).

4e. **Councillor Roles and Responsibilities**

Deferred.

4f. **FAQs**

Deferred.

5. **Other Business**

There was no other business to come before Committee of the Whole.

6. **Comments from the Public**

No members of the public were present.

7. **Adjournment**

On motion of Councillor Winsor and Councillor Allen, there being no further business, the meeting adjourned at 8:51 pm.

Motion Carried.

Results

For 10
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

Approved by:

Peter Muttart
Mayor

Janny Postema
Municipal Clerk/Recording Secretary

Results Legend	
-	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.

DRAFT

**THE MUNICIPALITY OF THE COUNTY OF KINGS
COMMITTEE OF THE WHOLE
November 17, 2020
DRAFT MINUTES**

**Meeting Date
and Time**

A meeting of the Committee of the Whole was held on Tuesday, November 17, 2020 at 9:00 am in the Council Chambers, Municipal Complex, Coldbrook, NS.

1. Attendance

All Members of Council were present.

Results for Roll Call

For 10
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	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
- Marc Comeau, Municipal Solicitor (item 7b)
- Greg Barr, Director, Finance & IT (as of item 9e)
- Trish Javorek, Director, Planning & Inspections
- Scott Quinn, Director, Engineering & Public Works, Lands & Parks
- Mike Livingstone, Manager of Financial Reporting (as of item 7a)
- Laura Mosher, Manager, Planning & Development (as of item 9a)
- Gordon Roussel, Policy Analyst (items 6a and 6b)
- Janny Postema, Municipal Clerk/Recording Secretary

2. [Approval of Agenda](#)

On motion of Councillor Armstrong and Councillor Misner, that Committee of the Whole approve the November 17, 2020 agenda as circulated.

Motion Carried.

Results

For 10
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

3. **Disclosure of Conflict of Interest Issues** Councillor Armstrong declared a conflict of interest relating to item 7b, Award of Contract 20-24: New EPW Operations Centre.
4. **Approval of Minutes**
- 4a. [September 15, 2020](#) On motion of Councillor Allen and Deputy Mayor Lutz, that the minutes of the Committee of the Whole meeting held on September 15, 2020 be approved as circulated.

Motion Carried.**Results**

For 10
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

5. **Business Arising from Minutes**
- 5a. [September 15, 2020](#) There was no business arising from the September 15, 2020 minutes.
6. **Administration**
- 6a. [Proposed Repeal of Policy PRO-10-002: Fire Grants](#) Gordon Roussel, Policy Analyst, presented the Request for Decision as attached to the November 17, 2020 Committee of the Whole agenda and provided a [presentation](#).
- On motion of Councillor Armstrong and Deputy Mayor Lutz, that Committee of the Whole recommend Municipal Council provide seven days' notice, per s. 48(1) *Municipal Government Act*, to repeal Policy PRO-10-002: Fire Grants as attached to the November 17, 2020 Committee of the Whole agenda.

Motion Carried.**Results**

For 10
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

6b. [Proposed Amendments to Policy FIN-05-020: Hospitality](#)

Gordon Roussel, Policy Analyst, presented the Request for Decision as attached to the November 17, 2020 Committee of the Whole agenda and provided a [presentation](#).

On motion of Councillor Harding and Councillor Granger, that Committee of the Whole recommend Municipal Council provide seven days' notice, per s. 48(1) *Municipal Government Act*, to adopt amendments to Policy FIN-05-020: Hospitality as outlined in the November 17, 2020 Request for Decision.

Motion Carried.

Results

For 9
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	-
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

It was noted that Councillor Killam was not in his seat during the voting.

6c. [Municipal Branding/Visual Identity Briefing](#)

Rob Frost, Deputy CAO, presented the Briefing as attached to the November 17, 2020 Committee of the Whole agenda and provided a [presentation](#).

On motion of Councillor Misner and Councillor Hirtle, that Committee of the Whole receive for information the Briefing regarding Branding/Visual Identity dated November 17, 2020.

Motion Carried.

Results

For 10
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

7. Engineering & Public Works, Lands and Parks Services

7a. [FY2021-2022 Priority List for Provincial/Subdivision Road](#)

Scott Quinn, Director of Engineering & Public Works, Lands and Parks, presented the Request for Decision as attached to the November 17, 2020

Resurfacing Program

Committee of the Whole agenda and provided a [presentation](#).

Mr. Quinn noted that an amendment to the list as appended to the November 17, 2020 Request for Decision was being proposed as follows:

- Substitute Dee Road (Coldbrook) and Station Street (Cornwallis Square) with Birchcrest Dr (Cornwallis Square) and 0.48km segment of Pinecrest Dr. (Coldbrook)
- Rank roads from #7 - #10 inclusive as follows:
 - #7 - Bentwood Cres
 - #8 - Birchcrest Dr
 - #9 - Pinecrest Dr "Loop"
 - #10 - Schoolhouse Road South

On motion of Councillor Hirtle and Deputy Mayor Lutz, that Committee of the Whole recommend Municipal Council approve the 2021 Priority List, as appended to the November 17, 2020 Request for Decision, with the amendments as presented on November 17, 2020, for submission under Cost Sharing Agreement 2020-014 - Provincial Village/Subdivision Road Resurfacing.

Motion Carried.

Results

For 10
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

Committee of the Whole took a short break from 9:55 - 10:14 am.

7b. Award of Contract 20-24: New EPW Operations Centre

Scott Quinn, Director of Engineering & Public Works, Lands and Parks, presented the Request for Decision as attached to the November 17, 2020 Committee of the Whole agenda and provided a [presentation](#).

Councillor Armstrong recused herself from the debate as she had declared a conflict of interest.

Marc Comeau, Municipal Solicitor, joined the meeting for this item.

On motion of Councillor Winsor and Councillor Harding that Committee of the Whole recommend Municipal Council:

1. approve a supplemental budget increase to project #19-1302 for construction of the Engineering and Public Works Operations (EPW) Centre in the amount of \$4,737 as per the Request for Decision dated November 17, 2020.
2. award Contract #20-24 EPW Operations Centre Construction (Net-Zero Energy Option) to Maritech, Inc. for the total price, including non-recoverable HST, of \$2,659,293.

3. approve a contingency fund in the amount, including non-recoverable HST, of \$202,340 (7.5% of value of Contract 20-24) for potential Change Orders to Contract 20-24 EPW Operations Centre Construction pursuant to Section 17.3(c) of Policy FIN-05-006 Procurement.
4. approve an application to the Federation of Canadian Municipality’s Green Municipal Fund for a capital grant in the amount of \$335,724 and loan financing in the amount of \$2,238,161 (together comprising 80% of the required capital), contingent on acceptance of the grant application, for construction of a Net Zero EPW Operations Centre, for a term not to exceed 20 years.
5. approve borrowing of up to \$643,472 (representing the remaining 20% of the required capital) from the Nova Scotia Municipal Finance Corporation, for construction of a Net Zero EPW Operations Centre, for an amortization period not exceeding 20 years.
6. direct the CAO to report back to Council if external funding is not obtained by June 30, 2021.

Motion Carried.

Results

For 9
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	COI
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

8. Correspondence

Mayor Muttart provided an overview of the correspondence as attached to the November 17, 2020 Committee of the Whole agenda.

On motion of Councillor Allen and Councillor Misner, that Committee of the Whole receive the Correspondence as attached to the November 17, 2020 Committee of the Whole agenda.

Motion Carried.

Results

For 10
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	For

District 8	Jim Winsor	For
District 9	Peter Allen	For

- 8a. [Soldiers Memorial Hospital Foundation Thank You](#) For information.
- 8b. [Nova Scotia Health Information](#) For information.
- 8c. [Commissionaires re: Remembrance Day](#) For information.
- 8d. [Grand View Manor Thank You](#) For information.
- 8e. [Village of New Minas re: Thunder in the Valley](#) For information.
- 8f. [Village of New Minas re: Thunder in the Valley - Mayor's Response](#) For information.
- 8g. [Gaspereau Valley Elementary School Thank You](#) For information.
- 8h. [Village of Kingston Response to J-Class Road Funding](#) For information.
- 8i. [Prime Minister's Exceptional Educator Awards Call for Nominations](#) For information.
- 9. **New Council Orientation Presentations**
- 9a. [Office of the CAO](#) Scott Conrod, CAO, provided a presentation.
- 9b. [Strategic Plan 2018-2021](#) Scott Conrod, CAO, provided a presentation and showed the Strategic Plan 2018-2021 as posted on the Municipal website.

On motion of Councillor Winsor and Councillor Misner, that Committee of the Whole receive the Strategic Plan 2018-2021 presentation as provided on November 17, 2020.

Motion Carried.

Results

For 10
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For

District 6	Joel Hirtle	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

9c. [Office of the Deputy CAO](#)

Rob Frost, Deputy CAO, provided a presentation.

On motion of Councillor Harding and Councillor Hirtle, that Committee of the Whole receive the Office of the Deputy CAO presentation as provided on November 17, 2020.

Motion Carried.

Results

For 9
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	For
District 8	Jim Winsor	-
District 9	Peter Allen	For

It was noted that Councillor Winsor was not in his seat during the voting.

9d. [Department of Land Use Planning & Inspection Services](#)

Trish Javorek, Director, Planning & Inspections, provided a presentation.

On motion of Councillor Killam and Councillor Granger, that Committee of the Whole receive the Department of Land Use Planning & Inspection Services presentation as provided on November 17, 2020.

Motion Carried.

Results

For 9
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	-
District 8	Jim Winsor	For
District 9	Peter Allen	For

It was noted that Deputy Mayor Lutz was not in her seat during the voting.

Committee of the Whole recessed for lunch from 12:14 - 1:00 pm.

9e. [Department of Engineering and Public Works, Lands and Parks Services](#)

Scott Quinn, Director, Engineering & Public Works, Lands and Parks, provided a presentation.

On motion of Councillor Harding and Councillor Killam, that Committee of the Whole receive the Department of Engineering and Public Works, Lands and Parks Services presentation as provided on November 17, 2020.

Motion Carried.

Results

For 10
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

9f. [Department of Finance & Information Technology Services](#)

Greg Barr, Director, Finance & Information Technology, provided a presentation.

On motion of Councillor Misner and Councillor Allen, that Committee of the Whole receive the Department of Finance & Information Technology Services presentation as provided on November 17, 2020.

Motion Carried.

Results

For 10
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

10. **Other Business**

There was no other business to come before Committee of the Whole.

11. **Comments from the Public**

No members of the public were present.

12. **Closed Session**

The Closed Session was moved to the Special Council meeting following the meeting of the Committee of the Whole.

13. Adjournment

On motion of Councillor Hirtle and Deputy Mayor Lutz, there being no further business, the meeting adjourned at 1:47 pm.

Motion Carried.

Results

For 10
Against 0

District	Name	Results
Mayor	Peter Muttart	For
District 1	June Granger	For
District 2	Lexie Misner	For
District 3	Dick Killam	For
District 4	Martha Armstrong	For
District 5	Tim Harding	For
District 6	Joel Hirtle	For
District 7	Emily Lutz	For
District 8	Jim Winsor	For
District 9	Peter Allen	For

Approved by:

Peter Muttart
Mayor

Janny Postema
Municipal Clerk/Recording Secretary

Results Legend	
-	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: Funding Request.
Organization: The Stockings Were Hung
Name of Presenter(s): Donna Conrad / Dylan Manning
Date: November 12th / 2020

Organization:

(Who) Summary of the organization you will represent:

Stockings were hung project.

Discussion:

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

Request for donations for
grocery & Book cards for youth
stocking + family packages

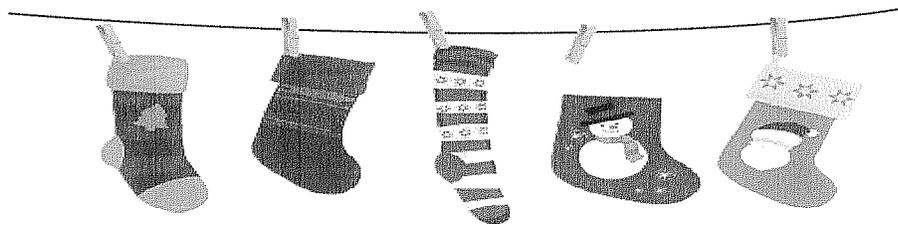
Request:

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

We are a youth $\frac{1}{3}$ Community group sponsored by Donna Conrad. The mandate is to fill stockings for youth in Annapolis Valley area. The project filled 1000 stockings last year. This year we are including a book in each stocking. Also we are hoping to give each family a grocery card to help assist the time from Christmas to New Years.

We invite you to join in our 8th Annual Drive.

The Stockings Were Hung Stocking and Toy Drive



Various local businesses, service groups, teams and community groups will be host locations where you can drop off stocking items and toys to help local families at Christmas.

Suggested Items:

Shampoo, bubble bath, pens, candy, hair brushes, bath bombs, gift cards, and small toys... other items for youths up to 19 years old.

Last day to donate items is December 14th.
Everyone is welcome to join in at anytime.

Contact RE/MAX Advantage at 902-679-0700
or info@donnaconradteam.com for a host box.

Follow us on Facebook: @stockingswrehung
Follow us on Instagram: @the_stockingswrehung

Grocery Gift Cards & Book Gift Cards are welcome.

Project is sponsored by RE/MAX Advantage



Municipality of the County of Kings

Briefing

TO	Committee of the Whole
PREPARED BY	Brittany Mastroianni, Diversity and Outreach Specialist
MEETING DATE	December 15, 2020
SUBJECT	Moving Toward Equity And Diversity: A Strategy for Belonging in the County of Kings

ORIGIN

- November 12, 2012 - Council adopted Action Plan for Ending Racism and Discrimination in the Municipality of the County of Kings.
- June 18, 2020 - Issued RFP to seek consulting services to update the Action Plan.
- July 31, 2020 - Contract awarded to *Lightship Strategies, Indigevisor and Live Infinitus*.

RECOMMENDATION

That Committee of the Whole receive as information the Briefing 'Moving Toward Equity And Diversity: A Strategy for Belonging in the County of Kings' dated December 15, 2020.

INTENT

For Council to consider its future role in the Action Plan and identify how it wants to participate or engage with the consulting team. The target is for the Plan to be reviewed and passed by Council on March 21, 2021 in line with International Day for Elimination of Racial Discrimination.

DISCUSSION

Having adopted the original Plan nearly a decade ago, the Municipality of the County of Kings is a leader in response to Anti-Racism and Discrimination. The original Plan needed social infrastructure and support for initiatives, but now needs to be updated to maintain relevance and build on actions already taken by the Municipality. The new Plan will respond to current socio-economic challenges and opportunities, and advance the conversation on municipal approaches to equity, diversity, and Reconciliation.

A Best Practices & Policy Review has been completed (Appendix A), which profiles trends and approaches to plan structures, municipal actions, applicable higher-level policy (Federal and Provincial), and a preliminary review of the Municipality's inward and outward-looking policies.

The Review established a series of focus areas:

Hiring, Training and Workplace Culture: Policies and practices that promote equitable recruitment and retention ensure that the municipal workforce is representative of the diversity of the community and that employee diversity is respected and supported, while training, education and support enables the workforce to respond to the needs of a diverse public and to foster an inclusive workplace.

Engagement and Outreach: Engagement involves everything from consultation to public participation and meaningful outreach with the intention of ensuring all people have access to decision-making.

Land Use: Referring to the policies, by-laws and strategies used to organize land use, this encompasses several equity-related planning topics including gentrification, Indigenous 'land back' initiatives, and environmental justice.

Municipal Services: This area of service delivery includes transit, emergency and protective services, funding and grant programs.



Municipality of the County of Kings

Briefing

Economic Development: Targeted efforts can be made to promote, and support businesses owned by marginalized people, or businesses that hire people with barriers to traditional employment and identifying and eliminating systemic barriers to participation in the workforce.

Social and Community Services: Ensuring the Municipality provides high-quality social and community services that address the needs of diverse communities and individuals (e.g. recreation, support for libraries, culture).

Procurement: Procurement processes may be able to be adapted to provide equal opportunities for under-represented businesses, such as Indigenous, newcomers and women-owned companies.

Embedded in equity and inclusion work is the consideration for intersectionality. “Intersectionality” is used to explain the intersection of oppressive power for people who belong to multiple marginalized groups. It helps us to specifically understand how systems of power and oppression operate together. A set of ‘lenses’ was developed to enable the Project Team to analyze existing and potential policies and actions through multiple perspectives. These lenses include:

Reconciliation and Indigenous Rights Lens: This lens is fundamental in recognizing that Nova Scotia is on the unceded, ancestral territory of Mi’kma’ki. Using an Indigenous rights lens means we will prioritize actions or policies that enable Mi’kmaq people to access services safely and in a way that directly meets their needs. It is about supporting self-determination and decolonization. Complementing Indigenous Rights with a Reconciliation lens ensures that we use the Truth & Reconciliation Commission’s 94 Calls to Action, and in particular the several Calls to Action that directly pertain to municipal governance as guidance for specific action items.

Equity, Inclusion and Diversity Lens: We actively include all voices and identities and act to empower and support those who are typically excluded. We consider how systemic barriers and internal biases, such as racism, misogyny, homophobia, transphobia, ableism, ageism, and various forms of stigma are embedded in Western planning and policy processes, and thus many people and voices are not reflected in the policy that shapes the municipal experience.

Afro Diaspora & Anti-Black Racism Lens: Is an acknowledgement of the need for reparations while recognizing; (1) That the African continent is the birthplace of humanity, with the oldest civilizations and that democracy, cooperative economics, art + entertainment, modern education and medicine, are rooted in Afro Wisdom and were built off the backs of Afro-Descended people; and (2) The centuries long displacement, disenfranchisement, and systemic implications impacting the current realities of persons of African Descent, specifically Afro Nova Scotians who have lived here in province for 400+ years

A vision, principles, and a set of actions will be developed as outcomes of the community engagement program, discussions with staff, Council, and the Diversity Kings County Committee.

FINANCIAL IMPLICATIONS

- None at this time. Project budget approved through budgeting process.

STRATEGIC PLAN ALIGNMENT

Check Applicable	Strategic Priority	Description
	Vision Statement	
	Good Governance	
	Environmental Stewardship	



Best Practices & Policy Review

*Update to Action Plan for Ending Racism and
Discrimination in the Municipality of the County of Kings*



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Date: December 8, 2020



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Introduction: What are other communities doing?

As the world's population urbanizes rapidly, immigrants and migrants contribute to a changing social fabric, many communities' populations are aging and the world experiences socioeconomic shifts, there is a growing call for communities of all sizes to meet people's needs for inclusion, respect, safety, understanding and justice for historical wrongs (York University, 2010). As this represents shifting expectations and goals at the community level, municipal governments, leaders and staff, in partnership with other orders of government and local or national groups play an essential role in carving the path their communities can take to combat racism and discrimination in the practical ways that their municipalities function through policy, land use, hiring, service and program delivery, etc.

York University's report entitled *Enhancing the Role of Municipalities Against Racism and Discrimination* touts the efforts of the Coalition of Municipalities Against Racism and Discrimination (CMARD), as a part of the International Coalition of Cities Against Racism launched by UNESCO in 2004. Still, member municipalities have fragmented or lacking approaches to ending racism and discrimination in their communities. While many Canadian municipalities have developed holistic equity and diversity plans that address various equity issues and others have developed targeted frameworks for specific equity-seeking communities such as the City of Vancouver, other member municipalities have not built the themes of equity into community strategizing or planning whatsoever. For this reason, using the list of member municipalities in the Canadian Coalition of Municipalities Against Racism and Discrimination does not serve as an adequate starting point for identifying best practices, but rather serves as a reminder that there is room for growth, setting precedents, and challenging the status quo as it relates to themes of equity in community planning.

Much of what has been identified as best practices are plans and reports that have been developed at the municipal, federal or institutional level. Plans and reports have been included in this review that do not explicitly target anti-discrimination or equity policy, but rather have used equity, inclusion and intersectionality as a lens from which they approach planning work, such as Vancouver's *A Healthy City for All* (2014) as a way to recognize the inextricability of equitable social participation from community health outcomes. Reports have also been included that more directly address equity from a community planning approach in order to recognize the ways in which municipal and land use planning strategies have been used to displace and harm specific communities and groups, thereby contributing to systemic discrimination.

Based on a review of reports, strategic plans and actions plans on themes of equity, diversity and anti-discrimination, common themes, best practices, and practices to avoid were uncovered. These findings will help guide how the County of Kings develops its updated Anti-Racism and Discrimination Action Plan. The links for each document can be found in the Resources section.



Reports and Resources for Best Practices	Enhancing the Role of Municipalities Against Racism and Discrimination by York University presented to the Ontario Human Rights Commission and the Canadian Race Relations Foundation
	Municipal Action Guide: Advancing Racial Equity in Your City by National League of Cities (2017)
	Advancing Equity and Inclusion: A Guide for Municipalities by the City for All Women Initiative (CAWI) (2015)
	Welcoming & Inclusive Communities Toolkit: Templates and tools for Alberta's municipalities by the Alberta Urban Municipalities Association (2014)
	Planning for Equity: Policy Guide by the American Planning Association (2019)
Canadian Anti-Racism / Diversity and Inclusion Plans	2015-2018 Strategic Plan: Equity, Diversity & Human Rights Division (2015) and "Equity, Diversity & Inclusion" Initiatives (2020) in the City of Toronto
	Building a Foundation for Change: Canada's Anti-Racism Strategy 2019 – 2022 by Canadian Heritage, Government of Canada (2019)
	A Healthy City for All (2014) and A City for All Women: Women's Equity Strategy: 2018-2028 (2018) and other targeted initiatives by City of Vancouver
	Gender Equity, Diversity and Inclusion Strategy (2019) & The Social Wellbeing Policy (2019) by Calgary
US Anti-Racism / Diversity and Inclusion Plans	Diversity Action Plan (2017) & Strategic Plan to Advance Racial Equity, Diversity and Inclusion (2016) by Portland Metropolitan Region, Oregon

Table 1: Plans and Documents Reviewed for Best Practices



1. Best Practice Review: Trends and Conclusions

The following section describes conclusions from reviewing the plans which include a summary of the information included within plans, direction on actions, methods and outcomes.

1.1 Many plans begin with an explanation of why we need an Action Plan.

The plans reviewed here include a section explaining why this type of plan is needed. Typically, this involves recognizing the historical marginalization of community groups and systemic barriers facing segments of the population. Historical marginalization can reflect local stories of discrimination as well as examples from the national or societal level, tying specific issues to historical events such as freed Black slaves settling in a region.

Some plans give specific examples, anecdotes, or statistics that reflect what local residents are experiencing. In the case that the community is smaller and sharing this information is unethical, care should be taken to ensure this information cannot be linked to a small group of individuals. For this reason, some plans include more general statistics or anecdotes that reflect an intersectional analysis without tying it to place.

Plans will also speak generally about the benefits of having an action plan that addresses issues of social equity. Benefits typically include economic growth, increased sense of belonging, increased safety, and overall improved quality of life and social outcomes such as participation, health, and education.

1.2 Plans are founded on concepts which need to be explained. Each plan includes terminology.

It is important to make clear the definitions that the plan is working with. Members of the public should not be left to seek out their own definitions for important terminology, especially when many of these terms are part of a rapidly evolving discourse.

Aboriginal People: This is the overall term used in Canada's 1982 Constitution Act to refer to First Nations, Inuit and Métis people. The word recognizes the fact that Aboriginal peoples are the original people of Canada (Alberta Urban Municipalities Association, 2014). Increasingly, this term is being used to only refer to Indigenous Peoples in a legal context and not making casual references.

Accessibility: Accessibility involves removing the barriers faced by individuals with a variety of disabilities (which can include, but is not limited to: physical, sensory, cognitive, learning, mental health) and the various barriers (including attitudinal and systemic) that impede an individual's ability to participate in social, cultural, political, and economic life. Disabilities can be temporary or permanent. As we age our abilities change and therefore an accessible society is one designed to include everybody; both people with disabilities and people who self-identify as non-disabled (City for All Women Initiative, 2015).

Ally: A person who supports an individual or group to be treated equitably and fairly. This often grows out of the self-awareness of inequities or privileges we have experienced. Action is taken



individually or collectively to create conditions that enable everyone to have equal access to resources and benefit (City for All Women Initiative, 2015).

Antisemitism: Latent or overt hostility or hatred directed towards or discrimination against individual Jewish people or the Jewish people for reasons connected to their religion, ethnicity, and their cultural, historical, intellectual and religious heritage (Province of Ontario, 2017).

Belonging: A sense of belonging is the feeling of being connected and accepted by one's family and community. It is a critical component of human and community development and lends itself to feeling like one can participate and relate to their group or community.

Colonialism: A practice of domination, which involves the subjugation of one people to another. Settler colonialism—such as in the case of Canada—is the unique process where the colonizing population does not leave the territory, asserts ongoing sovereignty to the land, actively seeks to assimilate the Indigenous populations and extinguish their cultures, traditions and ties to the land (Government of Canada, 2019).

Cultural Humility: A practice of self-reflection to understand personal and systemic biases and to develop and maintain respectful processes and relationships based on mutual trust. Cultural humility involves humbly acknowledging oneself as a learner when it comes to understand another's experience (Canadian Institute of Planners, 2019).

Cultural Proficiency: A comprehensive collection of behaviour, attitudes, practices, and policies that creates an inclusive environment for people of diverse backgrounds. Culturally proficient organizations have the awareness, knowledge base and learned skills to effectively and sensitively work with and provide services to people of diverse backgrounds (Portland Metropolitan Region, 2016).

Cultural Safety: An outcome based on respectful engagement that recognizes and strives to address power differentials that can be present in planning systems, e.g., between decision-makers or experts and marginalized people. It means all people feel respected and safe when they participate in planning processes (Canadian Institute of Planners, 2019).

Diversity: Vancouver's A Healthy City for All (2014) describes 'diversity' as a term that is often confused for 'race' or 'culture,' when in fact it should be used to consider the number of interlocking ways that people are disadvantaged and mistreated, and thus how people from various and marginalized groups or communities feel comfortable, safe and able to access their community spaces and institutions (City of Vancouver, 2014).

Equity: Fairness, impartiality, even-handedness. A distinct process of recognizing differences within groups of individuals and using this understanding to achieve substantive equality in all aspects of a person's life (Government of Canada, 2019).

Inclusion: Acknowledging and valuing people's differences so as to enrich social planning, decision-making, and quality of life for everyone. In an inclusive municipality, we each have a sense of belonging, acceptance, and are recognized as valued and contributing members of society. Real inclusion takes place when those already included in the "mainstream" learn from those who are excluded and initiate change (City for All Women Initiative, 2015).



Institutional Racism: Policies, practices and procedures that work better for white people than for people of colour, often unintentionally or inadvertently (National League of Cities, 2017).

Intersectionality: The intersection, or crossover, of our many identities affects how each of us experiences the municipality. These intersections occur within a context of connected systems and structures of power (e.g., laws, policies, state governments, other political and economic unions, religious institutions, media) (City for All Women Initiative, 2015).

Islamophobia: Includes racism, stereotypes, prejudice, fear or acts of hostility directed towards individual Muslims or followers of Islam in general. In addition to individual acts of intolerance and racial profiling, Islamophobia can lead to viewing and treating Muslims as a greater security threat on an institutional, systemic and societal level (Province of Ontario, 2017).

LGBTQ+ or 2SLGBTQQIAA: Acronyms used to encompass most or all members of sexually- and gender-diverse communities. LGBTQ+ (Lesbian, Gay, Bisexual, Trans, Queer, +) or 2SLGBTQQIAA (Two Spirit, Lesbian, Gay, Bisexual, Trans, Queer, Questioning, Intersex, Asexual, Ally) are typically used interchangeably. Members of these communities experience overt and systemic discrimination.

Marginalization: Refers to a long-term, structural process of systemic discrimination that creates a class of disadvantaged minorities. These groups become permanently confined to the margins of society; their status is continually reproduced because of the various dimensions of exclusion particularly in the labour market, but also from full and meaningful participation in society (Province of Ontario, 2017).

Privilege: The experience of freedoms, rights, benefits, advantages, access and/or opportunities afforded to members of a dominant group in a society or in a given context (City for All Women Initiative, 2015).

Race: A social construct that artificially divides people into distinct groups based on characteristics such as physical appearance (particularly colour), ancestral heritage, cultural affiliation, cultural history, ethnic classification, and the social, economic and political needs of a society at a given period of time. Racial categories subsume ethnic groups (Portland Metropolitan Region, 2017).

Racialization: A process of delineation of group boundaries and of allocation of persons within those boundaries by primary reference to (supposedly) inherent and/or biological (usually phenotypical) characteristics (Province of Ontario, 2017).

Racial Equity: “Closing the gaps” so that race does not predict one’s success, while also improving outcomes for all (National League of Cities, 2017).

Social Participation: Involvement in meaningful activities that increase one’s sense of belonging and well-being (Government of Canada, 2019).

Structural, Institutional or Systemic Racism: When institutions or systems create or maintain racial inequity, often as a result of hidden institutional biases in policies, practices and procedures that privilege some groups and disadvantage others (Province of Ontario, 2017).



Systemic Barriers: Obstacles that exclude groups or communities of people from full participation in, and the benefits of, social, economic, and political life. They may be hidden or unintentional but are built into the way society works. Existing policies, practices and procedures, as well as assumptions and stereotypes, reinforce them (City for All Women Initiative, 2015).

1.3 Developing a vision and guiding principles to guide decision-making.

Each plan or document reviewed included a set of “Guiding Principles,” principles that have been used to push the plan forward, and that can be used to inspire the implementation of the plan. This is where the plan demonstrates how it has been specifically developed to reflect the scope of work and the unique needs of the municipality or community. Some from the City of Vancouver’s A Healthy City for All (2014) include:

- Fulfillment of fundamental rights and freedoms
- Prevention and upstream oriented
- Lead and model

Many other plans include transparency and accountability, and community input and involvement.

Guiding Principles and Visions are clearly and accessibly written so as to make explicit what the community idealizes for itself.

1.4 Each plan utilizes and defines lenses.

As an accepted best practice, the purpose of the Municipal Action Guide: Advancing Racial Equity in Your City by National League of Cities (2017) is to guide municipalities in the creation of action plans using an equity and inclusion lens as well as an intersectionality approach. The American Planning Association’s Planning for Equity: Policy Guide urges planners to ensure that all policies and regulations they develop “will serve and benefit all residents of a community in ways that reduce or eliminate inequity” (American Planning Association, 2019), which can be achieved by using “equity in all policies” approach, otherwise also referred to as an equity lens.

Although they are often used together, they are different and capture different processes. Using an equity and inclusion lens necessitates understanding how people from different and diverse backgrounds experience their municipality based on their identity.

Ultimately, many folks experience advantages or disadvantages based on multiple facets of their identity—such as their race, economic status, ability, age, spoken language, gender and sexual orientation—and thus it is essential to use a more comprehensive approach, an intersectional approach, that can take into account each of these axes and how structural barriers impact each one. For instance, where the City of Vancouver’s Women’s Equity Strategy reports on women’s feeling of safety walking home after dark, the strategy makes specific mention of how this is broken down among young women, senior women, Indigenous women and Chinese women (City of Vancouver, 2018).



1.5 In Canada, most plans include specific sections on Reconciliation and Indigenous Rights.

Increasingly, Canadian municipalities are acknowledging the need for incorporating Indigenous rights and reconciliation into municipal policy, practices and services. Importantly, the Truth and Reconciliation Commission's Calls to Action contain 12 Calls that directly pertain to the municipal jurisdiction, and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) contains 2 Articles that are important to consider in municipal contexts. The Canadian Institute of Planners (2019) has released the Policy on Planning Practice and Reconciliation outlining the ways in which planning processes can be altered to take into consideration Indigenous perspectives, traditional knowledge, and community-driven thinking, as well as several key areas for policy development.

In Lightship Strategies team member Hanna Daltrop's Master's thesis, she highlights the several legal precedents in which the duty to consult has not been met and how that duty to consult and accommodate should be taken up by municipalities as a matter of good practice. There are several areas of municipal action concerning Indigenous reconciliation and rights that have been pulled from academic literature outlined in Hanna's thesis, including the following: relationship building and accord, protocol agreements and targeted programming, communication and joint governance, urban reserves, services, compatibility agreements and regional relationships, and Indigenous citizen participation and engagement. Pulled directly from Hanna's thesis is the Table below, which contains information on what larger and capital cities across Canada are doing to move into a space of reconciliation and recognizing and working towards Indigenous rights. This highlights how Canadian communities are stepping up to this challenge—a key facet of anti-racism and anti-discrimination work in the Canadian context.

	RELATIONSHIP-BUILDING AND ACCORD	PROTOCOL AGREEMENTS ON AREAS OF MUTUAL INTEREST, FUNDING FOR TARGETED PROGRAMMING	COMMUNICATION AND JOINT GOVERNANCE	URBAN RESERVES, SERVICES AND COMPATIBILITY AGREEMENTS, REGIONAL RELATIONSHIPS	ABORIGINAL CITIZEN PARTICIPATION AND ENGAGEMENT
HALIFAX, NS	<ul style="list-style-type: none"> Endorsed Reconciliation Acknowledges HRM is located on Mi'kma'ki, and records on Mi'kmaq reflect colonialism Urban Indigenous Framework is in progress 	<ul style="list-style-type: none"> Diversity & Inclusion Framework notes that HRM is continuing work in supporting nation-to-nation relationship Culture and Heritage Plan (in progress) contains section on Reconciliation & UNDRIP Contributed significant funding and a staff position to North American Indigenous Games 2020 	<ul style="list-style-type: none"> Hired an Indigenous Advisor Created Special Advisory Committee on the Commemoration of Edward Cornwallis and Commemoration of Indigenous History Seeking to attract more Indigenous candidates for City employment 	<ul style="list-style-type: none"> Created Change Wenjack Downie Legacy Room Relationships with three First Nations within municipal boundary are unclear 	<ul style="list-style-type: none"> City translated informational documents into Mi'kmaq language Indigenous Engagement Strategy is in progress
MONTREAL, QC	<ul style="list-style-type: none"> Endorsed UNDRIP References ongoing "assimilation" 	<ul style="list-style-type: none"> Reconciliation Strategy is in progress Hosted Summit of First Nations and Municipal summit on Reconciliation in 2018 Committed increased funding to Indigenous cultural events 	<ul style="list-style-type: none"> Has begun changing place names and documents to Kanienke'ha language Created position of Commissioner for Indigenous Peoples 	<ul style="list-style-type: none"> Relationships with nearby Indigenous communities are unclear 	<ul style="list-style-type: none"> Engagement framework built into forthcoming Reconciliation Framework



		<ul style="list-style-type: none"> • Held two-day long celebration of UNDRIP's tenth anniversary, setting a precedent in Canada • City created annual Reconciliation Week 	<ul style="list-style-type: none"> • Training for City employees and police • Helped create/support Montreal Urban Community Strategy • First-ever First Nations and Municipal Summit hosted by Montreal in 2018 		
TORONTO, ON	<ul style="list-style-type: none"> • Adopted Statement of Commitment to Aboriginal Communities of Toronto • 2013-2014 was year-long celebration of Truth and Reconciliation • Adopted UNDRIP 	<ul style="list-style-type: none"> • Developed Indigenous Health Strategy • Funded and hosted annual Indigenous Arts Festival • Hosted North American Indigenous Games in 2017 	<ul style="list-style-type: none"> • Established Aboriginal Affairs Committee • Toronto Public Health launched training for staff and Board members • Launched Aboriginal Employment Strategy and implementation team 	<ul style="list-style-type: none"> - A Teaching, Learning, Sharing and Healing Space will feature the Restoration of Identity sculpture 	<ul style="list-style-type: none"> - Committed to meaningful consultation with Indigenous peoples, recognize legal duty to consult
WINNIPEG, MB	<ul style="list-style-type: none"> • 2016 declared Year of Reconciliation • The federal, provincial and municipal governments signed a Memorandum of Collaboration to work together to improve socioeconomic outcomes for urban Indigenous peoples in Winnipeg, which lead to the Letter of Understanding 	<ul style="list-style-type: none"> • Adopted the City plan, OurWinnipeg, which outlined the values of each community that will build shared future. • OurCity group meets with Indigenous Relations Division to incorporate UNDRIP lens into policy documents • Indigenous Youth Strategy targets youth recreation, • City supports Turtle Island Neighbourhood Centre's health and wellness activities 	<ul style="list-style-type: none"> • Created Indigenous Relations Division • Mayor's Indigenous Advisory Circle • Indigenous Relations Division encourages policy groups to use UNDRIP lens • Mandated Indigenous awareness training opportunities • Created Indigenous Youth Strategy targeting youth employment 	<ul style="list-style-type: none"> • City helped build road to Shoal Lake 40 First Nation in 2019 • The Letter of Understanding signed between federal, provincial, and municipal governments commits support for Urban Reserves or Urban Economic Development Zones within the City, and to support the City in developing Municipal Development Service Agreements with First Nations • The creation of an Urban Reserve for Peguis First Nation led to a Municipal Services Agreement 	<ul style="list-style-type: none"> • Perspective provided through Indigenous Relations Division • the City's Indigenous Employee Group was engaged on how to implement UNDRIP into city policy
REGINA, SK	<ul style="list-style-type: none"> • Reconciliation Regina aims to recognize and implement the principles of UNDRIP • Reconciliation Regina aims to build relationships with Indigenous and non-Indigenous people, and all who benefit from and support 	<ul style="list-style-type: none"> • Reconciliation Regina created Community Action Plan • Culture Plan acknowledges long history of Indigenous peoples and communities of Saskatchewan "prior to European contact" 	<ul style="list-style-type: none"> • Launched Reconciliation Regina, a separate organization • City of Regina developed Aboriginal City Employees to support, retain, and increase Aboriginal employees; 	<ul style="list-style-type: none"> • The city website does not highlight any relationships with Indigenous communities within or near the City. 	<ul style="list-style-type: none"> • Significant engagement was undertaken for the purpose of Reconciliation Regina, but it is unclear how engagement is undertaken for typical municipal activities and policy development;



	<ul style="list-style-type: none"> reconciliation outcomes; and, Reconciliation Regina aims to embed cultural protocols in all aspects of work. 	<ul style="list-style-type: none"> City has committed to supporting efforts and programs by organizations and services that align with TRC Calls to Action Reconciliation Regina partnered with Royal Saskatchewan Museum in the “Youth Empowerment Symposium on TRC in our Community” Reconciliation Regina co-hosts a Reconciliation Conversation Series 	<ul style="list-style-type: none"> Incorporate Indigenous knowledge into City Hall and the municipality’s daily operations; Develop an Indigenous Policy framework to audit policies in relation to Calls to Action 		<ul style="list-style-type: none"> Reconciliation Regina will be changing an Indigenous Alley Toolkit which outlines approaches to Indigenous engagement and partnerships
EDMONTON, AB	<ul style="list-style-type: none"> Established Urban Aboriginal Accord and Aboriginal Declaration Mayor now opens Council meetings with treaty acknowledgement City is developing Indigenous Framework 	<ul style="list-style-type: none"> City’s EndPoverty Edmonton was lead in part by Indigenous Circle City hosted Youth Leadership Conference City established Artist-in-Residence Program Created ceremonial space in the river valley for Indigenous peoples of Edmonton 	<ul style="list-style-type: none"> Established Indigenous Relations Division, who support Edmonton Urban Aboriginal Affairs Committee Mandated training for City staff 	<ul style="list-style-type: none"> City signed Memorandum of Understanding with Enoch Cree First Nation Memorandum of Cooperation and Dialogue with Confederation of Treaty Six First Nations Memorandum of Shared Recognition and Cooperation with Metis Nation of Alberta 	<ul style="list-style-type: none"> Indigenous Community Engagement Framework is forthcoming Policy development has been grounded in Indigenous engagement: City Plan, EndPoverty
VANCOUVER, BC	<ul style="list-style-type: none"> City declared itself City of Reconciliation, with 2013-2014 the Year of Reconciliation Council adopted UNDRIP Council adopted motion that acknowledges unceded territory of Musqueam, Squamish, and Tsleil-Waututh Vancouver’s Public Library system hosted Reconciliation programming 	<ul style="list-style-type: none"> City Health Strategy was adapted to include Indigenous health indicators Funding for early intervention Aboriginal youth programs Aboriginal Liaison Officer works with Aboriginal organizations to develop culturally-safe programming Culture Shift prioritizes the support and development of self-determined xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səllilwətaʔɬ (Tsleil-Waututh), and Urban Indigenous spaces Created two new healing and wellness centres 	<ul style="list-style-type: none"> City Manager’s office created new Aboriginal Relations Manager Department of Social Policy explored collaborative models for Aboriginal focused child-care Created cultural competency programming for city staff and Police Department staff Colonialism Audit of Stanley Park ** 	<ul style="list-style-type: none"> As per self-government agreement with Tsawwassen First Nation, TFN receives all the core mandatory regional services from the regional district, such as air quality, strategic planning, 9-1-1 and general government. 	
WHITEHORSE, YT	<ul style="list-style-type: none"> Declaration of Commitment signed between City, Kwanlin Dün First Nation and Ta’an Kwäch’än Council 	<ul style="list-style-type: none"> Developed <i>Moving Forward Together</i>, an action plan to target Calls to Action developed with Kwanlin Dün First 	<ul style="list-style-type: none"> Has proposed Indigenous language labelling Mandated public servant training 	<ul style="list-style-type: none"> City and church leaders installing Residential Schools Monument 	



	<ul style="list-style-type: none"> • City acknowledged TRC Final Report • City acknowledged their support for UNDRIP through offering support to Territory MP and Premier 	<p>Nation and Ta'an Kwäch'än Council</p> <ul style="list-style-type: none"> • Installed Indigenous artwork on bus shelters • City and church leaders installing Residential Schools Monument 	<ul style="list-style-type: none"> • City established regular intergovernmental forums with Kwanlin Dün First Nation and Ta'an Kwäch'än Council 		
YELLOWKNIFE, NWT	<ul style="list-style-type: none"> • City and Yellowknives Dene First Nation signed Memorandum of Understanding on relationships and services 	<ul style="list-style-type: none"> • Developed <i>Reconciliation: Starting the Conversation</i> as precursor for Reconciliation Action Plan 	<ul style="list-style-type: none"> • The City has begun having regular meetings with North Slave Nation, in addition to long-established regular meetings with Yellowknives Dene First Nation • Provides all public servants with training and education • Hired Indigenous Relations Advisor 	<ul style="list-style-type: none"> • City has committed to adjusting municipal boundary to allocate land to Yellowknives Dene First Nation, based on recognition and support of the rights of the Nation • Working with North Slave Metis Nation to secure funding for submarine water pipeline • Obtaining funding to work to protect Dettah/N'Dilo and Yellowknife from wildfires • Collaborates with Yellowknives Dene First Nation on applications relating to economic development • Has supported creation of wellness and healing camp • City provides drinking water to N'Dilo and Dettah communities 	<ul style="list-style-type: none"> - The City has engaged Indigenous partners on changing place names.

Going forward, anti-racism or anti-discrimination planning must contain a strong focus on meeting the unique and specific needs of Indigenous communities and nations with whom every level of government must develop a relationship.

1.6 Each plan defines areas of action.

While not an exhaustive list of policy areas that can be addressed by an equity and inclusion framework, most recurring topics have been included here. Because five of the documents reviewed were grey literature, their intention may not have been to identify policy areas to address but rather to discuss the method or approach policymakers should take. They have still



been included here as a way of capturing their input, if relevant. If their target policy areas or recommendations cannot be extrapolated to the categories included here, it has been recorded to be “N/A”.

Communities or Reports	Procurement	Hiring, Training and Work-place Culture	Engagement and Outreach	Infrastructure & Land Use (Zoning, revitalization)	Municipal Services (transit, emergency)	Economic Development	Social and Community Services
Alberta Urban Municipalities Association	✓	✓	✓	✓	✓	✓	✓
National League of Cities	N/A	N/A	N/A	N/A	N/A	N/A	N/A
York University	N/A	N/A	N/A	N/A	N/A	N/A	N/A
American Planning Association	✓	✓	✓	✓	✓	✓	✓
Cities for All Women Initiative		✓	✓	✓	✓	✓	✓
Toronto	✓	✓	✓		✓	✓	✓
Government of Canada		✓	✓	✓	✓	✓	✓
Calgary		✓	✓	✓	✓	✓	✓
Vancouver	✓	✓	✓	✓	✓	✓	✓
Portland	✓	✓	✓	✓	✓	✓	✓

As is typical at the municipal level, the Cities of Calgary, Vancouver and Toronto have not released comprehensive plans, but rather strategies targeting different policy areas or equity-seeking groups or communities. As such, where these cities have received checkmarks is a result of research into multiple plans, bylaws, motions and strategies which have been identified in Table 1.1 and have been included in the Resources section.

Table 2(below): Reports and plans’ policy areas

Each policy area is explained in more detail here:

Procurement: Procurement processes provide equal opportunities for under-represented businesses, such as Indigenous, newcomers and women-owned companies. External business partners and contractors conform to municipal equity and inclusion standards (Alberta Urban Municipalities Association, 2014).

- Examples of a few policies that Portland Metropolitan Region has committed to:
 - o Fund, host and/or partner with other agencies and community-based organizations to provide, meet and certify events to extend outreach to COBID*-eligible firms;



- Fund, host and/or partner with other agencies and community organizations to provide technical assistance to COBID-certified firms to navigate the bidding process;
- Conduct user testing to improve access to and awareness of digital tools to communicate all contracting opportunities at the Metro;
- Conduct follow-up with firms that did not submit responses and firms that responded but were not awarded contracts to identify barriers in the solicitation process;
- Invest in efforts to enhance the use of a diverse workforce in public improvement projects in the region;
- Implement policy to support the inclusion of diversity, equity and inclusion metrics into contract proposal evaluation; and,
- Use alternative procurement methods to increase the workforce utilization of women and people of colour in contracts and procurement.

*COBID means the State of Oregon's Certification Office for Business Inclusion and Diversity, created within the Oregon Business Development Department or such state agency, department or entity to which has been delegated the responsibility to certify minority-owned businesses (MBE), women-owned businesses (WBE), businesses that service-disabled veterans own (SDV) and emerging small businesses (ESB).

Hiring, training and workplace culture: Policies and practices that promote equitable recruitment and retention ensure that the municipal workforce is representative of the diversity of the community and that employee diversity is respected and supported, while training, education and support enables the workforce to respond to the needs of a diverse public and to foster an inclusive workplace (Alberta Urban Municipalities Association, 2014).

- The City of Calgary has made the following commitments:
 - Ensure recruitment information utilizes plain language and communicates the City's objectives for diversity, equity and inclusion;
 - Provide training opportunities to all those involved in selection of appointees on equity, diversity and inclusion, including unconscious bias training;
 - Integrate unconscious bias concepts into recruitment and selection training;
 - Continue to assess applicants to City Councils and Committees based on information collected via standard application forms rather than resumes;
 - Investigate methods to anonymize applications;
 - Explore methods of reducing barriers to women's participation in municipal politics.
- The City of Toronto has implemented an Aboriginal Employment Strategy with the purpose of recruiting and retaining Indigenous individuals to the municipal workforce (2019).

Engagement and Outreach: Engagement involves everything from consultation to public participation and meaningful outreach with the intention of ensuring all people have access to decision-making. Equity cuts across engagement and outreach as for too long the standard of practice did not work to make voices heard who were not white and middle- to high-income. The American Planning Association recommends using targeted, community-specific strategies, such as in-person meetings, telephone calls, or virtual meetings as well as translation services and interpretation that sensitively considers the timing of meetings; implementing principles of participatory planning popularized by Arnstein's Ladder of Citizen Participation to build a partnership with community; building trust; heal past wrongs and grievances, and; avoid duplication of engagement efforts (American Planning Association, 2019).

- Portland Metropolitan Region (2016) has committed to the following:



- Ensuring engagement efforts with communities of colour are coordinated and culturally informed, to provide meaningful opportunities to influence decisions and designs;
- Inclusive engagement efforts will place importance on building relationships through meaningful, one-one-one or small-group dialogue sessions with community;
- Adopting a standard practice of partnering with community to co-design engagement and evaluation measures for Metro policies, practices and plans.

Land Use: Referring to the policies, bylaws and strategies used to organize land use, this encompasses several equity-related planning topics. Gentrification, sometimes wrongfully conflated with development or revitalization, is the process through which original residents of a neighbourhood have been displaced, typically as redevelopment has occurred in the absence of an equity lens and has attracted new, higher-income residents and the goods and services they desire.

- The American Planning Association suggests using a comprehensive approach to mitigation, conducting a social impact assessment, or encouraging equitable development as methods to deal with gentrification (American Planning Association, 2019).

Environmental justice is an approach used to combat the issues that have typically come out of the failure to fairly or adequately plan or zone land with the public health, safety and welfare of residents in mind.

- To invoke an environmental justice approach, the American Planning Association recommends encouraging triple-bottom-line outcomes, giving deference to local knowledge, and encouraging collaborative problem solving (American Planning Association, 2019).

Municipal Services: This area of service delivery includes transit, emergency and protective services, funding and grant programs. Compounding the fact that public transportation is hard to provide in lower density areas, racialized and lower income communities have long been left out of transit options. Some plans discuss how police practices contribute to many groups feeling overly policed and ultimately unsafe in public spaces and in their neighbourhoods, due in part to a historically tense relationship between marginalized groups, the law and the police, and also due to police disproportionately targeting certain demographics (American Planning Association, 2019).

- The City of Vancouver (2014) has committed to making land use decisions that support shorter trips and more sustainable transportation choices, as well as:
 - Make walking safer and more convenient
 - Make cycling safer and more convenient

Economic Development: The Portland Metropolitan Region (2016) notes that proactively addressing gaps in equity contributes to economic growth. Targeted efforts can be made to promote, and support businesses owned by marginalized folks, or businesses that hire people with barriers to traditional employment and identifying and eliminating systemic barriers to participation in the workforce. Economic development overlaps with issues relating to economic disadvantage.

- The City of Vancouver commits to creating a network of services to provide social entrepreneurs with capacity-building opportunities (2014).
- The City of Toronto provides space, business programming and education, advisory services, mentorship supports and community event space for Indigenous entrepreneurs (2, 2020).



Social and Community Services: The municipality provides high-quality social and community services that address the needs of diverse communities and individuals (e.g. recreation, libraries, culture, social services). Marginalized communities experience several distinct systemic barriers to accessing such services, like stable, reliable, affordable and high-quality housing, and often do not have access to local community recreation facilities or greenspaces. Historically, funding for such spaces has been concentrated in high-income, white neighbourhoods.

- The City of Vancouver commits to increasing access to affordable quality childcare to ensure that women no longer have to leave the workforce for reasons relating to childcare (2018).
- The City of Vancouver established the target that by 2020, all Vancouver residents would live within a five-minute walk of a park, greenway or other greenspace (2014).
- The City of Vancouver commits to being a leader in horticultural practices and to preserving, protecting and creating greenspace (2014).

1.7 The best plans are Action-Oriented and explicit in what they are going to achieve.

Each reviewed plan or strategy is fundamentally action-oriented. As broader strategic directions are identified within each report, they are typically broken down into department, topic or policy basket, and further into actionable goals or commitments. While this is helpful for understanding how the plan will have tangible outcomes, some municipalities have chosen to forego releasing an entire plan in favour of releasing individual, targeted plans for specific equity-seeking groups and communities. For this reason, the writing of a more comprehensive anti-racism and anti-discrimination plan should take into consideration how readers of this plan will interpret what it means for them.

1.8 Plans need to consider how they will improve over time by creating evaluation frameworks.

Ultimately this work cannot be implemented without a set of indicators that can be used to measure performance and results. Plans typically either use qualitative or quantitative methods to measure progress. While many plans using quantitative methods develop target numbers and quantifiable goals, we suggest leveraging the perspectives of stakeholders and rightsholders through the use of qualitative methods. Themes identified through engagement with community can shape the evaluation of the former Action Plan as well as the performance and result targets of the updated Plan. Performance can be measured through regular check-ins with stakeholders and rightsholders during annual workshops.

Advancing Equity and Inclusion: A Guide for Municipalities by the City for All Women Initiative (2015) suggests using a simplified chart to track progress, an example of which has been included below. This Guide also suggests contextualizing and tailoring the assessment of performance and results indicators according to a framework that could include relevance, effectiveness, efficiency, impact, and sustainability, all through an equity and inclusion lens. This Guide provides an assessment tool on page 47. The contextualization of performance and targets necessities embedding meaningful community input into evaluation.

The Municipal Action Guide: Advancing Racial Equity in Your City by National League of Cities (2017) suggests selecting a municipality-wide equity goal, or a vision, followed by five-year objectives that can be held to account using annual performance measures with target



completion dates that can be set in collaboration between stakeholders, rightsholders and the County of Kings.

EXPECTED RESULT	PERFORMANCE INDICATOR	RESULTS INDICATOR
Diversification of administrative personnel	Employment equity programme and contract compliance	% of racialized groups in municipal administration % of racialized groups in suppliers' workforces
Poverty and residential segregation	Partnership with higher echelons of government and relevant NGOs Targeted programmes	Poverty rate among racialized groups Unemployment and underemployment rates among racialized groups Average and median income of racialized groups Measures of residential concentration (cross-tabulated with poverty indicators)

Topics for Discussion: Structuring the Action Plan for County of Kings

The following section includes some fundamental approaches which County of Kings needs to decide on when creating the framework for the plan.

Perspective: Top-Down / Bottom-Up Approaches

Most plans have been written to prioritize high-level strategic directions first and, after significant combing, it might be possible to find information relating to specific equity-seeking groups. While this method of organizing the action plan and document might be efficient and palatable for municipalities, it feels like a more general and less targeted, less accessible approach for members of equity-seeking groups actually reading the plan to find out how it will impact them. Subverting this standard practice by breaking actions down by equity-seeking group could capture what large cities accomplish by developing targeted, individual plans for each group/community.

Internal Focus

All action plans contain a strong focus on the community's own internal functioning and staff. This extends to what staff are hired, retained and trained, as well as human resource policies, which in turn affects the development of policies and programming. A municipality's internal functioning also includes procurement, communications and marketing, and the writing of policy. Many municipalities feel strongly that they must lead by example, and their internal strategic vision should be paramount.



External Focus

External action encompasses all plans, programs, engagement practices, policies and bylaws. This represents the difference between the City of Toronto's Strategic Plan: Equity, Diversity & Human Rights Division (2015) and the City's various and nearly exhaustive list of initiatives listed on the "Equity, Diversity & Inclusion" webpage that have very real implications for how specific equity-seeking communities live, access services, and feel heard in Toronto.

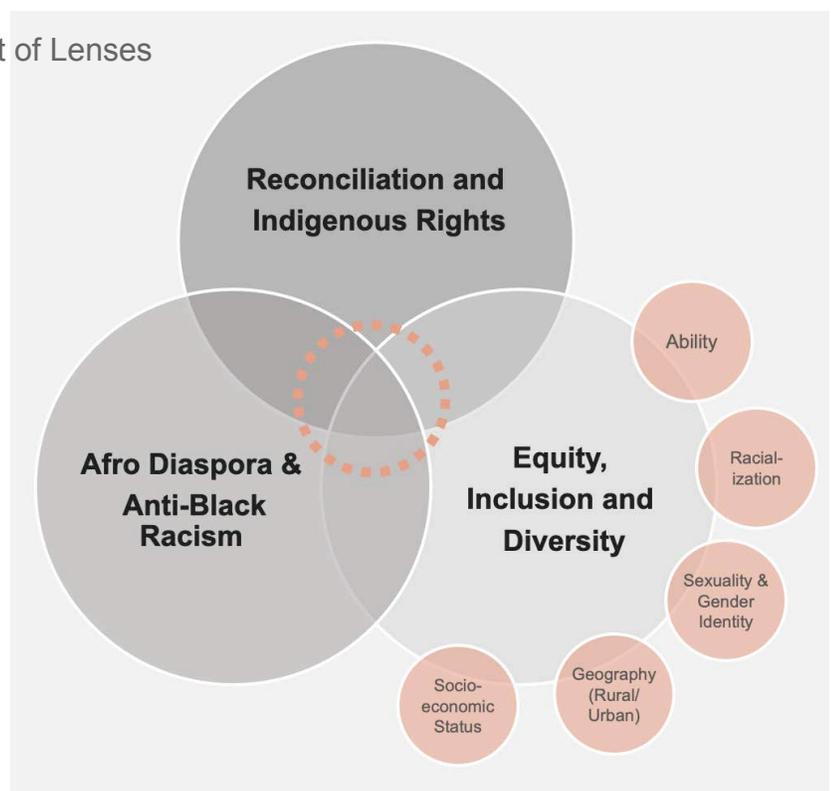
Rural vs Urban- Defining Geographic Discrimination

Ultimately, it was challenging to identify meaningful anti-racism, anti-discrimination and equity work being done at the rural municipality level. For this reason, examples have been pulled from some of Canada's largest cities, which have set a number of standards of practice in this work. This also reflects how the work of County of Kings has already set the bar high for small, rural municipalities in Canada, but that the County should carve out its own path for how to best meet the needs of equity-seeking groups and diverse visitors, newcomers and residents in a rural community.

2. Policy Review

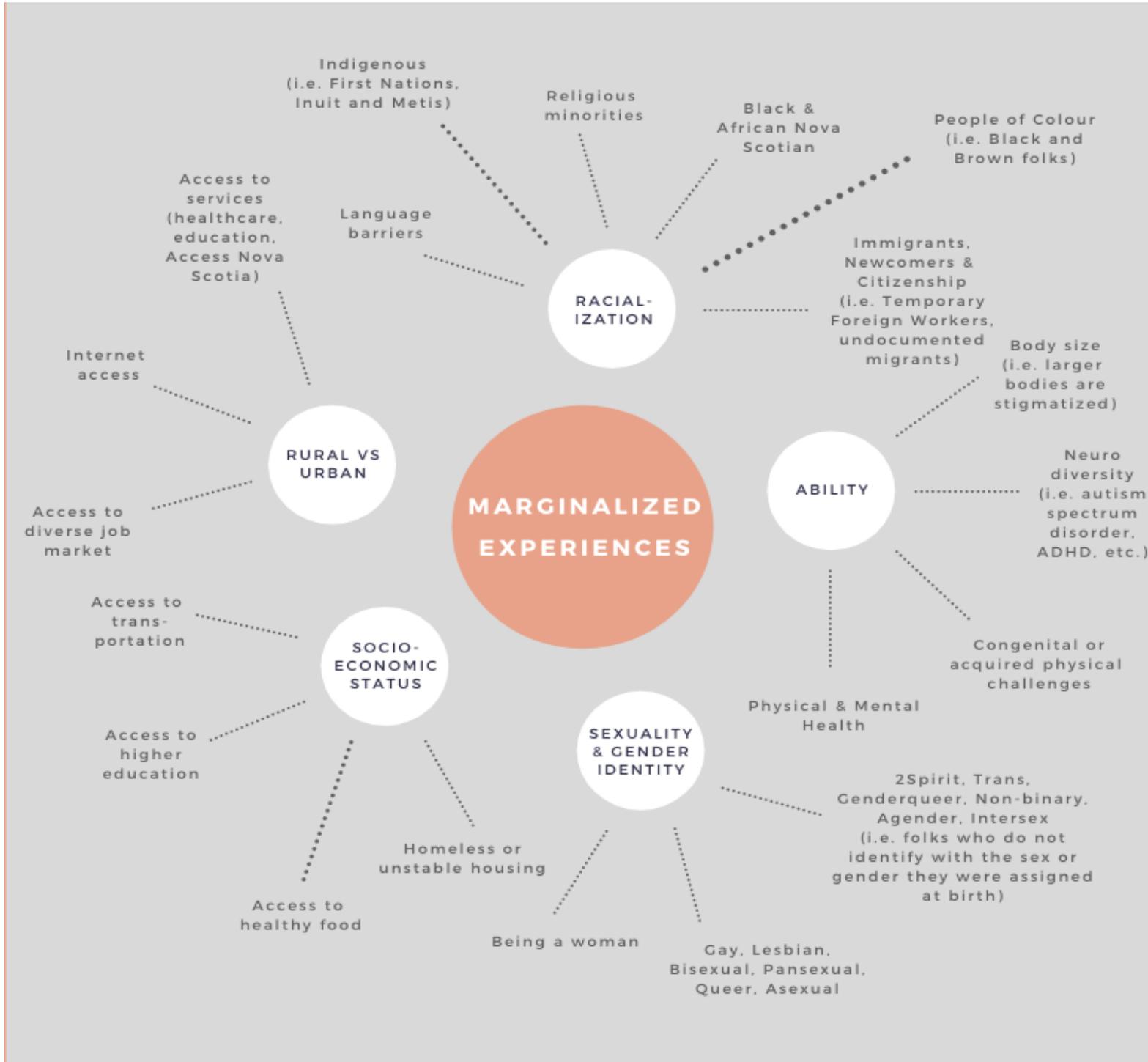
Intersectionality and establishing a set of Lenses

Embedded in equity and inclusion work is the consideration for intersectionality. First developed by Black female researcher Kimberle Crenshaw, "intersectionality" is used to explain the intersection of oppressive power for people who belong to multiple marginalized groups. While it might seem intuitive, it is worth highlighting intersectionality as a separate component of our analysis because it helps us to specifically understand how systems of power and oppression operate together. The image, right, depicts the lenses utilized within the work and they are further described in the following pages. Our gaze should fall at the intersection of all three lenses as we develop this work and review policies and best practices.





Map of Potential Marginalized Experiences





Lens 1: Reconciliation and Indigenous Rights Lens

This lens is fundamental to recognizing that Nova Scotia is on the unceded, ancestral territory of Mi'kma'ki. Using an Indigenous rights lens means we will prioritize actions or policies that enable Mi'kmaq people to access services safely and in a way that directly meets their needs. It is about supporting self-determination and decolonization.

Complimenting Indigenous Rights with a Reconciliation lens ensures that we use the TRC's 94 Calls to Action, including the several Calls to Action that directly pertain to municipal governance as specific action items.

Lens 2: Afro Diaspora & Anti-Black Racism Lens:

Is an acknowledgement of the need for reparations while recognizing;

(1) That the African continent is the birthplace of humanity, with the oldest civilizations and that democracy, cooperative economics, art + entertainment, modern education and medicine, are rooted in Afro Wisdom and were built off the backs of Afro-Descended people; and

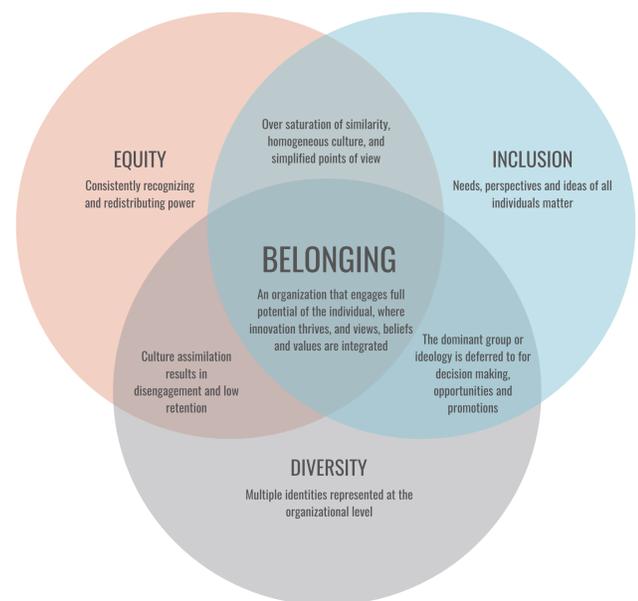
(2) The centuries long displacement, disenfranchisement, and systemic implications impacting the current realities of persons of African Descent, specifically Afro Nova Scotians who've lived here in province for 400+ years

Lens 3: Equity, Inclusion and Diversity Lens:

We actively consider those whose voices aren't typically represented.

We consider how systemic barriers and internal biases, such as racism, misogyny, homophobia, transphobia, ableism, ageism, and various forms of stigma are embedded in Western planning and policy processes, and thus many people and voices are not reflected in the policy, actions, services, and supports that shape the municipal experience.

Within this lens we also look through lenses of ability, socio-economic status, sexuality & gender identity, geography(rural/urban), and racialization.





In order to understand the unique jurisdictional context of the Municipality of the County of Kings we have conducted and completed the policy review, the purpose of which is to situate the updated Action Plan within the policy and legislative basket to which it applies. This review consists of outlining provincial and federal legislation and policies as they relate to the topics of diversity, equity, inclusion, and anti-discrimination in the jurisdiction of the Municipality of the County of Kings in Nova Scotia. It also contains a brief overview of highlighted themes that have emerged from reviewing the Municipality's policies. Throughout the review, we have utilized the three lenses that are discussed previously as a way of amplifying and targeting areas for discussion.

In our review of legislation and policies, we have considered the following questions informed by the aforementioned lenses to assist in our review:

- What biases are embedded in this policy?
- Who does this leave out?
- What barriers exist within this policy, or what barriers does this policy create?
- Is there any language in this policy that does not reflect currently accepted respectful terminology?
- Does this policy use plain language?
- Does this policy fail to meet the needs of a specific person or group?
- Does this policy contribute to systemic harm and inequity?

2.2 Overview of Applicable Policies

2.2.1 International Policies and Direction

UNDRIP: United Nations Declaration on the Rights of Indigenous Peoples

In 2007, Canada voted against the United Nations Declaration on Rights of Indigenous Peoples (UNDRIP). In 2016 Canada, under new leadership and with new support, Canada agreed to become a full supporter of UNDRIP. UNDRIP acts as a universal framework of minimum standards, freedoms, and rights for Indigenous peoples around the world. The ability of this non-statutory agreement to improve the livelihoods and freedoms of indigenous peoples, however, is questioned by many critics. Still, The Government recognizes that Indigenous self-government and laws are critical to Canada's future, and that Indigenous perspectives and rights must be incorporated in all aspects of this relationship. In doing so, the Government of Canada has committed to continuing the process of decolonization and hasten the end of its legacy wherever it remains in Canadian laws and policies. In 2018, the Government of Canada released "Principles respecting the Government of Canada's relationship with Indigenous peoples," and in the Throne Speech delivered on September 23, 2020, Governor General Julie Payette expressed Canada's commitment to introducing legislation on UNDRIP before the end of 2020.

A Decade Dedicated to People of African Descent

In January of 2018, Prime Minister Justin Trudeau announced the Government of Canada would officially recognize the United Nations' International Decade Dedicated to People of African Descent. The UN General Assembly adopted a subsequent Programme of Activities encouraging all states to take "concrete and practical steps through the adoption and effective implementation of national and international legal frameworks, policies and programmes to combat racism, racial discrimination, xenophobia and related intolerance faced by people of



African descent, taking into account the particular situation of women, girls and young males in the following areas” (United Nations General Assembly 2014, 5). The pillars of the Programme are recognition, justice, development, and multiple or aggravated discrimination. In May of 2018, Premier Stephen MacNeil also officially recognized the International Decade Dedicated to People of African Descent.

2.2.2 Federal Policy Direction

The Royal Proclamation, 1763

Issued by King George III, the Proclamation clearly states that Aboriginal Title existed prior to British settlement and continues to exist unless land has been explicitly ceded by Treaty. The Proclamation also forbids settlers from buying or claiming land from Indigenous peoples unless it has been fairly purchased by the Crown first. Section 25 of the Charter of Rights and Freedoms recognizes all the rights of Indigenous peoples declared by the Proclamation.

Canadian Charter of Rights and Freedoms

The Canadian Charter of Rights and Freedoms came into effect on April 17, 1982, and was created to protect the basic human rights and freedoms of all Canadians to preserve Canada as a free and democratic country. All laws (federal, provincial/territorial, and municipal) must be consistent with The Charter. Particularly significant rights from The Charter regarding culture and heritage are freedom of expression, Aboriginal peoples’ rights, and the protection of Canada’s multicultural heritage.

Truth and Reconciliation’s Calls to Action

The Truth and Reconciliation Commission was established to document the stories and impacts of residential schools on those who lived through the experiences and their descendants. Based on the data collected, the Commission established 94 Calls to Action for the Federal and Provincial Governments to continue the reconciliation process and to ensure such atrocities would not be repeated. The 94 Calls to Action are divided into Legacy (focuses on child welfare, education, language and culture, health, and justice) and Reconciliation (commitment to UNDRIP, the development of a National Action Plan, reaffirming the nation-to-nation relationship, and dozens of other goals).

There are several Calls to Action that pertain to municipalities or all levels of governance:

CALL TO ACTION 17: We call upon all levels of government to enable residential school Survivors and their families to reclaim names changed by the residential school system by waiving administrative costs for a period of five years for the name-change process and the revision of official identity documents, such as birth certificates, passports, driver’s licenses, health cards, status cards, and social insurance numbers.

CALL TO ACTION 23: We call upon all levels of government to:

- i. Increase the number of Aboriginal professionals working in the healthcare field.
- ii. Ensure the retention of Aboriginal health-care providers in Aboriginal communities.
- iii. Provide cultural competency training for all healthcare professionals.

CALL TO ACTION 40: We call on all levels of government, in collaboration with Aboriginal people, to create adequately funded and accessible Aboriginal-specific victim programs and services with appropriate evaluation mechanisms.

CALL TO ACTION 43: We call upon federal, provincial, territorial and municipal governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation.

CALL TO ACTION 47: We call upon federal, provincial, territorial and municipal governments to repudiate concepts used to justify European sovereignty over Indigenous peoples and lands,



such as the Doctrine of Discovery and terra nullius, and to reform those laws, government policies, and litigation strategies that continue to rely on such concepts.

CALL TO ACTION 55: We call upon all levels of government to provide annual reports or any current data requested by the National Council for Reconciliation so that it can report on the progress towards reconciliation. The reports or data would include, but not be limited to:

- i. The number of Aboriginal children—including Métis and Inuit children—in care, compared with non-Aboriginal children, the reasons for apprehension, and the total spending on preventive and care services by child-welfare agencies.
- ii. Comparative funding for the education of First Nations children on and off reserves.
- iii. The educational and income attainments of Aboriginal peoples in Canada compared with non-Aboriginal people.

CALL TO ACTION 57: We call upon federal, provincial, territorial and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights and anti-racism.

CALL TO ACTION 64: We call upon all levels of government that provide public funds to denominational schools to require such schools to provide an education on comparative religious studies, which must include a segment on Truth and Reconciliation Commission of Canada Aboriginal spiritual beliefs and practices developed in collaboration with Aboriginal Elders.

CALL TO ACTION 75: We call upon the federal government to work with provincial, territorial and municipal governments, churches, Aboriginal communities, former residential school students, and current landowners to develop and implement strategies and procedures for the ongoing identification, documentation, maintenance, commemoration and protection of residential school cemeteries or other sites at which residential school children were buried. This is to include the provision of appropriate memorial ceremonies and commemorative markers to honour the deceased children.

CALL TO ACTION 77: We call upon provincial, territorial, municipal and community archives to work collaboratively with the National Centre for Truth and Reconciliation to identify and collect copies of all records relevant to the history and legacy of the residential school system, and to provide these to the NCTR.

CALL TO ACTION 87: We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.

CALL TO ACTION 88: We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.

Official Languages Act

The Official Languages Act was adopted in 1969. Its purpose is to give French and English equal status in the Government of Canada. This Act requires the federal government to provide services in both French and English, have the capacity to hold federal court in both French and English, and hold parliamentary proceedings, adopt laws, and publish regulations in both languages.



Multiculturalism Act

The Canadian Multiculturalism Act was adopted in 1988 to ensure equal treatment of all Canadians by the government with specific consideration of preserving and enhancing the multicultural heritage of Canadians, the rights of aboriginal peoples, and the Official Languages Act.

Peace and Friendship Treaties

These Treaties were written with the intention of achieving a mutual understanding of peace between British settlers and the Indigenous peoples in the Maritime provinces. These Treaties also serve to outline Indigenous rights for harvesting, fishing and commercial activities. The Indigenous signatories of the Treaties did not cede or give up land title or other rights.

The Duty to Consult and Accommodate

The Duty to Consult originates from a series of court cases involving disputes over land use on land with Aboriginal title or treaty rights. In these cases, the Supreme Court of Canada (SCC) establishes that section 35 requires the Crown to fulfill the duty to consult and accommodate when Indigenous traditional territory is proposed for use. When the Crown seeks to justify the infringement of Aboriginal rights on traditional territory, the Crown must understand the impact to these rights and work to accommodate the community's continued exercise of their rights to the fullest possible extent. The Crown's obligation to consult and accommodate arises "when the Crown has knowledge, real or constructive, of the potential existence of the Aboriginal right or title and contemplates conduct that might adversely affect it."

In Supreme Court Cases that have outlined the Duty, it has been further articulated that land that has not been ceded continues to have Aboriginal Title and can be used as the Nation sees fit, that off-reserve Indigenous people are analogous to a reserve community and must be funded as such, and that standard public consultation does not equate adequate engagement.

While municipalities do not technically have the Crown's Duty to Consult, many communities across Canada have recognized in good faith their duty, namely the City of Toronto.

2.2.3 Provincial Policy Direction

Nova Scotia Culture Action Plan

Nova Scotia's Culture Action Plan is meant to provide guidance for decision-makers through setting strategic priorities, criteria, and actions. The Plan is based on intensive community consultation that took place over 2015 and 2016. There are six major themes in the Plan: Mi'kmaw culture; promoting creativity and innovation; strengthening education, partnerships, and understanding; advancing cultural diversity; excellence in cultural stewardship; and driving awareness and economic growth of the culture sector. HRM's Culture and Heritage Priorities Plan shall align with and build on the goals under the Nova Scotia Culture Action Plan.

Nova Scotia Heritage Property Act

Nova Scotia's Heritage Property Act provides the Province's rules regarding heritage designation of buildings and properties. The Heritage Properties Act provides for the "identification, designation, preservation, conservation, protection and rehabilitation of buildings, public-building interiors, structures, streetscapes, cultural landscapes, areas and districts of historic, architectural or cultural value, in both urban and rural areas," and encourages their continued use (Office of the Legislative Counsel, Nova Scotia House of Assembly 2011).

Cultural Assets of Nova Scotia: African Nova Scotian Tourism Guide

While Nova Scotia's Cultural Assets of Nova Scotia: African Nova Scotian Tourism Guide is not a policy, it provides useful historic background information on the settlement and important cultural assets regarding the African Nova Scotian communities throughout the HRM necessary for developing a well-rounded history section for the Culture and Heritage Priorities Plan. The Guide outlines important landmarks, celebrations, and the historic African Nova Scotian



settlements in HRM: Halifax's North End; Africville; Melville Island; Citadel; Dartmouth's Crichton Avenue, Park Avenue, Prince Albert Road, Commercial Street, and Victoria Road; Cherry Brook/Lake Loon; North Preston; East Preston; Hammonds Plains' communities Pockwock, Camp-Town, Kehoe, and Upper Hammonds Plains; Beechville; Lucasville; Maroon Hill in Middle Sackville; Cobequid Road; and Goffs.

Nova Scotia Accessibility Act & Accessibility Plan

Nova Scotia's Accessibility Act requires public sector bodies to provide minimum accessibility standards based on the UN Convention on the Rights of Persons and Disabilities, the Canadian Charter of Rights and Freedoms, and the Human Rights Act. This Act will assist in ensuring all persons have an equal opportunity to enjoy a full and productive life without discrimination on the basis of a disability. The associated Accessibility Plan outlines the Province's top priorities, which include compulsory training for employees on accessibility and disability issues, creating an accessible, user-centric website that meets international accessibility standards, and creating an inventory of provincially-owned buildings to determine what must be done to make them accessible by 2030.

2.2.4 Municipal Policy Review- County of Kings Policies

For the purpose of the municipal policy review, our team read and reviewed all of the policies made available to us relating to themes of equity, inclusion, diversity, accommodation, etc. We have organized our thoughts and comments into four distinct categories outlined below, and have added examples or opportunities for change identified in specific policy documents. Comments on areas for improvement and discussion are located in the following section.

Communication and Accessibility: Many of these policies are public-facing and are meant to inform residents and various kinds of organizations of programming that affects them in the Municipality. Reforming municipal policy to increase its client and community-centeredness is the aim of increasing accessibility. Thus, exploring innovative ways of communicating more clearly and accessibly with the public could expand understanding between the community and the Municipality.

- Opportunities for change:
 - For policies that are public-facing, such as ADMIN-01-002: Citizen Appointments to Boards and Committees, plain language summaries can be made available for the public.
 - ADMIN-01-002: Rectify discrepancies between citizen application form and this policy document. Board and Committee vacancies can be posted to Municipality's and towns' social media accounts.
 - Application Form for Citizen Appointments to Boards and Committees: Many folks do not have resumes or ways of creating one. Application form could be expanded to include specific questions relating to the experience of the applicant.

Safety and Trust: In the cases of internal policies that affect the employee experience at the Municipality, it is critical to consider if marginalized individuals will feel comfortable with the process of coming forward to make their concerns, experiences and needs heard. Instead, new processes could be imagined based on what feels most comfortable, affirming, and justice-oriented for those who are statistically likely to feel unsafe in the workplace.

- Opportunities for change:



- HR-06-004 Sexual Harassment: Process seems to place weight on whether claims can be substantiated, thereby creating potentially unsafe environment for victim (Section 10.6).
- HR-06-005 Workplace Harassment: What has been done to create a safe space for those who must come forward?

Momentum and Resources: Whether policies are internally-, or publicly-facing, there are gaps in how municipal practices embody and support diversity and inclusion principles. More specifically, diversity and inclusion resources and infrastructure can be extended and expanded from the only staff position to minimally include mandatory training for all municipal staff members, required diverse representation as well as equity lens toolkits used to develop all future policy. Embedding this mindset and lens into all practices can empower staff members to push a diversity and inclusion agenda forward and establish infrastructure for ensuring its success.

- Opportunities for change:
 - ADMIN-01-011 Community Flag Raising: Requests requiring 1 month of processing presents a challenge to groups who are raising awareness for social movements as they happen. (Section 4.2.a)
 - ADMIN-01-011 Community Flag Raising: Mi'kmaq Grand Council flag can be flown at all times to acknowledge territory. (Section 4.3)
 - ADMIN-01-011 Community Flag Raising: Does the flag flying limit of 1 week coincide with the length of days or weeks of Pride Week each year? (Section 4.7.b)

Advocacy and Agency: Municipal policies should reflect the ways in which they empower and create space for individuals to express their agency, and advocate for themselves and for better, more reflexive and equitable programs, policies and internal work. Additionally, by advocating for its staff members and their individual and collective needs, the Municipality is likely to prove its priority and willingness to improve the workplace culture for a diverse workforce.

- Opportunities for change:
 - What is the process for employees to come forward and push for changes internally?



Resources

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Municipality of the County of Kings

Request for Decision

TO Committee of the Whole

PREPARED BY Gordon Roussel, Policy Analyst

MEETING DATE December 15, 2020

SUBJECT Approval to form Joint Accessibility Advisory Committee with the Villages

ORIGIN

- [October 6, 2020 meeting of Council](#)

RECOMMENDATION

That Committee of the Whole recommend Municipal Council authorize the Mayor and CAO to execute an agreement, pursuant to s. 60 *Municipal Government Act*, and s. 43 *Accessibility Act*, to form a Joint Accessibility Advisory Committee with Villages in Kings County.

INTENT

That Committee of the Whole recommend Council authorize the Mayor and CAO to execute an agreement to form a Joint Accessibility Advisory Committee with Villages in Kings County.

DISCUSSION

On October 6, 2020, Council directed that the Municipality meet with the seven Villages in Kings County to discuss the formation of a Joint Accessibility Advisory Committee including a draft structure and cost sharing arrangement for the Committee. The proposed Committee structure and cost sharing arrangement are outlined in the October 6, 2020 Request for Decision to Council titled [Options for Accessibility Advisory Committee](#).

Village Commissioners and Clerks were invited to a meeting held on November 18, 2020 at the Municipal Administration building. Participants were able to attend in-person or via Webex. There was at least one representative from each of the Villages in attendance. A presentation was given by staff which explained why it was a requirement to form an Accessibility Advisory Committee, the reasons for forming a joint Committee with the Municipality, the recommended Committee structure, the proposed allocation method for sharing Committee expenses, and next steps. The presentation was followed by a question and answer session.

The presentation was well received and those in attendance appeared to be agreeable with the proposed Committee structure and cost sharing methodology. The Village representatives have been requested to formally approve joining the Committee. Once formal approval is provided, Villages will be asked to sign the agreement referred to in this report.

Without limitation, the terms of the agreement will address the following:

- The purpose of the Committee;
- That the Committee develop Terms of Reference for approval by Municipal Council and the Village Commissions;
- The structure of the Committee;
- How appointments will be made to the Committee which, for citizens members, will be in accordance with [Policy ADMIN-01-002 Citizen Appointment To Boards And Committees](#);
- The term of those appointments;
- That the Committee operate in accordance with the *Municipal Government Act* and [Policy ADMIN-01-016 Administration of Standing and Advisory Committees of Council](#);



Municipality of the County of Kings

Request for Decision

- How the cost of operating the Committee will be shared between the Municipality and the Villages; and
- Other standard provisions.

FINANCIAL IMPLICATIONS

- Financial implications regarding the cost of operating the Committee and the sharing of those costs was outlined in the October 6, 2020 Request for Decision to Council titled [Options for Accessibility Advisory Committee](#).

STRATEGIC PLAN ALIGNMENT

Check Applicable	Strategic Priority	Description
	Vision Statement	
	Good Governance	
	Environmental Stewardship	
	Economic Development	
	Strong Communities	
	Financial Sustainability	
	Supports a Strategic Project	
	Supports a Core Program Enhancement	
✓	Not Applicable	Mandatory requirement under the Nova Scotia <i>Accessibility Act</i>

ALTERNATIVES

- Council may opt not to join with the Villages in forming a Joint Accessibility Advisory Committee.

IMPLEMENTATION

- Municipal Council authorizes the Mayor and CAO to execute an Agreement with the applicable Villages to form a Joint Accessibility Advisory Committee
- Motions are received from Village Commissions
- Drafting and execution of an Intermunicipal Services Agreement between the Villages and the Municipality
- Appointment of Village representatives to the Committee
- Recruitment, nomination and appointment of Municipal Council and citizen appointments (the latter being in compliance with the *Accessibility Act* and the Municipal [Nominating Committee By-law 54](#))

ENGAGEMENT

- As detailed in this report, representatives from the Municipality and the seven Villages met on November 18, 2020 to discuss the formation of a Joint Accessibility Advisory Committee.

APPENDICES

- None

APPROVALS

Scott Conrod, Chief Administrative Officer

December 3, 2020



Municipality of the County of Kings

Request for Decision

TO Committee of the Whole

PREPARED BY Gordon Roussel, Policy Analyst

MEETING DATE December 15, 2020

SUBJECT Proposed Amendments to HR-06-015: Employee Performance Management Policy

ORIGIN

- Changes to Performance Review process per [HR-06-015: Employee Performance Management Policy](#)

RECOMMENDATION

That Committee of the Whole recommend Municipal Council provide seven days' notice, per s. 48(1) *Municipal Government Act*, to adopt amendments to Policy HR-06-015: Employee Performance Management as outlined in the December 15, 2020 Request for Decision.

INTENT

For Committee of the Whole to consider and recommend adoption of amendments to HR-06-015: Employee Performance Management Policy ("Policy").

DISCUSSION

The employee annual Performance Review document was recently updated. Changes to this document have necessitated revisions to the Employee Performance Management Policy HR-06-015. This also provides an opportunity to thoroughly review the Policy to ensure it is brought up-to-date. Revisions proposed include the following:

1. Changes to sentence structure and wording to add clarity and remove ambiguity;
2. Updated definitions for key terms used in the Policy;
3. The Supervisor must now meet with the employee to complete their annual Performance Review within 30 days of the employee's anniversary of when they started in their current position. Currently, the Policy states they must meet within 30 days of January 31st each year;
4. Policy to state that the length of the Probationary Period for non union employees is specified in the letter of offer to the employee. It will no longer be specified in the Policy.
5. Probationary Period Performance Review to be completed any time prior to the end of the Probationary Period. The Policy currently states the Review is to occur 6 weeks prior to the end of the Probationary Period.
6. The Policy be transferred to the new template approved by Council as part of the approval of Policy ADMIN-01-000 Policy Development on July 7, 2020.

FINANCIAL IMPLICATIONS

- There are no financial implications from the recommendation.

STRATEGIC PLAN ALIGNMENT

Check Applicable	Strategic Priority	Description
	Vision Statement	
	Good Governance	
	Environmental Stewardship	



Municipality of the County of Kings

Request for Decision

	Economic Development	
	Strong Communities	
	Financial Sustainability	
	Supports a Strategic Project	
✓	Supports a Core Program Enhancement	Policy Review & Updating
	Not Applicable	

ALTERNATIVES

- The Committee may request further amendments.

IMPLEMENTATION

- Policy will be submitted to Council for approval.
- If approved, the Policy will be posted to the Municipality's website and implemented.

ENGAGEMENT

- Staff feedback was sought as part of the review process and incorporated into the draft amendments.
- 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 HR-06-015: Employee Performance Management (Current Approved)
- Appendix B: Policy HR-06-015: Employee Performance Management (Showing Proposed Amendments)
- Appendix C: Policy HR-06-015: Employee Performance Management (Proposed)

APPROVALS

Cathy Nichols, Manager, Human Resources

December 4, 2020

Scott Conrod, Chief Administrative Officer

December 9, 2020



MUNICIPALITY OF THE COUNTY OF KINGS
Employee Performance Management Policy

Creation Date	December 19, 2017	Policy Category	Human Resources
Approval Date	January 2, 2018	Next Review Date	December 2022
Revision Date	Not Applicable	Replaces	HR Policy 2.020

1. Purpose

The Municipality of the County of Kings (the "Municipality") believes in ensuring employees are provided with accurate and timely feedback regarding their performance that enables employees to be successful in their jobs and to contribute meaningfully to the work of the Municipality.

In developing a highly skilled workforce and addressing performance gaps, all employees will participate in a performance review during their probationary period and subsequent annual performance reviews. The Municipality believes in maintaining open, effective, and ongoing communication between supervisors and staff about individual performance and goal setting.

2. Policy Statements

This Policy:

- 2.1 establishes a system of consistent, systematic and fair assessment of each employee's performance and skill set;
- 2.2 ensures employees have a clear understanding of the work expected from them and receive ongoing feedback regarding performance relative to expectations;
- 2.3 enables the creation of professional development plans that will identify employee development; and
- 2.4 ensures well-performing employees are recognized.

3. Definitions

Annual Performance Review: A consistent method of assessing and reporting on employee performance, as it relates to the strategic goals and expectations set out for them, as well as identifying employee performance gaps or issues requiring an improvement plan of action.

Probationary Review Period: The period of time given to evaluate a new employee's adjustment and potential ability to perform his/her job expectations.

Managed Performance: Throughout the year, managers will provide employees with feedback, training, and coaching in an effort to assist them in meeting job expectations or to develop them for future opportunities and career advancement.



**MUNICIPALITY OF THE COUNTY OF KINGS
Employee Performance Management Policy**

4. Scope

This policy applies to all employees (union and non-union, contract or term, and management and Supervisors) of the Municipality.

5. Probationary Performance Review Period

5.1 All new employees are classified as “probationary employees” during the following time periods:

- Supervisory level and above - during first twelve (12) months of employment.
- All other employees - during first six (6) months of employment.

Note: For Unionized employees, probationary period is covered under the collective agreement.

5.2 The Municipality reserves the right to waive or extend probationary review periods as needed (non-union only) for certain positions and/or individuals.

5.3 Employees on a probationary review period will receive a probationary performance review during his/her probationary period, but no later than six (6) weeks prior to the end of the probationary period.

6. Annual Performance Reviews

6.1 All full-time, term and part-time employees (Union members or otherwise) will be given an annual performance review that is based on the preceding calendar year which is January 1st to December 31st.

6.2 The annual performance review is a recap of the employee’s performance over the past year and will be benchmarked against previously-determined goals and objectives set for and with them. The performance review will:

- i. recognize the accomplishments made by the employee throughout the year;
- ii. identify the current state and desired future state of the employee’s skill set;
- iii. establish new goals and objectives that align with the strategic plan and department goals for the upcoming year;
- iv. identify additional training to develop the employee’s skills so they may achieve his/her full potential within the organization through a personal development plan (PDP);





MUNICIPALITY OF THE COUNTY OF KINGS
Employee Performance Management Policy

- v. identify what training and associated budgetary requirements were noted in the PDP that will be recommended to the CAO for inclusion in the upcoming annual operating budget;
- vi. provide the employee with an opportunity to give optional feedback regarding his/her own performance and career aspirations;
- vii. identify the suitability of the employee for additional responsibilities or future career advancements;
- viii. establish the need for a performance improvement plan for an employee who needs to work on competencies that are not meeting expectations; and
- ix. Identify any performance gaps and opportunities for improvement.

6.3 The Supervisor shall meet with the Employee to complete their performance review within 30 days of January 31st of each year (the 'deadline'). In exceptional circumstances (e.g. employee leave of absence, employee illness, etc.), the Supervisor and Employee may complete the performance review at a mutually agreed upon date.

6.4 The Supervisor and employee will sign the original performance review that is to be submitted, along with any other supporting documentation to Human Resources no later than the deadline.

The employee's signature on the performance review only indicates he/she received it, not necessarily that he/she agrees with it.

6.5 If an employee feels there are discrepancies in the ratings or comments contained in his/her performance review the employee may, in writing, provide his/her feedback that will be included in the submission of the annual performance review which is maintained on his/her personnel file.

6.6 Outside of the annual performance review process, employees will receive ongoing feedback and coaching from their supervisors as needed.

7. Responsibilities

7.1 Council will:

7.1.1 ensure the Municipality has a current and comprehensive policy to address employee performance management; and

7.1.2 review, amend, and adopt changes to the Employee Performance Management Policy.





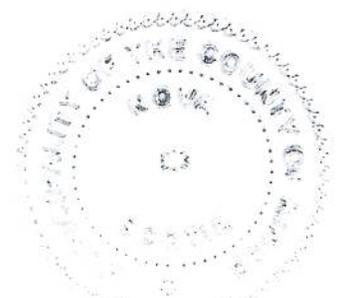
**MUNICIPALITY OF THE COUNTY OF KINGS
Employee Performance Management Policy**

- 7.2 The Chief Administrative Officer will:
 - 7.2.1 administer and implement this Policy;
 - 7.2.2 identify necessary revisions to the Employee Performance Management Policy;
and
 - 7.2.3 ensure that staff are advised of the Employee Performance Management Policy.

- 7.3 Employees will:
 - 7.3.1 be familiar and act in accordance with this Policy.

8. Related Policies, Procedures, and Legislation

- HR - 06-014 Training & Professional Development Policy





Municipality of the County of Kings

Employee Performance Management Policy

<u>Policy Category</u>	<u>Human Resources</u>	<u>Most Recent Amendment</u>	<u>December 2020</u>
<u>First Council Approval</u>	<u>January 2, 2018</u>	<u>Future Amendment Date</u>	<u>December 2024</u>
<u>Creation Date</u>	<u>December 19, 2017</u>	<u>Policy Category</u>	<u>Human Resources</u>
<u>Approval Date</u>	<u>January 2, 2018</u>	<u>Next Review Date</u>	<u>December 2022</u>
<u>Revision Date</u>	<u>Not Applicable</u>	<u>Replaces</u>	<u>HR Policy 2.020</u>

1. Purpose

The Municipality of the County of Kings (the "Municipality") believes in ensuring employees are provided with accurate and timely feedback regarding their performance that enables employees to be successful in their jobs and to contribute meaningfully to the work of the Municipality.

In developing a highly skilled workforce and addressing ensuring a system of performance gaps management is maintained, all employees will participate in a performance review Performance Review during their probationary period and subsequent annual performance reviews Performance Reviews. The Municipality believes in maintaining open, effective, and ongoing communication between supervisors Supervisors and staff about individual performance and goal setting.

2.1 Policy Statements

This Policy:

- 2.1.1 establishes a system of consistent, systematic and fair assessment of each employee's performance and skill set;
- 2.1.2 ensures employees have a clear understanding of the work expected from them and receive ongoing feedback regarding performance relative to expectations;
- 2.1.3 enables the creation of professional development plans that will identify employee development; needs and objectives; and
- 2.1.4 ensures well-performing employees are recognized.

2. Scope

This policy applies to all employees (union and non-union, contract or term, and management) of the Municipality.

3. Definitions

Annual 3.1 Performance Development Plan (PDP): A structured and supported plan created collaboratively, by an employee and their Supervisor, to establish the training and development needs for an employee. A PDP gives an employee direction, sets achievable goals, records outcomes and requires regular review.

3.2 Performance Review: A consistent method of assessing and reporting on employee. An annual review completed by an employee and their Supervisor which is used to evaluate an employee's past job performance, as it relates to expectations surrounding the strategic goals and expectations set out for them, as well as identifying employee of the Municipality and the employee's job description. A Performance Review establishes goals and expectations for the upcoming review period including a Performance Development Plan (PDP) for addressing performance gaps or issues requiring an improvement plan of action expectations.

- Probationary Review 3.3 Probationary Employee: A non-union employee who is new to the organization or, in some cases, to their position and has not yet completed their Probationary Period. For unionized employees, Probationary Employee is as defined in the Collective Agreement.
- 3.4 Probationary Period: The period of time given to evaluate a new employee's adjustment and potential ability to perform his/her/their job expectations.
- 3.5 Supervisor: An employee in a management level position which has responsibility for directing, supervising and evaluating the performance of another employee who reports directly to them.

4. Policy Statements

- Managed 4.1 Probationary Period Performance: Throughout the year, managers Review
- 4.1.1 All new non-union employees are classified as Probationary Employees during the time period specified in their letter of offer. The Probationary Period for unionized employees is specified in the Collective Agreement.
- 4.1.2 For non-union employees, the Municipality reserves the right to waive or extend Probationary Periods as needed for certain positions and/or individuals.
- 4.1.3 Probationary Employees will receive a Probationary Performance Review prior to the end of their Probationary Period.
- 4.2 Annual Performance Reviews
- 4.2.1 All full-time, term, and part-time unionized and non-union employees will have an annual Performance Review.
- 4.2.2 The annual Performance Review is a review of the employee's job performance over the prior 12 months and will be benchmarked against mutually agreed upon goals and objectives set during the prior annual Performance Review. The Performance Review will:
- 4.2.2.1 Recognize the accomplishments of the employee throughout the prior 12 months;
- 4.2.2.2 Identify the current state and desired future state of the employee's skill set;
- 4.2.2.3 Establish new goals and objectives that align with the strategic plan and department goals for the upcoming 12 month period;
- 4.2.2.4 Provide the employee with an opportunity to include optional feedback regarding their performance and career aspirations;
- 4.2.2.5 Identify the suitability of the employee for additional responsibilities or future career advancement; and
- 4.2.2.6 Identify training and associated budgetary requirements for the employee's Performance Development Plan (PDP). Also, as part of their PDP, identify any performance gaps and opportunities for improvement, to develop the employee's skills and competencies so they may achieve their full potential within the organization.
- 4.2.3 The Supervisor shall meet with the employee to complete their annual Performance Review within 30 days of the employee's anniversary date which is based on the date the employee started in their current position. In exceptional circumstances, such as leave of absence or illness, the Supervisor and employee may complete the annual Performance Review at a mutually agreed upon date.

- 4.2.4 ~~The Supervisor and employee will sign the completed Performance Review and submit it to Human Resources along with any other supporting documentation no later than the deadline. The employee's signature on the Performance Review only indicates they have received it, not necessarily that they agree.~~
- 4.2.5 ~~If an employee believes there are discrepancies in the ratings or comments in their Performance Review, the employee may provide written feedback that will be included with their Performance Review which is maintained in their personnel file.~~
- 4.2.6 ~~At least quarterly, Supervisors will provide employees with feedback, training, and coaching in an effort to assist them in meeting job expectations or to develop them for future opportunities and career advancement.~~

4.1 Scope

~~This policy applies to all employees (union and non-union, contract or term, and management and Supervisors) of the Municipality.~~

5. Probationary Performance Review Period

5.1 ~~All new employees are classified as "probationary employees" during the following time periods:~~

- ~~• Supervisory level and above – during first twelve (12) months of employment.~~
- ~~• All other employees – during first six (6) months of employment.~~

~~Note: For Unionized employees, probationary period is covered under the collective agreement.~~

5.2 ~~The Municipality reserves the right to waive or extend probationary review periods as needed (non-union only) for certain positions and/or individuals.~~

5.3 ~~Employees on a probationary review period will receive a probationary performance review during his/her probationary period, but no later than six (6) weeks prior to the end of the probationary period.~~

6. Annual Performance Reviews

6.1 ~~All full-time, term and part-time employees (Union members or otherwise) will be given an annual performance review that is based on the preceding calendar year which is January 1st to December 31st.~~

6.2 ~~The annual performance review is a recap of the employee's performance over the past year and will be benchmarked against previously-determined goals and objectives set for and with them. The performance review will:~~

- ~~i. recognize the accomplishments made by the employee throughout the year;~~
- ~~ii. identify the current state and desired future state of the employee's skill set;~~
- ~~iii. establish new goals and objectives that align with the strategic plan and department goals for the upcoming year;~~
- ~~iv. identify additional training to develop the employee's skills so they may achieve his/her full potential within the organization through a personal development plan (PDP);~~
- ~~v. identify what training and associated budgetary requirements were noted in the PDP that will be recommended to the CAO for inclusion in the upcoming annual operating budget;~~
- ~~vi. provide the employee with an opportunity to give optional feedback regarding his/her own performance and career aspirations;~~
- ~~vii. identify the suitability of the employee for additional responsibilities or future career advancements;~~

- viii. ~~establish the need for a performance improvement plan for an employee who needs to work on competencies that are not meeting expectations; and~~
- ix. ~~Identify any performance gaps and opportunities for improvement.~~

6.3 ~~The Supervisor shall meet with the Employee to complete their performance review within 30 days of January 31st of each year (the 'deadline'). In exceptional circumstances (e.g. employee leave of absence, employee illness, etc.), the Supervisor and Employee may complete the performance review at a mutually agreed upon date.~~

6.4 ~~The Supervisor and employee will sign the original performance review that is to be submitted, along with any other supporting documentation to Human Resources no later than the deadline.~~

~~The employee's signature on the performance review only indicates he/she received it, not necessarily that he/she agrees with it.~~

6.5 ~~If an employee feels there are discrepancies in the ratings or comments contained in his/her performance review the employee may, in writing, provide his/her feedback that will be included in the submission of the annual performance review which is maintained on his/her personnel file.~~

6.6 ~~Outside of the annual performance review process, employees will receive ongoing feedback and coaching from their supervisors as needed.~~

7.5. Responsibilities

5.1.7.1 ~~_~~ Council will:

- ~~75.1.1.4~~ ensure ~~Ensure~~ the Municipality has a current and comprehensive policy to address employee performance management; and
- ~~75.1.2~~ review~~Review~~, amend, and adopt changes to ~~the Employee Performance Management~~this Policy ~~as needed.~~

5.2.7.2 ~~_~~ The Chief Administrative Officer or designate will:

- ~~75.2.1~~ Implement and ~~administer and implement~~ this Policy;
- ~~75.2.2~~ identify ~~Identify~~ necessary revisions to ~~the Employee Performance Management~~this Policy; and
- ~~75.2.3~~ ensure~~Ensure~~ that staff are advised of ~~the Employee Performance Management~~this Policy.

~~7~~ 5.3 ~~_~~ Employees will:

- ~~7~~ 5.3.1 ~~be~~Be familiar with and act in accordance with this Policy.

8. ~~Related Policies, Procedures, and Legislation~~

- ~~• HR 06-014 Training & Professional Development Policy~~

6. Amendments

<u>Date</u>	<u>Amendments</u>
<u>January 2018</u>	<u>Adopted new Policy</u>
<u>December 2020</u>	<u>Review to be completed within 30 days of employee's anniversary date in position. Probationary Period based on letter of offer. Probationary review to be held any time prior to end of Probationary Period.</u>

POLICY**HR-06-015****Municipality of the County of Kings****Employee Performance Management Policy**

Policy Category	Human Resources	Most Recent Amendment	December 2020
First Council Approval	January 2, 2018	Future Amendment Date	December 2024

1. Purpose

The Municipality of the County of Kings (the “Municipality”) believes in ensuring employees are provided with accurate and timely feedback regarding their performance that enables employees to be successful in their jobs and to contribute meaningfully to the work of the Municipality.

In developing a highly skilled workforce and ensuring a system of performance management is maintained, all employees will participate in a Performance Review during their probationary period and subsequent annual Performance Reviews. The Municipality believes in maintaining open, effective, and ongoing communication between Supervisors and staff about individual performance and goal setting.

This Policy:

- 1.1 establishes a system of consistent, systematic and fair assessment of each employee’s performance and skill set;
- 1.2 ensures employees have a clear understanding of the work expected from them and receive ongoing feedback regarding performance relative to expectations;
- 1.3 enables the creation of professional development plans that will identify employee development needs and objectives; and
- 1.4 ensures well-performing employees are recognized.

2. Scope

This policy applies to all employees (union and non-union, contract or term, and management) of the Municipality.

3. Definitions

- 3.1 **Performance Development Plan (PDP):** A structured and supported plan created collaboratively, by an employee and their Supervisor, to establish the training and development needs for an employee. A PDP gives an employee direction, sets achievable goals, records outcomes and requires regular review.
- 3.2 **Performance Review:** An annual review completed by an employee and their Supervisor which is used to evaluate an employee’s past job performance as it relates to expectations surrounding the strategic goals of the Municipality and the employee’s job description. A Performance Review establishes goals and expectations for the upcoming review period including a Performance Development Plan (PDP) for addressing performance expectations.
- 3.3 **Probationary Employee:** A non-union employee who is new to the organization or, in some cases, to their position and has not yet completed their Probationary Period. For unionized employees, Probationary Employee is as defined in the Collective Agreement.
- 3.4 **Probationary Period:** The period of time given to evaluate a new employee’s adjustment and potential ability to perform their job expectations.
- 3.5 **Supervisor:** An employee in a management level position which has responsibility for directing, supervising and evaluating the performance of another employee who reports directly to them.

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4. Policy Statements

- 4.1 Probationary Period Performance Review
 - 4.1.1 All new non-union employees are classified as Probationary Employees during the time period specified in their letter of offer. The Probationary Period for unionized employees is specified in the Collective Agreement.
 - 4.1.2 For non-union employees, the Municipality reserves the right to waive or extend Probationary Periods as needed for certain positions and/or individuals.
 - 4.1.3 Probationary Employees will receive a Probationary Performance Review prior to the end of their Probationary Period.

- 4.2 Annual Performance Reviews
 - 4.2.1 All full-time, term, and part-time unionized and non-union employees will have an annual Performance Review.
 - 4.2.2 The annual Performance Review is a review of the employee's job performance over the prior 12 months and will be benchmarked against mutually agreed upon goals and objectives set during the prior annual Performance Review. The Performance Review will:
 - 4.2.2.1 Recognize the accomplishments of the employee throughout the prior 12 months;
 - 4.2.2.2 Identify the current state and desired future state of the employee's skill set;
 - 4.2.2.3 Establish new goals and objectives that align with the strategic plan and department goals for the upcoming 12 month period;
 - 4.2.2.4. Provide the employee with an opportunity to include optional feedback regarding their performance and career aspirations;
 - 4.2.2.5 Identify the suitability of the employee for additional responsibilities or future career advancement; and
 - 4.2.2.6 Identify training and associated budgetary requirements for the employee's Performance Development Plan (PDP). Also, as part of their PDP, identify any performance gaps and opportunities for improvement, to develop the employee's skills and competencies so they may achieve their full potential within the organization.
 - 4.2.3 The Supervisor shall meet with the employee to complete their annual Performance Review within 30 days of the employee's anniversary date which is based on the date the employee started in their current position. In exceptional circumstances, such as leave of absence or illness, the Supervisor and employee may complete the annual Performance Review at a mutually agreed upon date.
 - 4.2.4 The Supervisor and employee will sign the completed Performance Review and submit it to Human Resources along with any other supporting documentation no later than the deadline. The employee's signature on the Performance Review only indicates they have received it, not necessarily that they agree.
 - 4.2.5 If an employee believes there are discrepancies in the ratings or comments in their Performance Review, the employee may provide written feedback that will be included with their Performance Review which is maintained in their personnel file.
 - 4.2.6 At least quarterly, Supervisors will provide employees with feedback, training, and coaching in an effort to assist them in meeting job expectations or to develop them for future opportunities and career advancement.

5. Responsibilities

- 5.1 Council will:
 - 5.1.1 Ensure the Municipality has a current and comprehensive policy to address employee performance management; and
 - 5.1.2 Review, amend, and adopt changes to this Policy as needed.

DRAFT

- 5.2 The Chief Administrative Officer or designate will:
 - 5.2.1 Implement and administer this Policy;
 - 5.2.2 Identify necessary revisions to this Policy; and
 - 5.2.3 Ensure that staff are advised of this Policy.

- 5.3 Employees will:
 - 5.3.1 Be familiar with and act in accordance with this Policy.

6. Amendments

Date	Amendments
January 2018	Adopted new Policy
December 2020	Review to be completed within 30 days of employee's anniversary date in position. Probationary Period based on letter of offer. Probationary review to be held any time prior to end of Probationary Period.

DRAFT



Municipality of the County of Kings

Request for Decision

TO	Committee of the Whole
PREPARED BY	Gordon Roussel, Policy Analyst
MEETING DATE	December 15, 2020
SUBJECT	Proposed Amendments to FIN-05-008: Business Expense Policy

ORIGIN

- s. 23(7) [Municipal Government Act](#)
- s. 6.12 [Business Expense Policy](#)

RECOMMENDATION

That Committee of the Whole recommend Municipal Council provide seven days' notice, per s. 48(1) *Municipal Government Act*, to adopt amendments to Policy FIN-05-008: Business Expense as outlined in the December 15, 2020 Request for Decision.

INTENT

For Committee of the Whole to consider and recommend adoption of amendments to FIN-05-008: Business Expense Policy ('Policy').

DISCUSSION

The *Municipal Government Act* requires that this Policy be reviewed by Council to either re-adopt or amend the Policy and adopt the Policy as amended by January 31st following a regular election held under the *Municipal Elections Act*. Staff have reviewed the Policy and are recommending the following substantive changes:

- Since the Mayor and Deputy Mayor are not reimbursed for travel expenses relating to attendance at the Municipal Building for office duties, reference to the contrary has been removed from section 4.3 of the revised Policy.
- Section 4.6.2 has been clarified regarding responsibility for interest and other bank charges incurred on Municipal credit cards.
- Reportable Individuals (which includes Members of Council) are now included in section 4.7 Travel Advances. Currently only Employees may apply for Travel Advances.
- Since review of the administration of the quality and integrity of policies, controls and systems is a mandated role of the Audit Committee, staff are recommending that the Committee not be placed in a position of administering a policy. Therefore, the recommendation is to delete the wording in section 4.12.1 that permits the CAO to refer expense claims to the Committee for approval.
- Schedule B - Mileage Expense Claim: The form has been updated to the current Provincial mileage rate of \$0.467 per km effective April 1, 2020.

The following non-substantive changes are also being recommended:

- The Policy be transferred to the new template approved by Council as part of the approval of [Policy ADMIN-01-000: Policy Development](#) on July 7, 2020.
- Since Grand View Manor has been divested by the Municipality, reference to it has been removed from section 4.5.4 of the revised Policy.
- References to other sections of the Policy have been updated to the new section numbering system of the revised template.
- Some wording clarification.
- Several changes and additions have been made to section 5: Responsibilities to reflect current practice and provide clarification that it is the CAO who has overall responsibility for administering the Policy.



Municipality of the County of Kings

Request for Decision

No changes are recommended to any other dollar amounts referred to in the Policy, including to Schedule C - Meal Allowance, and Schedule E - Family Care Rates.

Because monthly allowances for telephones may qualify as a taxable benefit, section 4.5.11 of the proposed amended Policy regarding telephones is currently under review. Staff will be returning to Council early in 2021 with policy recommendations in this regard.

Given that the rates in Schedule E - Family Care Rates were last reviewed two years ago, staff may be returning to Council early in 2021 with recommendations for revised rates.

FINANCIAL IMPLICATIONS

- There are no financial implications from the recommendation.

STRATEGIC PLAN ALIGNMENT

Check Applicable	Strategic Priority	Description
	Vision Statement	
	Good Governance	
	Environmental Stewardship	
	Economic Development	
	Strong Communities	
	Financial Sustainability	
	Supports a Strategic Project	
✓	Supports a Core Program Enhancement	Policy Review & Updating
	Not Applicable	

ALTERNATIVES

- The Committee may request further amendments.

IMPLEMENTATION

- Policy will be submitted to Council for approval.
- If approved, the Policy will be posted to the Municipality's website and implemented.

ENGAGEMENT

- Staff feedback was sought as part of the review process and incorporated into the draft amendments.
- 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 FIN-05-008 Business Expense Policy (Current Approved)
- Appendix B: Policy FIN-05-008 Business Expense Policy (Showing Proposed Amendments)

APPROVALS

Mike Livingstone, Manager of Financial Reporting, Finance & IT	October 19, 2020
Greg Barr, Director, Finance & IT	November 30, 2020
Scott Conrod, Chief Administrative Officer	December 10, 2020

**MUNICIPALITY OF THE COUNTY OF KINGS****Business Expense Policy****Creation Date:****Approval Date:** May 20, 2008**Revision Date:** February 4, 2014
August 2, 2016
(effective November 1, 2016)
January 8, 2019
March 5, 2019
October 1, 2019**Policy Category:** Finance**Next Review Date:** November 2020**Replaces:** Travel Policy**1. Purpose**

To establish guidelines for the reimbursement of travel expenses incurred by an employee or Member of Council while conducting municipal business away from the municipal offices.

2. Objectives

The Business Expense Policy:

- Identifies expenses related to travel that are eligible for reimbursement;
- Identifies circumstances that dictate travel;
- Provides authorization guidelines for travel and expenses; and,
- Ensures a reasonable and timely procedure to claim and report travel expenses.

3. Scope

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

Reportable Individual refers to the Mayor, Deputy Mayor, Councillor, Chief Administrative Officer (CAO), and includes any employee of the Municipality delegated any of the responsibilities of the CAO pursuant to clause 29(b) of the *Municipal Government Act*.

4. Signing Authorities & Authorizations

- 4.1 All travel expenses must be authorized by the Director of Finance or the CAO prior to reimbursement. The Director of Finance may designate a second signing authority. Such designation shall be done so in writing.

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MUNICIPALITY OF THE COUNTY OF KINGS

Business Expense Policy

- 4.2 The Director of Finance or their designate is responsible for administering and upholding the principles and provisions of this Policy.
- 4.3 No employee or Council member shall authorize expenses on their own behalf.

5. Individual Responsibilities

Anyone who incurs an expense in relation to Municipality business is responsible for:

- Familiarizing them self and complying with the provisions of this Policy;
- Completing and submitting expense claims with necessary supporting documentation within a timely fashion; and,
- Exercising reasonable diligence and care in incurring expenses prudently and responsibly.

Fraudulent irregularity, misuse, or misappropriation of funds may result in disciplinary action up to and including termination of employment.

Suspicious activity and potential misuse of funds must be reported as outlined in Policy HR-06-002: Code of Ethics, and Policy ADMIN-01-012: Policy for the Investigation and Adjudication of Complaints under the Code of Conduct for Elected Municipal Officials.

6. Policy Statements

- 6.1 The Municipality of the County of Kings shall reimburse employees for all reasonable and appropriate expenses for travel, meals, and accommodation incurred in the course of carrying out their duties and responsibilities including attending courses, seminars and conferences approved by the Municipality.
- 6.2 Members of Council are eligible for reimbursement of travel expenses relating to the following:
 - Attendance at Council and Committee of the Whole meetings.
 - Attendance at a meeting of any Board, Commission, or to any other organization to which the Council member has been appointed by Council.
 - An alternate's attendance at a board/committee meeting (in addition to the regular member), for the purposes of becoming and staying informed.

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MUNICIPALITY OF THE COUNTY OF KINGS

Business Expense Policy

- Conferences, in accordance with the Business Expense Policy as approved by Council.
 - Council Meetings and meetings of the Nova Scotia Federation of Municipalities.
 - Meetings with other government agencies and businesses, including meetings with the Province and MLAs, which have been scheduled by Council, Mayor, Deputy Mayor, or CAO.
 - Public Planning meetings including Public Information Meetings, Public Participation Meetings, Public Hearings, and Advisory Committee meetings.
 - Training sessions, including orientation meetings.
 - Meetings with the Chief Administrative Officer to discuss County business.
 - Attendance at social functions within individual Councillors' districts as dignitaries representing the County.
 - Meetings with Organizations, Community Groups, Non-Profits, and those associated with Village Commissions that:
 - have been pre-organized;
 - the Council member has been invited to; and
 - the Council member determines to be necessary to attend and to be in the best interest of the Municipality of the County of Kings.
 - All other meetings, conferences, and seminars as approved by the majority of Council.
- 6.3 The Mayor and Deputy Mayor are also eligible for reimbursement for travel expenses relating to the following:
- Attendance at Municipal building for office duties
 - Attendance at social functions as dignitaries representing the County. This includes Remembrance Day ceremonies and grand openings within the County.
- 6.4 Council members shall not be reimbursed for meeting expenses with individual constituents, individual electors, or individual complainants, as these expenses are deemed to be incidental to the discharge of duties and included in regular remuneration.

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MUNICIPALITY OF THE COUNTY OF KINGS

Business Expense Policy

6.5 Expenses Eligible for Reimbursement

6.5.1 Receipts are required for reimbursement of all travel expenses unless stated otherwise below.

6.5.2 The mode of transportation chosen should be that which enables the employee to conveniently meet scheduled appointments, minimizes the amount of working time spent travelling, and is the most cost effective means of transportation.

6.5.3 Employees and Members of Council shall schedule their travel in such a way as to minimize the cost to the Municipality generally.

In those situations where other organizations (e.g. Kings Transit Authority, Grand View Manor, Kings Regional Rehabilitation Centre, and Valley Region Solid Waste-Resource Management Authority) are holding meetings on the same day as scheduled meetings of Municipal Council or Committees, employees and Members of Council are not permitted to submit duplicate claims to both organizations. Such claims are expected to be provided to the organization that is scheduled to absorb the larger amount of time for the individual on the particular day.

6.5.4 Car Travel

Where car travel is indicated as the most suitable mode of transportation, an employee or Member of Council may use their own car and be reimbursed at the Provincial mileage rate.

Employees and Members of Council are responsible for their own insurance while using their vehicle on municipal business. Those choosing to use their own car when air travel is clearly the most cost effective mode must do so on their own time and will be reimbursed to the maximum of the equivalent economy airfare plus the usual costs of local transit. In these instances, en-route meals and motel accommodation are not reimbursable.

Individuals shall endeavour to travel in one car when two or more employees or Members of Council are scheduled for the same destination at the same time.

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Business Expense Policy

All employees and Members of Council claiming car travel expense shall provide the Municipality with a copy of their insurance liability card at the time of submitting an expense claim.

6.5.5 Car Rental

Reimbursement will be made for rental of economy-type cars at the destination. Car rentals require prior approval by the immediate supervisor.

6.5.6 Air Travel

Employees and Members of Council will be reimbursed at the economy fare rate for air travel unless emergency air travel is approved by the Director of Finance or CAO. Travel reward miles earned for air travel shall be credited to the Municipality.

6.5.7 Accompanying Personal Leave & Vacation

An employee or Member of Council may combine vacation or personal leave with a business trip if it is approved in advance by the Director of Finance, including first completing a necessary request form (see Schedule D) and having it signed by the Director of Finance. The Municipality will reimburse the authorized travel expenses associated with the business portion of such trips provided there is a net savings to the Municipality. The Municipality is not responsible for any costs (e.g., transportation, lodging, or meals) associated with the vacation or personal days.

Any personal expenses incurred during, before, or after official Municipality business are the responsibility of the employee or Member of Council. If the individual wishes to take a side trip before or after the official Municipality business trip, any expenses associated with these trips are the responsibility of the employee or Member of Council.

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Business Expense Policy

6.5.8 Accommodation

Hotel accommodations shall be reimbursed, and not exceed the cost of a standard room, or the lowest available rate.

6.5.9 Meals

For each day or part day of travel, the employee or Member of Council will be paid a meal allowance for each breakfast, lunch, and dinner, when applicable, provided the meal was not provided free of cost or as part of the transportation cost. When this allowance is paid, no additional amount may be claimed for meals or gratuities associated with meals, except in exceptional circumstances. The meal allowances provided are included in Schedule C of this Policy.

The daily amounts authorized for meals will be revised from time to time to reflect actual experience. Only where an employee or Member of Council is exposed to unusually high costs will they be reimbursed their actual receipted costs for the individual meal that exceed the per diem to the extent that the expenses claimed are reasonable and justifiable given the circumstances. Meal claims shall be on an individual basis over the course of the day.

Expenses related to the purchase of alcoholic beverages will not be reimbursed.

6.5.10 Telephone

All telephone expenses for municipal business purposes will be reimbursed. Reasonable and necessary personal calls occasioned by absence from home will be reimbursed.

6.5.11 Taxi Fares

Taxi or transportation services required to travel to and from accommodation to place of business as well as from airport to accommodation, etc., will be reimbursed.

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Business Expense Policy

Receipts for taxi fares for more than \$10, including tips or gratuities, are required.

6.5.12 Parking and Toll Expenses

All parking expenses and bridge/road tolls will be reimbursed by the Municipality.

6.5.13 Family Care Expenses

The cost of family care incurred by a Member of Council during participation in duties outlined in Section 6.2 shall be reimbursed by the Municipality, given that the care is not provided by an immediate family member and a receipt is provided stating the time and date of care. The reimbursement of family care expenses shall be a taxable benefit.

Council members are entitled to claim expenses related to the cost of family care for the following family members who reside on a full time basis with the Councillor:

- Children under 18 years of age;
- Person with a disability; or,
- An adult who is a dependent requiring care.

Family care expenses will be reimbursed according to Schedule E of this Policy.

6.6 Use of Municipal Credit Cards

Municipal credit cards shall only be used for the expenses outlined and permitted in this Policy, and shall not be used for personal use. The card holder is required to retain and submit all receipts or invoices related to all card transactions.

The Claimant shall not be reimbursed for interest incurred on a municipal credit card.

A travel advance will not be provided if the Claimant has a municipal credit card.

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6.7 Travel Advances

When the estimated travel, meal, and accommodation expenses (with respect to courses, seminars or conferences) exceeds \$150.00, an advance of seventy-five percent (75%) of the estimate may be advanced to an employee. When the employee returns, they must turn in the receipts supporting the expenses to their direct supervisor which in turn are forwarded to the Director of Finance. If the actual expenses are less than the advance, the balance must be paid immediately. Expenses greater than the advance will be reimbursed in accordance with this policy. When the estimated expense is less than \$150.00, there will be no advance.

6.8 Submission of Claims

6.8.1 All expenses incurred must be submitted by the claimant. No expenses shall be submitted on behalf of others.

6.8.2 Employees

Employees are expected to submit travel and expense claims on a regular basis throughout the fiscal year. Regular submissions should be made not less than once every two months, unless the total claim amount is less than \$100.00. Exceptions to this practice must be specifically approved by the Director of Finance and would only apply in cases such as ill health, extended absence, or extreme workload events.

In no circumstances will claims be paid for expenditures occurring more than six months in the past.

6.8.3 Members of Council

Members of Council shall submit travel and expense claims by the 15th of the month following each quarter end:

January to March claims:	Due by April 15 th
April to June claims:	Due by July 15 th
July to September claims:	Due by October 15 th
October to December claims:	Due by January 15 th

In no circumstances will claims be paid for expenditures occurring more than six months in the past.

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MUNICIPALITY OF THE COUNTY OF KINGS

Business Expense Policy

6.9 Reporting Requirements

Once Members of Council and Reportable Individuals have submitted their quarterly expense claims, staff will post a report that summarizes the quarterly expenses incurred by each Reportable Individual within 90 days of the end of each fiscal quarter.

The quarterly expense reports shall include the following:

- Dates of meetings;
- Details of meetings;
- Kilometers claimed;
- Telephone costs; and,
- Out-of-County training and conference expenses.

6.10 Staff shall prepare an annual summary report of business expenses, which shall be filed with the Minister by September 30th of each year.

6.11 Reimbursement of Travel Expenses

Claims for mileage and meals while attending business meetings shall be submitted using Schedule A to the employee's Manager for approval and then forwarded to the Director of Finance. The places travelled from and to, the reason for travel, distance travelled, meeting fee (if applicable), and any other eligible expenses incurred must be reported with all receipts attached.

6.12 Review Requirements

Claims for mileage and meals while travelling shall be submitted using Schedule B to the Director of Finance. Once reviewed and approved, the Director of Finance shall forward the claims to the Mayor for approval. The Director of Finance may refer any claim to the CAO for approval, and the CAO may refer any claim to the Audit Committee for approval if they are not prepared to authorize a particular expense item or items.

The Audit Committee will ensure the Municipality has in place a process for independent review and approval to ensure that all Council expense claims are properly prepared, documented, and approved. The Audit Committee shall review the business expense annual summary report each year prior to filing with the Minister.

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MUNICIPALITY OF THE COUNTY OF KINGS

Business Expense Policy

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

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MUNICIPALITY OF THE COUNTY OF KINGS

Business Expense Policy

SCHEDULE A - TRAINING & CONFERENCE CLAIM

Municipality of the County of Kings Training & Conference Expense Report		Name: _____ For Week Ended: _____ Date Prepared: _____										
Details of Training/Conference: _____												
Date (dd/mm/yy)	KMs Driven	Lodging	Meals (Per Diem)	Air Travel	Car Rentals	Taxi/Bus	Parking or Tolls	Misc.	Registration Fee	Other	Explanation/Details	Total
Subtotal												
Total KMs		x .4231	→									
Subtotal												
DEDUCT												
Cash Advanced (01-3-327-340)												
Amount paid by County (Visa/Invoices)												
Personal Expenses												
TOTAL (to be reimbursed if negative)												
Account Number:												
Claimant's Signature: _____ Please read the Expense Claim Information (on reverse) before submitting your claim.				Approval: _____				_____				

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MUNICIPALITY OF THE COUNTY OF KINGS

Business Expense Policy

SCHEDULE C - MEAL ALLOWANCE

(Revised: November 16, 2018)

The per diem claimable for each meal (which is interpreted as the actual amount expended up to the maximum rate inclusive of taxes and gratuities) is set out as follows:

Breakfast per diem	\$20.00
Lunch (mid-day) per diem	\$20.00
Dinner (evening) per diem	\$33.00
Any Meal within Kings County	\$15.00

Breakfast

The cost of breakfast may be claimed only when the employee has been travelling on municipal business for more than one hour before the recognized time for the start of the day's work. This applies to daily or day-to-day travelling or to the first day of a trip exceeding one day in duration.

Dinner

The cost of the evening meal may be claimed when the employee is travelling on municipal business a minimum of three hours before 6:30 pm and is not expected to return to his/her residence before 6:30 pm.

General

The per diems claimable for meals while travelling on municipal business provide an adequate allowance for each day. Employees and Members of Council travelling on municipal business will be reimbursed the receipted costs per individual meal that exceed the per diem only when an employee is exposed to unusually high costs and the expenses claimed are reasonable and justifiable in the circumstances

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MUNICIPALITY OF THE COUNTY OF KINGS

Business Expense Policy

SCHEDULE D - TRAVEL-VACATION COMBINATIONS

NAME _____

DATES/PURPOSE
OF TRAVEL _____

DATES OF
VACATION _____

JUSTIFICATION
OF EXPENSES _____

APPROVED: _____
Director of Finance

DATE: _____

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MUNICIPALITY OF THE COUNTY OF KINGS

Business Expense Policy

SCHEDULE E - FAMILY CARE RATES

The actual expenses incurred for the care of family members as laid out in the Policy shall be reimbursed according to the following rates;

Daily maximum of \$70.00.

The maximum annual rate for reimbursement of family care is \$2,000.

If there are discrepancies between the actual expenses incurred, and the rates in this schedule, the lesser amount will be reimbursed.

If extenuating circumstances regarding the care of a family member exceed the maximum rates as laid out in this Schedule, exceptions may be made to reimburse the additional cost of care if pre-approval from the Director of Finance is obtained.

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POLICY

FIN-05-008



Municipality of the County of Kings

Business Expense Policy

Policy Category	Finance	Most Recent Amendment	October 1, 2019
First Council Approval	May 20, 2008	Future Amendment Date	January 2021 January 2025 November 2020

1. Purpose

- 1.1 To establish guidelines for the reimbursement of travel expenses incurred by an ~~employee~~ Employee or Member of Council while conducting ~~Mm~~ municipal business away from the ~~Mm~~ municipal offices.
- 1.2 The Business Expense Policy:
- 1.2.1 Identifies expenses related to travel that are eligible for reimbursement;
 - 1.2.2 Identifies circumstances that dictate travel;
 - 1.2.3 Provides authorization guidelines for travel and expenses; and,
 - 1.2.4 Ensures a reasonable and timely procedure to claim and report travel expenses.

2. Scope

- 2.1 This Policy shall apply to all Reportable Individuals and ~~employees~~ Employees of the Municipality. ~~Reportable Individual refers to the Mayor, Deputy Mayor, Councillor, Chief Administrative Officer (CAO), and includes any employee of the Municipality delegated any of the responsibilities of the CAO pursuant to clause 29(b) of the Municipal Government Act.~~

3. Definitions

- 3.1 Employee: All Employees of the Municipality and, where applicable, including the Chief Administrative Officer (CAO).
- ~~3.2 Reportable Individuals: -Members of Council and employees of the Municipality of the County of Kings -Mayor, Deputy Mayor, Councillors, Chief Administrative Officer (CAO), and includes any employee of the Municipality delegated any of the responsibilities of the CAO pursuant to clause 29(b) of the Municipal Government Act.~~
- ~~3.2 — Text (Arial, 10, regular).~~

4. Policy Statements

- 4.1 The Municipality ~~of the County of Kings~~ shall reimburse ~~employees~~ Employees for all reasonable and appropriate expenses for travel, meals, and accommodation incurred in the course of carrying out their duties and responsibilities including attending courses, seminars and conferences approved by the Municipality.
- 4.2 Members of Council are eligible for reimbursement of travel expenses relating to the following:
- 4.2.1 Attendance at Council and Committee of the Whole meetings.
 - 4.2.2 Attendance at a meeting of any Board, Commission, or to any other organization to which the Council member has been appointed by Council.
 - 4.2.3 An alternate's attendance at a ~~B~~board ~~or C~~committee meeting (in addition to the regular member), for the purposes of becoming and staying informed.

- 4.2.4 Conferences, in accordance with ~~the this~~ Business Expense Policy as approved by Council.
 - 4.2.5 Council Meetings and meetings of the Nova Scotia Federation of Municipalities.
 - 4.2.6 Meetings with other government agencies and businesses, including meetings with the Province and MLAs, which have been scheduled by Council, Mayor, Deputy Mayor, or CAO.
 - 4.2.7 Public Planning meetings including Public Information Meetings, Public Participation Meetings, Public Hearings, and Advisory Committee meetings.
 - 4.2.8 Training sessions, including orientation meetings.
 - 4.2.9 Meetings with the Chief Administrative Officer to discuss County Municipality business.
 - 4.2.10 Attendance at social functions within individual Councillors' districts as dignitaries representing the County Municipality.
 - 4.2.11 Meetings with Organizations, Community Groups, Non-Profits, and those associated with Village Commissions that:
 - 4.2.11.1 Have been pre-organized;
 - 4.2.11.2 The Council member has been invited to; and
 - 4.2.11.3 The Council member determines to be necessary to attend and to be in the best interest of the Municipality ~~of the County of Kings~~.
 - 4.2.12 All other meetings, conferences, and seminars as approved by the majority of Council.
- 4.3 The Mayor and Deputy Mayor are also eligible for reimbursement for travel expenses relating to the following:
- ~~4.3.1 Attendance at Municipal building for office duties~~
 - ~~4.3.2~~ Attendance at social functions as dignitaries representing the County Municipality. This includes Remembrance Day ceremonies and grand openings within the County Municipality.
- 4.4 Council members shall not be reimbursed for meeting expenses with individual constituents, individual electors, or individual complainants, as these expenses are deemed to be incidental to the discharge of duties and included in regular remuneration.
- 4.5 Expenses Eligible for Reimbursement
- 4.5.1 Receipts are required for reimbursement of all travel expenses unless stated otherwise below.
 - 4.5.2 The mode of transportation chosen should be that which enables the employee Employee or Reportable Individual to conveniently meet scheduled appointments, minimizes the amount of working time spent travelling, and is the most cost effective means of transportation.
 - 4.5.3 Employees Employees and Members of Council Reportable Individuals shall schedule their travel in such a way as to minimize the cost to the Municipality generally.
 - 4.5.4 In those situations where other organizations (e.g. Kings Transit Authority, ~~Grand View Manor~~, Kings Regional Rehabilitation Centre, and Valley Region Solid Waste-Resource Management Authority) are holding meetings on the same day as scheduled meetings of Municipal Council or Committees, employees Employees and Members of Council Reportable Individuals are not permitted to submit duplicate claims to both organizations. Such claims are expected to be provided to the organization that is scheduled to absorb the larger amount of time for the individual on the particular day.
 - 4.5.5 Car Travel
 - 4.5.5.1 Where car travel is indicated as the most suitable mode of transportation, an employee Employee or Member of Council Reportable Individual may use their own car and be reimbursed at the Provincial mileage rate.
 - 4.5.5.2 Employees Employees and Members of Council Reportable Individuals are responsible for their own insurance while using their vehicle on Municipal business. Those choosing to use their own car when air travel is clearly the most cost effective mode must do so on their own

- time and will be reimbursed to the maximum of the equivalent economy airfare plus the usual costs of local transit. In these instances, en-route meals and motel accommodation are not reimbursable.
- 4.5.5.3 Individuals shall endeavour to travel in one car when two or more employees~~Employees~~ or Members of Council~~Reportable Individuals~~ are scheduled for the same destination at the same time.
 - 4.5.5.4 All employees~~Employees~~ and Members of Council~~Reportable Individuals~~ claiming car travel expense shall provide the Municipality with a copy of their insurance liability card at the time of submitting an expense claim.
 - 4.5.6 Car Rental
 - 4.5.6.1 Reimbursement will be made for rental of economy-type cars at the destination. Car rentals require prior approval by the immediate supervisor.
 - 4.5.7 Air Travel
 - 4.5.7.1 Employees~~Employees~~ and Members of Council~~Reportable Individuals~~ will be reimbursed ~~at the economy fare rate in accordance with 4.5.5.2~~ for air travel unless emergency air travel is approved by the Director of Finance or CAO. Travel reward miles earned for air travel shall be credited to the Municipality.
 - 4.5.8 Accompanying Personal Leave & Vacation
 - 4.5.8.1 An employee~~Employee~~ or Member of Council~~Reportable Individual~~ may combine vacation or personal leave with a business trip if it is approved in advance by the Director of Finance, including first completing a necessary request form (see Schedule D) and having it signed by the Director of Finance. The Municipality will reimburse the authorized travel expenses associated with the business portion of such trips provided there is a net savings to the Municipality. The Municipality is not responsible for any costs (e.g., transportation, lodging, or meals) associated with the vacation or personal days.
 - 4.5.8.2 Any personal expenses incurred during, before, or after completion of official business for the Municipality ~~business~~ are the responsibility of the employee~~Employee~~ or Member of Council~~Reportable Individual~~. If the individual wishes to take a side trip before or after the official Municipality business trip, any incremental expenses associated with these trips are the responsibility of the employee~~Employee~~ or Member of Council~~Reportable Individual~~.
 - 4.5.9 Accommodation
 - 4.5.9.1 Hotel accommodations shall be reimbursed, and not exceed the cost of a standard room, or the lowest available rate.
 - 4.5.10 Meals
 - 4.5.10.1 For each day or part day of travel, the employee~~Employee~~ or Member of Council~~Reportable Individual~~ will be paid a meal allowance for each breakfast, lunch, and dinner, when applicable, provided the meal was not provided free of cost or as part of the transportation cost. When this allowance is paid, no additional amount may be claimed for meals or gratuities associated with meals, except in exceptional circumstances. The meal allowances provided are included in Schedule C of this Policy.
 - 4.5.10.2 The daily amounts authorized for meals will be revised from time to time to reflect actual experience. Only where an employee~~Employee~~ or Member of Council~~Reportable Individual~~ is exposed to unusually high costs will they be reimbursed their actual receipted costs for the individual meal that exceed the per diem to the extent that the expenses claimed are reasonable and justifiable given the circumstances. Meal claims shall be on an individual basis over the course of the day.

- 4.5.10.3 Expenses related to the purchase of alcoholic beverages will not be reimbursed.
 - 4.5.11 Telephone
 - 4.5.11.1 All telephone expenses for ~~M~~municipal business purposes will be reimbursed. Reasonable and necessary personal calls occasioned by absence from home will be reimbursed.
 - 4.5.12 Taxi Fares
 - 4.5.12.1 Taxi or transportation services required to travel to and from accommodation to place of business as well as from airport to accommodation, etc., will be reimbursed.
 - 4.5.12.2 Receipts for taxi fares for more than \$10, including tips or gratuities, are required.
 - 4.5.13 Parking and Toll Expenses
 - 4.5.13.1 All parking expenses and bridge/road tolls will be reimbursed by the Municipality.
 - 4.5.14 Family Care Expenses
 - 4.5.14.1 The cost of family care incurred by a Member of Council during participation in duties outlined in Section ~~4.6.2~~ or 4.3 shall be reimbursed by the Municipality, given that the care is not provided by an immediate family member and a receipt is provided stating the time and date of care. The reimbursement of family care expenses shall be a taxable benefit.
 - 4.5.14.2 Council members are entitled to claim expenses related to the cost of family care for the following family members who reside on a full time basis with the Councillor:
 - 4.5.14.2.1 Children under 18 years of age;
 - 4.5.14.2.2 Person with a disability; or,
 - 4.5.14.2.3 An adult who is a dependent requiring care.
 - 4.5.14.3 Family care expenses will be reimbursed according to Schedule E of this Policy.
- 4.6 Use of Municipal Credit Cards
 - 4.6.1 Municipal credit cards shall only be used for the expenses outlined and permitted in this Policy, and shall not be used for personal use. The card holder is required to retain and submit all receipts or invoices related to all card transactions.
 - 4.6.2 ~~_____The Claimant shall not be reimbursed and will be responsible for late payment interest, fees, or any other similar charges included with purchases made on a Municipal credit card, unless otherwise approved by the CAO. The Claimant shall not be reimbursed for interest incurred on a municipal credit card.~~
 - 4.6.3 A travel advance will not be provided if the Claimant has a ~~M~~municipal credit card.
- 4.7 Travel Advances
 - 4.7.1 When the estimated travel, meal, and accommodation expenses (with respect to courses, seminars or conferences) exceeds \$150.00, an advance of seventy-five percent (75%) of the estimate may be advanced to an ~~employee~~Employee or Reportable Individual. When the ~~employee~~Employee returns, they must turn in the receipts supporting the expenses to their direct supervisor which in turn are forwarded to the Director of Finance. Reportable Individuals may submit their receipts directly to the Director of Finance. If the actual expenses are less than the advance, the balance must be repaid immediately. Expenses greater than the advance will be reimbursed in accordance with this policy. When the estimated expense is less than \$150.00, there will be no advance.
- 4.8 Submission of Claims

- 4.8.1 All expenses incurred must be submitted by the claimant. No expenses shall be submitted on behalf of others.
- 4.8.2 ~~Employees~~Employees are expected to submit travel and expense claims on a regular basis throughout the fiscal year. Regular submissions should be made not less than once every two months, unless the total claim amount is less than \$100.00. Exceptions to this practice must be specifically approved by the Director of Finance and would only apply in cases such as ill health, extended absence, or extreme workload events. In no circumstances will claims be paid for expenditures occurring more than six months in the past.
- 4.8.3 Members of Council shall submit travel and expense claims for review and approval by the 15th of the month following each quarter end:

January to March claims:	Due by April 15th
April to June claims:	Due by July 15th
July to September claims:	Due by October 15th
October to December claims:	Due by January 15th

In no circumstances will claims be paid for expenditures occurring more than six months in the past.

4.9 Reporting Requirements

- 4.9.1 Once Members of Council and Reportable Individuals have submitted their quarterly expense claims, staff will post a report that summarizes the quarterly expenses incurred by each Reportable Individual within 90 days of the end of each fiscal quarter.
- 4.9.2 The quarterly expense reports shall include the following:
 - 4.9.2.1 Dates of meetings;
 - 4.9.2.2 Details of meetings;
 - 4.9.2.3 Kilometres claimed;
 - 4.9.2.4 Telephone costs; and,
 - 4.9.2.5 Out-of-County training and conference expenses.

4.10 Staff shall prepare an annual summary report of business expenses, which shall be filed with the Minister by September 30th of each year.

4.11 Reimbursement of Travel Expenses

4.11.1 Claims for mileage and meals while attending business meetings shall be submitted using Schedule A to the ~~employee~~Employee's Manager for approval and then forwarded to the Director of Finance. The places travelled from and to, the reason for travel, distance travelled, meeting fee (if applicable), and any other eligible expenses incurred must be reported with all receipts attached.

4.12 Review Requirements

- 4.12.1 Claims for mileage and meals while travelling shall be submitted using Schedule B to the Director of Finance. Once reviewed and approved, the Director of Finance shall forward the claims to the Mayor for approval. The Director of Finance may refer any claim to the CAO for approval, ~~and the CAO may refer any claim to the Audit Committee for approval if they are not prepared to authorize a particular expense item or items.~~
- 4.12.2 The Audit Committee will ensure the Municipality has in place a process for independent review and approval to ensure that all Council expense claims are properly prepared, documented, and approved. The Audit Committee shall review the business expense annual summary report each year prior to filing with the Minister.
- 4.12.3 By January 31st, immediately following a regular election held under the Municipal Elections Act, Council shall review this Policy and, following a motion by Council, either re-adopt the Policy or amend the Policy and adopt the Policy as amended.

4.13 Requirements of Reportable Individuals and Employees

Anyone who incurs an expense in relation to Municipality business will:

- ~~4.13.1 Familiarize themselves and comply with the provisions of this Policy;~~
- ~~4.13.2 Complete and submit expense claims with necessary supporting documentation within a timely fashion;~~
- ~~4.13.3 Exercise reasonable diligence and care in incurring expenses prudently and responsibly; and~~
- ~~4.13.4 Ensure that they do not authorize expenses on their own behalf;~~
- ~~4.14 Fraudulent irregularity, misuse, or misappropriation of funds may result in disciplinary action up to and including termination of employment.~~
- ~~4.15 Suspicious activity and potential misuse of funds must be reported as outlined in Policy HR-06-002: Code of Ethics, and Policy ADMIN-01-012: Policy for the Investigation and Adjudication of Complaints under the Code of Conduct for Elected Municipal Officials.~~

5. Responsibilities

- 5.1 Council will:
 - 5.1.1 Ensure the Municipality has a current and comprehensive policy for the reimbursement of travel expenses incurred by an ~~employee~~Employee or ~~Member of Council~~Reportable Individual while conducting ~~Municipal business~~ away from the municipal offices and;
 - 5.1.2 Review and amend this Policy as needed; ~~and~~
 - 5.1.3 Individual Members of Council shall adhere to and comply with all aspects of this Policy.
- 5.2 The Chief Administrative Officer or designate will:
 - 5.2.1 ~~Implement, administer, and uphold the principles and provisions of this Policy; Authorize reimbursement of expenses under this Policy;~~
 - 5.2.2 ~~Identify necessary revisions to this Policy; Administer and implement this Policy; and;~~
 - 5.2.3 ~~Authorize reimbursement of expenses under this Policy; Identify necessary revisions to this Policy.~~
 - 5.2.4 If required, designate in writing a second signing authority to authorize reimbursement of expenses under this Policy;
 - 5.2.5 Ensure that no Employee or Reportable Individual authorizes the reimbursement of expenses on their own behalf.

~~5.3 The Director of Finance & IT will:~~

- ~~5.3.1 Authorize reimbursement of expenses under this Policy;~~
- ~~5.3.2 Administer and implement this Policy;~~
- ~~5.3.3 Identify necessary revisions to this Policy;~~
- ~~5.3.4 Designate, in writing, a second signing authority (if required) to authorize reimbursement of expenses under this Policy;~~
- ~~5.3.5 Be responsible for administering and upholding the principles and provisions of this Policy; and~~
- ~~5.3.6 Ensure that no employee or Member of Council authorizes the reimbursement of expenses on their own behalf.~~

~~5.4 Anyone who incurs an expense in relation to Municipality business will:~~

- ~~5.4.1 Familiarize themselves and comply with the provisions of this Policy;~~
- ~~5.4.2 Complete and submit expense claims with necessary supporting documentation within a timely fashion;~~
- ~~5.4.3 Exercise reasonable diligence and care in incurring expenses prudently and responsibly; and~~
- ~~5.4.4 Ensure that they do not authorize expenses on their own behalf;~~

~~5.5 Fraudulent irregularity, misuse, or misappropriation of funds may result in disciplinary action up to and including termination of employment.~~

~~5.6 Suspicious activity and potential misuse of funds must be reported as outlined in Policy HR-06-002: Code of Ethics, and Policy ADMIN-01-012: Policy for the Investigation and Adjudication of Complaints under the Code of Conduct for Elected Municipal Officials.~~

6. Amendments

Date	Amendments
February 2014	
August 2016	
January 2019	
March 2019	
October 2019	
<u>December 2020</u>	<u>Reviewed as required by s. 23(7) <i>Municipal Government Act</i> and Business Expense Policy FIN-05-008.</u>

SCHEDULE C - MEAL ALLOWANCE

(Revised: November 16, 2018)

The per diem claimable for each meal (~~which is interpreted as the actual amount expended up to the maximum rate inclusive of taxes and gratuities~~) is set out as follows:

Breakfast per diem	\$20.00
Lunch (mid-day) per diem	\$20.00
Dinner (evening) per diem	\$33.00
Any Meal within Kings County	\$15.00

Breakfast

The cost of breakfast may be claimed only when the ~~employee~~ Employee or Reportable Individual has been travelling on ~~M~~unicipal business for more than one hour before the recognized time for the start of the day's work. This applies to daily or day-to-day travelling or to the first day of a trip exceeding one day in duration.

Dinner

The cost of the evening meal may be claimed when the ~~employee~~ Employee or Reportable Individual is travelling on ~~M~~unicipal business a minimum of three hours before 6:30 pm and is not expected to return to his/her residence before 6:30 pm.

General

The per diems claimable for meals while travelling on ~~M~~unicipal business provide an adequate allowance for each day. ~~Employees~~ Employees and ~~Members of Council~~ Reportable Individuals travelling on ~~M~~unicipal business will be reimbursed the receipted costs per individual meal that exceed the per diem only when an ~~employee~~ Employee or Reportable Individual is exposed to unusually high costs and the expenses claimed are reasonable and justifiable in the circumstances

SCHEDULE D - TRAVEL-VACATION COMBINATIONS

NAME _____

DATES/PURPOSE _____

OF TRAVEL _____

DATES OF _____

VACATION _____

JUSTIFICATION _____

OF EXPENSES _____

APPROVED: _____ DATE: _____

Director of Finance

SCHEDULE E - FAMILY CARE RATES

(Revised: December 4, 2018)

The actual expenses incurred for the care of family members as laid out in the Policy shall be reimbursed according to the following rates;

Daily maximum of \$70.00.

The maximum annual rate for reimbursement of family care is \$2,000.

If there are discrepancies between the actual expenses incurred, and the rates in this schedule, the lesser amount will be reimbursed.

If extenuating circumstances regarding the care of a family member exceed the maximum rates as laid out in this Schedule, exceptions may be made to reimburse the additional cost of care if pre-approval from the Director of Finance is obtained.



Municipality of the County of Kings

Request for Decision

TO Committee of the Whole

PREPARED BY Emily Kennedy, Climate Change Coordinator
Monica Beaton, Geo-Informatics Specialist

MEETING DATE December 15, 2020

SUBJECT Proposed Policy ADMIN-01-021: Anti-Idling

ORIGIN

- [September 15, 2020 - Council adoption of *Climate Mitigation and Asset Action Plan*](#)

RECOMMENDATION

That Committee of the Whole recommend Municipal Council provide seven days' notice, per s.48(1) *Municipal Government Act*, to adopt Policy ADMIN-01-021: Anti-Idling as outlined in the December 15, 2020 Request for Decision.

INTENT

For Committee of the Whole to receive information on the proposed Policy: ADMIN-01-021 Anti-Idling and to recommend Council provide seven days' notice to adopt the Policy.

DISCUSSION

As awareness of the adverse impacts of climate change grows, the emphasis on mitigating these impacts by reducing Greenhouse Gas (GHG) emissions has become greater. Reducing GHG emissions emitted by Municipal operations is a key principle in the recently adopted Climate Mitigation and Asset Action Plan. Each year, carbon dioxide and other GHGs are emitted into the atmosphere, causing irreparable harm. Emissions from vehicle idling are avoidable and easily prevented with the turn of a key. Reducing excessive idling has a positive effect on our air, land and water. To combat these emissions locally, the Green Team has focused on efforts to reduce the impact of the Municipal fleet and staff vehicles (while conducting Municipal business or while on a Municipal property).

The proposed Anti-Idling Policy (see Appendix A) seeks to promote a conscious shift for Council and all staff to reduce the amount of time vehicles spend idling. The average times for idling a vehicle are 60 seconds during warmer periods of the year, up to 5 minutes for winter weather. The latter takes into account the time to warm up a vehicle, while clearing it of snow, ice and frost. The Policy applies to both the Municipal fleet and staff vehicles when on Municipality property or while conducting Municipal business.

This Policy places monitoring in the hands of each individual. Council and staff can hold each other accountable, but ultimately every individual is responsible for limiting their idling time.

FINANCIAL IMPLICATIONS

- There are no financial implications from the recommendation.

STRATEGIC PLAN ALIGNMENT

Check Applicable	Strategic Priority	Description
	Vision Statement	
	Good Governance	



Municipality of the County of Kings

Request for Decision

✓	Environmental Stewardship	Policy will increase awareness of the environmental impact of excessive idling and enables new operating guidelines to reduce Municipal GHG emissions.
	Economic Development	
	Strong Communities	
	Financial Sustainability	
	Supports a Strategic Project	
	Supports a Core Program Enhancement	
	Not Applicable	

ALTERNATIVES

- Committee may amend or refer the Policy back to staff for further consideration.

IMPLEMENTATION

- Policy will be submitted to Council for approval.
- If approved, the Policy will be posted to the Municipality’s website and implemented.

ENGAGEMENT

- Staff representing the Municipal Green Team were engaged throughout the development of this Policy.
- Staff from the Engineering and Public Works department were engaged to understand requirements for idling as part of their duties.
- 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: ADMIN 01-021 Anti-Idling Policy

APPROVALS

Scott Quinn, Director of Engineering & Public Works, Lands & Parks December 4, 2020

Scott Conrod, Chief Administrative Officer December 8, 2020

POLICY**ADMIN-01-021****Municipality of the County of Kings****Anti-Idling Policy**

Policy Category	Administration	Most Recent Amendment	n/a
First Council Approval	DRAFT – Pending Approval	Future Amendment Date	November 2023

1. Purpose

The Municipality of the County of Kings (“Municipality”) is committed to protecting air quality by reducing the environmental impact of its operations in relation to engine and motor idling.

The average idling time is 60 seconds but can average 5 minutes when warming up a vehicle in winter.

It is recognized that needless emissions are not conducive with the Municipality’s commitment to climate change mitigation and the reduction of greenhouse gases. Eliminating excessive idling is a no-cost action that can help:

- Reduce the environmental impact of government operations
- Save fuel and operational costs
- Decrease wear and tear on Municipal vehicles and equipment
- Reduce air pollution from exhaust
- Reduce noise pollution
- Promote energy conservation

2. Scope

This Policy applies to Municipal Vehicles and Equipment while on property owned by the Municipality or while conducting Municipal business. Council and Municipal employees will make every effort to eliminate unnecessary idling while on properties owned by the Municipality or while conducting Municipal business regardless of property ownership. Contractors will be obligated to eliminate unnecessary idling while performing work for the Municipality, as part of contract requirements.

3. Definitions

- 3.1 Idle and Idling: the operation of an internal combustion engine of a vehicle while the vehicle is not in motion or the operation of a gasoline or diesel powered motor where the motorized equipment is not performing work.
- 3.2 Municipal Vehicle: a vehicle, as defined under Section 2(a) of the Motor Vehicle Act¹, that is either owned, leased, or rented by the Municipality or a vehicle privately owned by either Council or Municipal Staff while it’s being used to conduct Municipal business.
- 3.3 Municipal Equipment: any self-propelled equipment powered by a gasoline or diesel motor, that is either owned, leased, or rented by the Municipality.

4. Policy

¹ Section 2(a) of the Motor Vehicle Act defines a vehicle as “any device in, upon, or by which any person or property is or may be transported or drawn upon a public highway, excepting a motorized wheelchair and devices moved by human power or used exclusively upon stationary rails or tracks.”

DRAFT

4.1 Idling Restrictions

Except for purposes noted in Section 4.2, Municipal Vehicles and Equipment will not:

1. Be left unattended without stopping the engine if work is not being performed; or
2. Idle in a parked position for an extended period unless the purpose of operation is exempted under in Section 4.2.

4.2 Exemptions

Idling of a Municipal Vehicle or Municipal Equipment is permitted only under the following conditions:

- It remains motionless due to being stopped by regular traffic, a traffic control device or signal, an emergency vehicle, while engaged in a parade, or at the direction of a law enforcement official.
- Idling when operating defrosters, heaters, or air conditioners, to prevent a health or safety emergency or to provide clear vision for the operator during extreme weather conditions (e.g. snowstorms, extreme cold temperatures).
- Idling of the engine is necessary to power work-related mechanical or electrical equipment other than for vehicle propulsion (e.g. Hoist, hydraulic pumps, etc.). However, if equipment can be run from the battery alone, the operator shall refrain from idling unless there is a significant concern of draining the battery.
- When a diesel engine is required to idle to complete an active regeneration cycle on its diesel particulate filter (DPF).

5. Responsibilities

5.1 Council will:

- 5.2.1 Ensure the Municipality has a current and comprehensive policy to reduce or eliminate excessive idling by Municipal Vehicles and Equipment;
- 5.2.2 Know and understand their obligations under this Policy and act in accordance with their obligations;
- 5.2.3 Promote anti-idling initiatives within the community; and
- 5.2.4 Periodically review and amend this Policy as needed.

5.2 The Chief Administrative Officer or designate will:

- 5.2.1 Implement, administer, and promote awareness of this Policy and undertake to create an environment and culture of reduced idling while on Municipal property and/or conducting Municipal business; and
- 5.2.2 Propose amendments to this Policy as needed.

5.3 Employees will:

- 5.3.1 Know and understand their obligations under this Policy and act in accordance with their obligations;
- 5.3.2 Ensure all Municipal Vehicles and Equipment are operated in accordance with this policy.

6. Amendments

Date	Amendments
N/A	N/A



Municipality of the County of Kings

Briefing

TO Budget & Finance Committee

PREPARED BY Katrina Roefs, CPA, CA, Financial Analyst

MEETING DATE December 9, 2020

SUBJECT Operating Accountability Report (Period Ended September 30, 2020)

ORIGIN

- [2019-06-10 Budget & Finance Terms of Reference, section 4.c.2.](#)
- 2014-05-06 FIN-05-014 Surplus Allocation Policy

RECOMMENDATION

That the Budget & Finance Committee recommend the General Operating Accountability Report (for period ended September 30, 2020) as attached to the December 9, 2020 agenda as an information item to Municipal Council.

INTENT

To provide a summary of material variances from amounts budgeted in the 2020/21 Operating Budget to actual results as of September 30, 2020, together with a forecast of the year-end results at March 31, 2021.

DISCUSSION

This report represents activity to the end of the second quarter for the fiscal 2020/21 year. It is early in the operating year and some expenses have timing or seasonal differences creating variance from budget.

The forecasted variances are based on information available at the time of this report; events during the year may vary actual outcomes.

The charts within the report use the following color system to identify the status of each line item.

<u>Legend</u>	
<u>For Revenues</u>	<u>For Expenses</u>
● $\geq 100\%$	● $\leq 100\%$
● Between 90% & 100%	● Between 100% & 110%
● $< 90\%$	● $> 110\%$

Currently a surplus of \$13,512 is being forecasted for the fiscal year ending March 31, 2021. The key components of the forecast surplus are detailed on the following pages.



Municipality of the County of Kings

Briefing

Core Revenue - \$24,049 above budget

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

Description	2020/21 Budget	2020/21 Forecast Actual	% of Budget	Variance (\$)	Variance (%)	Variance as a % of Surplus	Comments
Property Tax	\$ 38,327,764	\$ 38,315,641	99.97%	\$ (12,123)	-0.03%	89.7%	The revenue received from Bell in relation to the Incorporate Maritime Telegraph and Telephone Company Limited Act came in under budget by \$12,123; the budgeted amount is based on the average of historic actual amounts received as information is not available annually until subsequent to year end.
Property Tax in Lieu	2,990,295	2,999,667	100.3%	9,372	0.31%	-69.4%	Variance relates to change in ownership and assessment values of Federally and Provincially owned properties.
Rent	6,255	6,255	100.0%	-	0.00%	0.0%	Estimated to be on target
HST Offset Grant	104,300	131,100	125.7%	26,800	25.70%	-198.3%	The Province calculates this grant based on the total HST rebates submitted by all Nova Scotia Municipalities. The amount received is therefore dependant on the total level of rebates received by these Municipalities. The claiming process has a one year lag and the grant for 2020/21 is based on HST rebates earned up to March 31, 2019. During that period our rebates, including those allocated from jointly operated services such as Kings Transit, Valley Waste and Regional Sewer. Due to the timing of the grant process, information on the current year amount is not available during the budget preparation, and therefore the budget is based on a five-year historic average.
Net Interest Income	390,600	390,600	100.0%	-	0.00%	0.0%	Estimated to be on target
Total	\$ 41,819,214	\$ 41,843,263	100.1%	\$ 24,049	0.06%	177.98%	

Mandatory Payments including RCMP - \$65,299 above 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.

The Municipality is responsible for the cost sharing of certain public housing units that fall under contribution Agreements. Those units are managed by the Western Regional Housing Authority. On June 11, 2020, Housing Nova Scotia sent a letter to the Municipality providing cost sharing estimates for the 2020/21 fiscal year. This is the first time in recent years that an estimate has been made available in advance of invoicing. The estimate ranged between \$257,657 - \$284,067. Municipal Staff reached out to the Housing Authority for clarification. The Authority subsequently provided a revised estimate of \$273,799 for the year attributed to increased maintenance costs. The latest estimate has resulted in a \$65,299 negative variance to budget

Inter-Municipal Service Corporations – on target

The Municipality has Inter-Municipal Service Agreements (IMSA), which require the Municipality to make capital and operating contributions. To date the IMSA budget amounts are on target and forecasted to be within budget.



Municipality of the County of Kings

Briefing

Core Municipal Services -\$35,505 below budget

Core Municipal Services includes the following components of the Municipality's operations:

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

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

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

Engineering & Public Works (EPW): EPW manages sewer and water utilities, the Municipal complex, municipal parks and trails, roads, sidewalks, and street lights. Sewer, water, and street lights all generate revenue (on a cost-recovery basis) from utility billing or area rates. Expenses include compensation, vehicles and equipment, utilities, insurance, supplies & parts, repairs & maintenance, J-Class road paving, and consulting services.

Inspection, Planning, Development, and Protective Services: This Department manages Planning, Building & Development, Fire, By-law Enforcement, Emergency Management services (shared with EPW). The Department generates revenues by providing Building and Fire inspection services to other municipalities, sale of building permits, application fees and other permits. Expenses include compensation, vehicles, office supplies, and contracts with third parties for provision of 911 dispatch and animal control services.

The table on the next page summarizes the forecast variance by department.



Municipality of the County of Kings

Briefing

Core Municipal Services -\$35,505 below budget (cont.)

	2020/21 Budget	2020/21 Forecast Actual	% of Budget	Variance (\$)	Variance (%)	Variance as a % of Surplus	Comments
Legislative	\$ 658,970	\$ 638,970	97.0%	\$ (20,000)	-3.04%	-148.0%	Variance relates to Council conference and training which had a reduced budget of \$35,000. Based on activity to date and anticipated ongoing activity through the fall and winter, with more events moving online, the variance has been estimated at \$20,000.
Administration	1,666,278	1,695,241	101.7%	28,963	1.74%	214.4%	<p>\$3,663 negative variance relates to increased insurance premiums which were budgeted at \$103,100 including a 1.5% increase based on historic information. The actual premium increase was significantly higher but within the confines of the five year insurance contract.</p> <p>Advertising is anticipated to be over budget by \$6,500 due to additional advertising related to the COVID-19 Pandemic.</p> <p>Salaries are forecast at \$22,900 above budget due to step adjustments, additional parental leave top up per new Collective Agreement, and a budgeting formula error which reduced one calculated salary by 25%.</p> <p>Unbudgeted grant funds in the amount of \$3,200 were received in relation to the Active Transportation project.</p> <p>\$900 positive variance in relation to the accrued non vested sick leave liability, a new actuarial valuation was obtained in 2020.</p>
Corporate Services	1,591,651	1,585,651	99.6%	(6,000)	-0.38%	-44%	<p>\$20,000 reduction in revenue related to Manager of Financial Reporting services provided to IMSA Corporations in relation to modified services being provided to those organizations.</p> <p>\$20,000 reduction is expense related to a planned consulting engagement with regard to an internal control review in relation to procurement. It has been decided that this work will now be undertaken internally in the upcoming fiscal year.</p> <p>Spending on software has been lower due to COVID-19. Incidental software purchases tend to align with new hires. During 2020 there has been reduced staff turnover which in turn has resulted in a forecasted savings of \$6,000.</p>
Engineering & Public Works	1,756,711	1,763,343	100.4%	6,632	0.38%	49%	EPW clothing and safety equipment is forecast at \$6,632 above budget. This relates in an increase to the clothing allowance based on the updated Collective Agreement, as well as additional spending on personal protective equipment in response to the pandemic.
Inspection, Planning, Development, and Protective Services	4,088,031	4,042,931	100.4%	(45,100)	-1.10%	-334%	<p>Building permit revenue is forecast to have a positive variance of \$33,900. There are significantly more renovation permits being issued. This is likely COVID related with disposable income being spent on the property vs. other activities (travel).</p> <p>Salaries are forecast at \$11,200 below budget due to step adjustments for two positions.</p>
Total	\$ 9,761,641	\$ 9,726,136	99.64%	\$ (35,505)	-0.36%	-262.77%	



Municipality of the County of Kings

Briefing

Grants and funding to external organizations - \$19,257 below budget

Grant Programs are \$19,257 below budget due to the amount of applications received under the Community Hall Assistance Program (CHAP). The total value of applications received under CHAP was \$31,050 below budget. All CHAP applications received were fully funded, and \$11,793 of the budget variance was transferred to the Community Park Development Program to fund applications that were in excess of budget. Council authorized this budget transfer at the [August 18, 2020 Special Council meeting](#).

COVID-19 Relief Reserve

This accountability report uses the Supplemental Operating Budget approved by Council on May 21, 2020. As part of the approved Supplemental Operating Budget, \$1,845,079 was designated to a COVID-19 Relief Reserve. These amounts will be tracked and reported on separately throughout the year.

At September 30, 2020, Council had approved spending of \$746,376. On October 6, 2020, Council approved additional spending of \$13,442, leaving a balance of \$1,080,261 of uncommitted funds in the COVID-19 Relief Reserve.

The table on the next page is a summary of approved motions and spending to October 6, 2020:



Municipality of the County of Kings

Briefing

COVID-19 Reserve Activity to September 30, 2020

Motion Date	Motion	Maximum Transfer Amount	Expense GL	Actual Spending to September 30, 2020	Reserve Source
11-Jun-20	That Council authorize the transfer of up to \$100,000 from the COVID-19 Reserve Fund for Support for Business - Business Retention and Expansion (BRE) Officer and direct the CAO to implement this through the Valley REN.	\$ 100,000	01-2-265-910	\$ 50,000.00	COVID-19 RESERVE 61-4-460-383
11-Jun-20	To hold \$100,000 in the COVID-19 Reserve Fund for future need for Support for Food if COVID-19 supports from other levels of government begin to decline.	\$ 100,000	01-1-219-511	\$ -	COVID-19 RESERVE 61-4-460-383
11-Jun-20	That Council authorize the transfer of \$150,000 from the COVID-19 Reserve Fund for Support for Community Groups - one time funding to help cover fixed overhead costs borne by not-for-profit community groups and direct the CAO to return with funding criteria to be approved by Council.	\$ 150,000	01-2-219-512	\$ 54,291.00	COVID-19 RESERVE 61-4-460-383
11-Jun-20	To leave \$50,000 in the COVID-19 Reserve Fund for Support to the Arts and Culture Sector and have staff bring back a report after consulting with the Arts and Culture Sector.	TBD (\$50,000)	TBD	\$ -	COVID-19 RESERVE 61-4-460-383
11-Jun-20	That Council release \$139,667 to be used for the potential funding of the Councillor Grants to Organizations applications for the 2020/2021 year.	\$ 67,667	01-2-219-510	\$ 67,667.00	COVID-19 RESERVE 61-4-460-383
16-Jun-20	That Municipal Council increase the total available funding for Councillor Grants to Organizations for 2020/21 by \$8,900, to be funded from the COVID-19 reserve, for a total budget of \$148,567.	\$ 8,900	01-2-219-510	\$ 7,701.00	COVID-19 RESERVE 61-4-460-383
11-Jun-20	That Municipal Council receive as information the Briefing on the plan to open Aylesford Lake Beach for the 2020 season attached to the June 11, 2020 Council agenda.	\$70,000 - Aylesford Lake \$45,502 - Seasonal Positions	various 01-2-271-3XX 01-2-271-310	\$ 79,910.00	COVID-19 RESERVE 61-4-460-383
2-Jun-20	That Municipal Council resolve to conduct the October election by hybrid voting - adding electronic voting (telephone and computer) to paper balloting. 2. That Municipal Council approve additional funding of \$54,307 for the October 2020 Election Budget to be funded from Operating Reserve GL # 61-4-460-270	\$ 54,307.00	01-2-219-110	\$ 46,583.00	COVID-19 RESERVE 61-4-460-383
23-Jun-20	That Council provide \$100,000 of financial support to the Annapolis Valley Chamber of Commerce to be used for Tourism Marketing for the 2020 tourism season from the COVID-19 Reserve GL# 61-4-460-270.	\$ 100,000	01-2-269-996	\$ 100,000	COVID-19 RESERVE 61-4-460-383
6-Oct-20	That Council direct the Chief Administrative Officer to transfer \$3,442 from the COVID-19 Reserve to provide a total of \$20,000 in funding to the Annapolis Valley Trails Coalition. That Council direct the Chief Administrative Officer to have staff meet with the Annapolis Valley Trails Coalition and other trails organizations in Kings County to develop agreements for funding that would remove them from the Grants process and return to council for approval of an agreement.	\$ 3,442	01-2-271-991	\$ -	COVID-19 RESERVE 61-4-460-383
6-Oct-20	That Municipal Council provide \$10,000 of financial support to the Annapolis Valley Chamber of Commerce from the COVID-19 Reserve GL#61-4-460-270 to be used towards funding requirements of the 'Medical Resident Retention Program for the Annapolis Valley' as appended to the October 6, 2020 Request for Decision.	\$ 10,000	TBD	\$ -	COVID-19 RESERVE 61-4-460-383



Municipality of the County of Kings

Briefing

FINANCIAL IMPLICATIONS

- The actual operating surplus will be finalized subsequent to year-end and distributed in accordance with the 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	Description
	Good Governance	
	Environmental Stewardship	
	Economic Development	
	Strong Communities	
	Financial Sustainability	
	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 forecast variances.

ENGAGEMENT

Current year budget development included community engagement. This accountability report and annual audited financial statements (possible documents) will form part of the 2021/22 (budget) public engagement program.

APPENDICES

- Appendix A: Operating Variance Report

APPROVALS

Mike Livingstone, Manager Financial Reporting	December 2, 2020
Greg Barr, Director of Finance & IT	December 2, 2020
Scott Conrod, Chief Administrative Officer	December 3, 2020

Appendix A
Municipality of the County of Kings
Operating Variance Report
Results at September 30, 2020

	Budget YTD September 30, 2020	Actual YTD September 30, 2020	Actual as % of Budget	Variance (\$)	Variance %	Year-End Budget	Year-End Forecast	Actual as a % of Budget	Variance (\$)	Variance (%)	Variance as a % of total surplus
Core Revenue											
Property Tax	\$ 38,326,884	\$ 38,357,547	100.08%	\$ 30,663	0.08%	\$ 38,327,764	\$ 38,315,641	99.97%	\$ (12,123)	-0.03%	89.72%
PILT	\$ 2,769,800	2,755,716	99.49%	(14,084)	-0.51%	2,990,295	2,999,667	100.3%	9,372	0.31%	-69.36%
Rent	-	10	-	10	-	6,255	6,255	100.0%	-	0.00%	0.00%
HST Offset Grant	104,300	131,101	125.70%	26,801	25.70%	104,300	131,100	125.7%	26,800	25.70%	-198.34%
Net Interest Income	303,338	286,209	94.35%	(17,129)	-5.65%	390,600	390,600	100.0%	-	0.00%	0.00%
Total Core Revenue	\$ 41,504,322	\$ 41,530,583	100.06%	\$ 26,261	0.1%	\$ 41,819,214	\$ 41,843,263	100.06%	\$ 24,049	0.1%	178.0%
Less Mandatory Payments											
Annapolis Valley Regional School Board	\$ (6,202,915)	\$ (6,203,076)	100.00%	\$ (161)	0.00%	\$ (12,405,830)	\$ (12,405,830)	100.0%	-	0.00%	0.00%
Assessment Charges	(418,500)	(418,500)	100.00%	-	0.00%	(837,000)	(837,000)	100.0%	-	0.00%	0.00%
Municipal Highway Contribution	(374,850)	(374,826)	99.99%	24	-0.01%	(749,700)	(749,700)	100.0%	-	0.00%	0.00%
Correctional Services	(316,850)	(316,862)	100.00%	(12)	0.00%	(633,700)	(633,700)	100.0%	-	0.00%	0.00%
Regional Housing Corporation	-	-	-	-	-	(208,500)	(273,799)	131.3%	(65,299)	31.32%	483.27%
Regional Library	(152,650)	(152,626)	99.98%	24	-0.02%	(305,300)	(305,300)	100.0%	-	0.00%	0.00%
RCMP (& DNA)	\$ (3,657,917)	\$ (3,666,552)	100.24%	(8,635)	0.24%	(7,320,250)	(7,320,250)	100.0%	-	0.00%	0.00%
Total	\$ (11,123,682)	\$ (11,132,442)	100.1%	\$ (8,760)	0.1%	\$ (22,460,280)	\$ (22,525,579)	100.3%	\$ (65,299)	0.3%	-483.3%
Available for Municipal Operations	\$ 30,380,640	\$ 30,398,141	100.1%	\$ 17,501	0.1%	\$ 19,358,934	\$ 19,317,684	99.8%	\$ (41,250)	-0.2%	-305.3%
Area Rates											
Area Rates Collected	-	-	-	-	-	(4,002,420)	(4,002,420)	100.0%	-	0.00%	0.00%
Less Area Rate Revenue Paid out	-	-	-	-	-	4,002,420	4,002,420	100.0%	-	0.00%	0.00%
Subtotal	-	-	-	-	-	-	-	-	-	-	-
Inter-municipal Service Agreements	\$ 2,957,616	\$ 2,564,245	86.7%	\$ (393,371)	-13.30%	\$ 5,405,734	\$ 5,405,734	100.0%	\$ -	0.0%	0.00%
Legislative											
Council	\$ 429,928	\$ 446,463	103.8%	\$ 16,535	3.85%	\$ 658,970	\$ 638,970	97.0%	\$ (20,000)	-3.0%	-148.02%
Administration											
Administration	\$ 647,883	\$ 644,128	99.4%	\$ (3,755)	-0.58%	\$ 1,166,069	\$ 1,195,932	102.6%	\$ 29,863	2.56%	221.01%
HR	72,036	62,189	86.3%	(9,848)	-13.67%	143,156	142,256	99.4%	(900)	-0.63%	-6.66%
Economic Development	2,946	507	17.2%	(2,439)	-82.81%	13,921	13,921	100.0%	-	0.00%	0.00%
Corporate Expenditures	3,890	437	11.2%	(3,453)	-88.76%	121,300	121,300	100.0%	-	0.00%	0.00%
Recreation Administration	138,702	130,289	93.9%	(8,413)	-6.07%	253,582	253,582	100.0%	-	0.00%	0.00%
Recreation Programs - Net Contributions	(18,297)	(4,978)	27.2%	13,319	-72.80%	(31,750)	(31,750)	100.0%	-	0.00%	0.00%
Total Administration	\$ 847,160	\$ 832,572	98.3%	\$ (14,588)	-1.7%	\$ 1,666,278	\$ 1,695,241	101.7%	\$ 28,963	1.7%	214.4%
Corporate Services											
Finance	\$ 415,994	\$ 399,396	96.0%	\$ (16,597)	-3.99%	\$ 714,141	\$ 714,141	100.0%	\$ -	0.00%	0.00%
Revenue Services (Net of cost recoveries)	61,057	5,047	8.3%	(56,009)	-91.73%	102,039	102,039	100.0%	-	0.00%	0.00%
IT (net of cost recoveries)	449,045	444,118	98.9%	(4,927)	-1.10%	775,471	769,471	99.2%	(6,000)	-0.77%	-44.40%
Total Corporate Services	\$ 926,095	\$ 848,562	91.6%	\$ (77,533)	-8.4%	\$ 1,591,651	\$ 1,585,651	99.6%	\$ (6,000)	-0.4%	-44.4%
EPW											
EPW Administration (Net of administration fees)	\$ 22,985	\$ 95,551	415.7%	\$ 72,567	315.71%	\$ 289,028	\$ 295,660	102.3%	\$ 6,632	2.29%	49.08%
Building (net of Provincial cost share)	166,554	149,910	90.0%	(16,644)	-9.99%	322,673	322,673	100.0%	-	0.00%	0.00%
Municipal parks & trails	43,590	123,426	283.2%	79,836	183.15%	61,115	61,115	100.0%	-	0.00%	0.00%
Roads and Sidewalks	185,754	245,680	0.0%	59,926	0.00%	1,212,746	1,212,746	100.0%	-	0.00%	0.00%
Solid Waste	8,731	3,982	45.6%	(4,749)	-54.40%	46,200	46,200	100.0%	-	0.00%	0.00%
Subtotal	\$ 427,614	\$ 618,548	144.7%	\$ 190,935	44.7%	\$ 1,931,762	\$ 1,938,394	100.3%	\$ 6,632	0.3%	49.1%

Municipality of the County of Kings
 Operating Variance Report
 Results at September 30, 2020

	Budget YTD September 30, 2020	Actual YTD September 30, 2020	Actual as % of Budget	Variance (\$)	Variance %	Year-End Budget	Year-End Forecast	Actual as a % of Budget	Variance (\$)	Variance (%)	Variance as a % of total surplus	
EPW cont.												
Municipal Sewer Revenue	\$ (3,899,128)	\$ (3,942,994)	101.1%	\$ (43,866)	1.13%	\$ (4,280,800)	\$ (4,280,800)	100.0%	\$ -	0.00%	0.00%	
Less Municipal Sewer Expense	2,732,561	2,617,323	95.8%	(115,238)	-4.22%	4,105,749	4,105,749	100.0%	-	0.00%	0.00%	
Subtotal	\$ -	\$ (1,325,671)		\$ (159,104)		\$ (175,051)	\$ (175,051)		\$ -			
Street Light Revenue	\$ (123,800)	\$ (103,531)	83.6%	\$ 20,269	-16.37%	\$ (123,800)	\$ (123,800)	100.0%	\$ -	0.00%	0.00%	
Less street light expense	57,320	38,133	66.5%	(19,187)	-33.47%	123,800	123,800	100.0%	-	0.00%	0.00%	
Subtotal	\$ -	\$ (65,399)		\$ 1,081		\$ -	\$ -		\$ -			
Total EPW	\$ 427,614	\$ (772,521)	-180.7%	\$ 32,912	7.7%	\$ 1,756,711	\$ 1,763,343	100.4%	\$ 6,632	0.4%	49.1%	
Building & Development Services												
Building & Development Services (net)	\$ 136,071	\$ 109,780	80.7%	\$ (26,291)	-19.32%	\$ 260,368	\$ 215,268	82.7%	\$ (45,100)	-17.32%	-333.78%	
Planning	180,490	178,404	98.8%	(2,085)	-1.16%	327,371	327,371	100.0%	-	0.00%	0.00%	
Development	147,016	138,567	94.3%	(8,449)	-5.75%	265,862	265,862	100.0%	-	0.00%	0.00%	
Total Building & Development Services	\$ 463,577	\$ 426,751	92.1%	\$ (36,825)	-7.9%	\$ 853,601	\$ 808,501	94.7%	\$ (45,100)	-5.3%	-333.8%	
Protective Services												
Fire & Fire Inspection (net)	\$ 1,409,506	\$ 1,868,225	132.5%	\$ 458,719	32.54%	\$ 2,794,663	\$ 2,794,663	100.0%	\$ -	0.00%	0.00%	
Bylaw Enforcement (net)	118,593	116,786	98.5%	(1,807)	-1.52%	221,326	221,326	100.0%	-	0.00%	0.00%	
E.M.O.	121,699	119,627	98.3%	(2,073)	-1.70%	218,441	218,441	100.0%	-	0.00%	0.00%	
Total Protective Services	\$ 1,649,799	\$ 2,104,638	127.6%	\$ 454,840	27.6%	\$ 3,234,430	\$ 3,234,430	100.0%	\$ -	0.0%	0.0%	
Total Building & Development Services, Protect	\$ 2,113,375	\$ 2,531,390	119.8%	\$ 418,014	19.8%	\$ 4,088,031	\$ 4,042,931	98.9%	\$ (45,100)	-1.1%	-333.8%	
Total Core Municipal Services	\$ 7,701,788	\$ 6,450,711	83.8%	\$ (18,030)	-0.2%	\$ 15,167,375	\$ 15,131,870	99.8%	\$ (35,505)	-0.2%	-262.8%	
Funds available after Core Municipal Services	\$ 22,678,852	\$ 23,947,430	105.6%	\$ 35,531	0.2%	\$ 4,191,559	\$ 4,185,814	99.9%	\$ (5,745)	-0.1%	-42.5%	
Other Transfers												
Transfer to Reserve for COVID-19 Relief	1,845,079	1,845,079	100.0%	-	0.00%	1,845,079	1,845,079	100.0%	-	0.0%	0.00%	
Grants												
Councillor Grants to organizations	\$ 72,000	\$ 147,368	204.7%	\$ 75,368	-	72,000	72,000	100.0%	\$ -	0.00%	0.00%	
Property Tax exemptions per Bylaws	749,133	721,121	96.3%	(28,012)	-3.74%	788,800	788,800	100.0%	-	0.00%	0.00%	
Leisure Services & Rec Director Salary Grants	132,862	30,000	22.6%	(102,862)	-	205,000	205,000	100.0%	-	0.00%	0.00%	
Crossing Guard and Library Grants	82,123	54,532	66.4%	(27,592)	-33.60%	92,480	92,480	100.0%	-	0.00%	0.00%	
Funding to Other External Parties	183,560	253,991	138.4%	70,431	-	198,200	198,200	100.0%	-	0.00%	0.00%	
Program grants (CRAF, CHAP, CPDP, etc.)	87,375	414,206	474.1%	326,831	-	790,000	770,743	97.6%	(19,257)	-2.44%	-142.52%	
Food Program	200,000	184,182	92.1%	(15,818)	-	200,000	200,000	100.0%	-	0.00%	0.00%	
Total Grants	\$ 1,507,053	\$ 1,805,400	119.8%	\$ 314,165	20.8%	\$ 2,346,480	\$ 2,327,223	99.2%	\$ (19,257)	-0.8%	-142.5%	
Surplus (Deficit)											\$ -	\$ 13,512

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



Municipality of the County of Kings

Briefing

TO	Budget & Finance Committee
PREPARED BY	Kevin Wheaton, BBA - Financial Analyst
MEETING DATE	December 9, 2020
SUBJECT	Capital Accountability Report (Period Ended September 30, 2020)

ORIGIN

- [2019-06-10 Budget & Finance Terms of Reference, section 4.c.2.](#)

RECOMMENDATION

That Budget & Finance Committee recommend the Capital Accountability Report (for period ended September 30, 2020) as attached to the December 9, 2020 agenda as an information item to Municipal Council.

INTENT

To provide a summary of:

- material variances from amounts budgeted in the 2020/21 Capital Budget to actual results as of September 30, 2020; together with a forecast of year-end results at March 31, 2021.

DISCUSSION

This report represents activity to the end of the second quarter for the fiscal 2020/21 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 Accountability 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. Events during the year may vary to actual outcomes.

Each project listed in the Capital Accountability 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 Accountability Report – Category A (Information Technology)

Three of the six projects are expected to be completed on time and on budget, and include:

- Hardware Evergreening (#08-1102);
- Network Upgrades (#08-1101); and
- Records Management (#16-1102).



Municipality of the County of Kings

Briefing

One project is expected to be completed on time and under budget:

- Tablet Computers (#20-1101).

Updates on the remaining two projects are as follows:

- The Accounting Software component of the Accounting & Asset Management Software project (#16-1103) has been put on hold, due to considerations of making such a large change to the accounting system while the Finance team is unable to work in face-to-face settings with multiple individuals. An RFP is currently under development for the replacement of the software; however, implementation will not occur until the 2021/22 year. A quote has been received for the upgrade of the Asset Management Software and the work has not been started.
- The Fibre/Wireless Hybrid Connectivity project (#17-1103) was put on hold while an application for Develop Nova Scotia funding for a 100% fibre buildout was put forward. The funding application was not approved by Develop Nova Scotia. Consequently, the approach to this fibre/wireless hybrid project is to be reconsidered, as part of the 2021/22 capital budget process.

Capital Accountability Report – Category B (Municipal Buildings)

This category includes two projects, one of which is the finalization of the New Municipal Complex (#16-1301) completed on time and on budget. An update on the remaining project is as follows:

- The EPW Building project (#19-1302) has experienced some delay. The project was tendered in September and the contract was awarded in November. Construction of the new building is expected to begin in December, with contractor mobilization, and is expected to carry over into the 2021/22 year.

Capital Accountability Report – Category C (Roads & Sidewalks)

The Pedestrian Infrastructure project (#08-1714) is expected to be completed on time and under budget.

Capital Accountability Report – Category D (Building & Development Service Vehicles)

The Building & Development Service Vehicles project (#13-1501) was completed on time and on budget.

Capital Accountability Report – Category E (Parks & Recreation)

The Harvest Moon Trailhead project (#20-3404) was completed on time and under budget.

Capital Accountability Report – Category F (Municipal Sewer Infrastructure)

Five of the nine projects are expected to be completed on time and on budget and include:

- EPW Equipment & Occupational Health/Safety (#10-3409);
- EPW Service Vehicle Replacements (#11-3401);
- Green Initiatives (#13-3402);
- Sewer Upgrades (#19-3401); and
- Greenwood Sewer Extensions (#20-3405).

Two projects are expected to be completed on time and under budget and include:

- Lift Station Replacements (#08-3408); and
- Sewer Treatment Plant Infrastructure Renewal (#08-3409).



Municipality of the County of Kings

Briefing

Updates on the remaining two projects are as follows:

- The Sewer Collection Line Replacement project (#08-3410) is expected to be completed on time and over budget. An emergency sewer main repair at Patty's Drive (Greenwood) was required and the cost of the repair was \$24K.
- The SCADA System Review project (#19-3403) has changed direction. Initially, the focus of the project was a review of the SCADA system with an expectation of replacing the existing SCADA software with an alternative software package. As the project advanced, an assessment was made that keeping the existing software would be the best option going forward. The focus of this project is now implementation of high-speed, fibre network connections to as much of the physical infrastructure as possible, and bringing the system wiring inside the Municipal firewall. This project is now expected to carry over to the 2021/22 year.

Capital Accountability Report – Category G (Greenwood Water Projects)

All four of the following projects are expected to be completed on time and under budget:

- Water Distribution System Improvements (#10-2403);
- Water System Equipment (#11-2407);
- Production Well (#11-2408); and
- Water System Assessment (#19-2401).

Capital Accountability Report – Category H (Regional Sewer Projects)

Both of the following projects are expected to be completed on time and under budget:

- Regional Sewer Lines (#14-4401); and
- Regional STP Aeration (#17-4401).

Capital Accountability Report – Category I (Special/Contingent Projects)

Ten of the thirteen projects are expected to be completed on time and on budget and include:

- Solar – Meadowview (#18-3402);
- Light Manufacturing Park Development Study (#18-3404);
- Water - Village of Kingston (#18-3407);
- Secondary Planning Strategy Development - New Minas (#18-3410);
- Community Infrastructure Upgrades - Mee Rd (#19-3402);
- Solar Consulting - Municipal Buildings (#19-3407);
- Fleet Optimization Study (#19-3409);
- Solar Construction - Municipal Buildings (#20-3401);
- Active Transportation (#20-3406); and
- J-Class 2020-21 One-Time Repave Program (#20-3407).

Updates on the remaining three projects are as follows:

- The Broadband CTI project (#18-3401) includes the development and construction of broadband projects that will expand high-speed internet availability to underserved areas of the Municipality. Engineering work for the project is substantially complete. Construction and materials were tendered in the first quarter, but the start of construction work was delayed for a period of time, pending execution of the Federal Connect to Innovate Contribution Agreement. The Contribution Agreement was signed at the end of September, and contracts have now been signed to proceed with construction. The network buildout will carry over to the 2021/22 year and is expected to be complete



Municipality of the County of Kings

Briefing

by June 2021. Due to reductions in the project scope, the total cost of the project is now expected to be \$3.4M (\$2.1M below the original expected cost of \$5.5M).

- The Alternative Energy Production (Wind) project (#18-3403) includes various consulting services related to obtaining a Provincial license for placement of a meteorological tower on Crown land. An RFP for the meteorological tower has been issued/closed. The project has been put on hold pending resolution of radar related matters with the Department of National Defense; however, the Municipality is working on an agreement with DND and a private company to resolve the radar issue. An ICIP funding application was submitted for the construction phase of this project on September 9th.
- The Electric Vehicle Infrastructure Deployment project (#19-3410) includes the installation of a fast recharging station for electric vehicles, at the location of the new Municipal Complex. This project was put on hold pending release of an external funding program. A program was announced, the Municipality has made an application, and the Municipality is now awaiting the results of the application.

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

COMMUNITY ENGAGEMENT

Budget development involved community engagement. Specific projects have additional engagement requirements at certain junctures of implementation. This report is providing an update on the 2020/21 Capital Budget.



Municipality of the County of Kings Briefing

APPENDICES

- Appendix A: Capital Accountability Report Q2 2020/21

APPROVALS

Mike Livingstone, Manager of Financial Reporting	December 3, 2020
Greg Barr, Director of Finance & IT	December 4, 2020
Scott Conrod, Chief Administrative Officer	December 4, 2020

**Municipality of the County of Kings
Capital Accountability Report
Year-to-date, as at September 30, 2020**

Project #	Project Description	Project Details	2020-21 Budget (including 2019-20 carryover)	Total Budget (project-to-date)	Prior Year Expenditures	2020-21 Expenditures (Apr.01/20 to Sep.30/20)	Total Expenditures (project-to-date)	2020-21 Forecasted Expenditures (Oct.01/20 to Mar.31/21)	2020-21 Remaining Budget (\$) (as at Sep.30/20)	2020-21 Projected Year-End Remaining Budget (\$)	2020-21 Projected Year-End Remaining Budget (%)	Project Status	Comments - September 30, 2020
Municipal Infrastructure - General Tax Rate Supported Information Technology													
08-1102	Hardware Evergreening	Annual program to upgrade or replace a portion of the computer hardware systems, printers, and copiers.	\$ 62,700	\$ 170,558	\$ 107,858	\$ 38,377	\$ 146,236	\$ 20,850	\$ 24,323	\$ 3,473	6%	●	Microsoft Exchange upgrade was completed in Q2. 7 laptops and 5 monitors were purchased in Q1 and Q2. Wall mounted displays have been purchased and installed. A printer purchased and installed. Remaining laptops and monitors are expected to be purchased in Q3 and Q4. Desktop scanners are expected to be purchased in Q3.
08-1101	Network Upgrades	Ongoing program to replace and add system and network components, including cabling, operating system upgrades, servers, firewalls, network drops, and remote site connections.	47,100	161,543	114,443	7,057	121,499	37,300	40,043	2,743	6%	●	Security camera and cell repeater installation was completed in Q2. The SQL Server upgrade originally scheduled for September did not occur, and will happen concurrently to the Sharepoint installation. Access points for the new EPW building (\$2.7K) will not be required this budget year and will require carryover to 2021/22, due to delay in building construction. Remainder of work for this project to be complete in Q4.
16-1102	Records Management	Implement Records Management System.	20,000	40,366	20,366	-	20,366	20,000	20,000	-	0%	●	Quotes have been received for the SharePoint upgrade and Records Centre deployment. A tender is required and is expected to be issued in November, with the work to follow awarding of a contract to the winner of the tender.
16-1103	Accounting & Asset Management Software	Replacement of existing accounting software to improve functionality and take advantage of new features such as the ability to drill down through financial reports, better integration with Microsoft Office, and integration with Asset Management software. Purchase of Asset Management software to enhance or replace the system currently in use by EPW.	250,000	250,000	-	-	-	120,000	250,000	130,000	52%	●	A quote has been received for the upgrade of the Asset Management Software and the work has not been started yet. An RFP is currently under development for the replacement of the Accounting Software and integration of the new accounting system with the Asset Management system; however, implementation of this software will not occur until the 2021/22 year. The timing of the Accounting Software upgrade has been delayed due to considerations of making such a large change to the Accounting system while the Finance team is unable to work in face-to-face settings with multiple individuals.
17-1103	Fibre/Wireless Hybrid Connectivity	Connection of the Greenwood Sewer Treatment Plant and the Greenwood Water Treatment Facility to the municipal network through a hybrid fibre/wireless, high-speed internet connection.	100,000	150,287	50,287	-	50,287	-	100,000	100,000	100%	●	Develop Nova Scotia funding for a proposed 100% fiber buildout project was not received. Consequently, the approach to this fibre/wireless hybrid project is to be reconsidered, as part of the 2021/22 budget process.
20-1101	Tablet Computers	Purchase of Microsoft Surface tablets for use by Council, including required software.	25,000	25,000	-	16,073	16,073	-	8,927	8,927	36%	●	The tablets were purchased in Q2 and deployed to the new Council members in October. The project has been completed \$9K under budget.
Total Information Technology			\$ 504,800	\$ 797,755	\$ 292,955	\$ 61,507	\$ 354,461	\$ 198,150	\$ 443,293	\$ 245,143	49%		
Municipal Building													
16-1301	New Municipal Complex	Construct new municipal complex.	\$ 45,000	\$ 7,291,075	\$ 7,246,075	\$ 42,901	\$ 7,288,976	\$ 2,099	\$ 2,099	-\$ 0	0%	●	The two outstanding items related to the pergola and outside lettering on the building were completed in Q1. Project is fully complete and on budget. Pergola lighting and a windscreen shield (for building entrance) to be purchased and installed in Q3.
19-1302	EPW Building	Design and construct EPW building.	3,140,875	3,212,620	71,745	50,467	122,213	250,000	3,090,408	2,840,408	90%	●	Project was tendered in September and the contract awarded in November. Construction is expected to begin in December (with contractor mobilization) and is expected to carry over into 2021/22.
Total Municipal Building			\$ 3,185,875	\$ 10,503,695	\$ 7,317,820	\$ 93,368	\$ 7,411,188	\$ 252,099	\$ 3,092,506	\$ 2,840,407	89%		
Roads and Sidewalks													
08-1714	Pedestrian Infrastructure	Ongoing program for the construction of sidewalks listed in the Sidewalk Priority List approved by Council. In 2020-21, the construction of Phase 1 of the Scott Drive sidewalk (Mee Rd to Governor Court), the design of Phase 2 of the Scott Drive sidewalk (Governor Court to Nichols Ave), and the installation of crosswalks/speed radar signs are planned.	\$ 600,000	\$ 1,119,207	\$ 519,207	\$ 423,890	\$ 943,097	\$ 26,000	\$ 176,110	\$ 150,110	25%	●	The Scott Drive sidewalk construction is expected to be complete by end of December, 2020. The design work for Scott Drive (Phase 2) and the Auburn sidewalk (Hwy 1, West Kings High School to Morden Rd) is expected to be complete in Q3. Installation of the crosswalks/speed radar signs is expected to be completed in Q4. The program is projected to be under budget by approx. \$150K due to the Scott Drive Sidewalk tender coming in below budget.
Total Roads and Sidewalks			\$ 600,000	\$ 1,119,207	\$ 519,207	\$ 423,890	\$ 943,097	\$ 26,000	\$ 176,110	\$ 150,110	25%		
Building & Development Services Vehicles													
13-1501	Building & Development Services Vehicles	Ongoing replacement of end-of life Building & Development service vehicles. The 2010 Ford Ranger is scheduled for replacement in 2020/21.	\$ 30,000	\$ 30,000	\$ -	\$ 28,706	\$ 30,000	\$ -	\$ 1,294	\$ 1,294	4%	●	A 2020 Ford Escape was purchased in September to replace the 2010 Ford Ranger (Unit #1).
Total Building & Development Services Vehicles			\$ 30,000	\$ 30,000	\$ -	\$ 28,706	\$ 30,000	\$ -	\$ 1,294	\$ 1,294	4%		
Parks and Recreation													

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Project #	Project Description	Project Details	2020-21 Budget (including 2019-20 carryover)	Total Budget (project-to-date)	Prior Year Expenditures	2020-21 Expenditures (Apr.01/20 to Sep.30/20)	Total Expenditures (project-to-date)	2020-21 Forecasted Expenditures (Oct.01/20 to Mar.31/21)	2020-21 Remaining Budget (\$) (as at Sep.30/20)	2020-21 Projected Year-End Remaining Budget (\$)	2020-21 Projected Year-End Remaining Budget (%)	Project Status	Comments - September 30, 2020
20-3404	Harvet Moon Trailhead	Construction of a trailhead connecting to the Harvest Moon Trail in close proximity to the new Municipal Complex, for the benefit of the general public and Municipal staff.	\$ 25,000	\$ 25,000	\$ -	\$ 1,408	\$ 1,408	\$ 11,471	\$ 23,592	\$ 12,121	48%	●	Project was complete at the end of September and is expected to be \$12K under budget, due to the easement being obtained at no cost to the Municipality.
Total Parks and Recreation			\$ 25,000	\$ 25,000	\$ -	\$ 1,408	\$ 1,408	\$ 11,471	\$ 23,592	\$ 12,121	48%		
Total Municipal Infrastructure			\$ 4,345,675	\$ 12,475,656	\$ 8,129,982	\$ 608,878	\$ 8,740,154	\$ 487,720	\$ 3,736,797	\$ 3,249,077	75%		
Municipal Sewer Infrastructure - Sewer Rate Supported													
08-3408	Lift Station Replacements	Ongoing program to replace end-of-life lift stations, pumps, & electrical panels. In 2020/21, upgrades are planned for lift stations GW10, GW11, CG4 and HB2, as well as the design work for the 2021-22 lift station projects.	\$ 650,000	\$ 1,632,244	\$ 982,244	\$ 89,963	\$ 1,072,207	\$ 420,037	\$ 560,037	\$ 140,000	22%	●	Contract 20-04 (lift stations CG4, GW10, GW11 & HB2) is expected to be complete in Q4. Design work for the 2021/22 lift station projects is expected to be complete in Q4. The program is expected to be \$140K under budget due to Contract 20-04 coming in below budget.
08-3409	Sewer Treatment Plant Infrastructure Renewal	Ongoing program for the 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. In 2020-21, both of the clarifiers at the Greenwood STP will be replaced and the treatment equipment at the Avonport STP will be upgraded.	1,250,000	1,958,563	708,563	41,348	749,911	1,008,652	1,208,652	200,000	16%	●	Greenwood Clarifier Upgrades and Avonport STP Upgrades are expected to be complete in Q4. Tenders for the two projects came in approx. \$200K under budget.
08-3410	Sewer Collection Line Replacement	Ongoing program for the replacement of sewer collection lines. In 2020-21, research and consulting work related to developing specifications and methods for trenchless excavation will be done. New sewer laterals (from the main sewer line to the property line of individual lots) will be installed.	75,000	521,528	446,528	78,461	524,989	7,821	- 3,461	- 11,282	-15%	●	The development of an RFQ and standard specifications for trenchless sewerline rehabilitation was complete in Q2. An emergency sewer main repair for Pattys Drive (Greenwood) was also completed in Q2. The emergency repair has caused the project to be over budget.
10-3409	EPW Equipment & Occupational Health/Safety	Ongoing program for the 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. In 2020-21, a utility boat for the sewer lagoons, a metal band saw, a mechanical valve wrench turner, a plow blade, and an EPW lawn tractor are to be purchased.	25,000	54,704	29,704	5,661	35,366	19,000	19,339	339	1%	●	A utility boat for the lagoons (and boat trailer) was purchased in Q2. Additional equipment to be purchased in Q3 and Q4. A second boat for the lagoons to be purchased instead of the metal band saw and mechanical valve wrench.
11-3401	EPW Service Vehicle Replacements	Ongoing program for the replacement of end-of-life EPW service vehicles. In 2020-21, two 2012 Chevrolet Colorado trucks are to be replaced with new 1/2 ton trucks.	70,000	99,704	29,704	70,308	100,012	-	- 308	- 308	0%	●	Delivery of two new 2020 Ford F-150 XL half-ton trucks was received in August.
13-3402	Green Initiatives	A feasibility study related to the potential for energy efficiency improvements, including the evaluation of a bio-waste generator, is to be performed in 2020-21.	43,493	50,000	6,507	16,018	22,526	20,022	27,474	7,452	17%	●	The feasibility study's Final Report is expected to be received in Q4.
19-3401	Sewer Upgrades	Replacement of lift stations WE-6 (on County Home Rd in Waterville) and AT-5 (on Spencer Rd in North Kentville).	481,588	550,000	68,412	341,267	409,679	123,230	140,321	17,091	4%	●	Contract 19-03 (lift stations AT5 & WE6) is expected to be complete in Q3.
19-3403	SCADA System Review	Review of current SCADA monitoring system and software and evaluate potential upgrades, including evaluation of the wiring required to bring the system inside the MoK firewall.	50,000	50,000	-	-	-	20,000	50,000	30,000	60%	●	Initially, the IT department and EPW operations started collaborating on developing system requirements and identifying potential vendors. Subsequently, the focus was changed from reviewing the system to upgrading the current system. A portion of the upgrade work is expected to be performed by the end of Q4. Project is expected to carry over to 2021/22, with further upgrading to be done in the new fiscal year.
20-3405	Greenwood Sewer Extensions	Extension of sewer infrastructure in the Village of Greenwood, along Rocknotch Road and Hwy 201 (Howe Ave to Village boundary). In 2020-21, a pre-design study to be completed to determine infrastructure sizing, placement and cost.	73,000	73,000	-	-	-	72,764	73,000	236	0%	●	The budget for this project was increased (in Q1) from \$20K to \$73K to allow for the inclusion of engineering design work. Both the pre-design work and the detailed design work are expected to be complete in Q4.
Total Municipal Sewer Infrastructure			\$ 2,718,081	\$ 4,989,744	\$ 2,271,663	\$ 643,027	\$ 2,914,690	\$ 1,691,526	\$ 2,075,054	\$ 383,528	14%		
Greenwood Water Projects - Water Rate Supported													
10-2403	Water Distribution System Improvements	Ongoing program for improvements to the Greenwood Water distribution system.	\$ 50,000	\$ 265,834	\$ 215,834	\$ 16,791	\$ 232,624	\$ -	\$ 33,209	\$ 33,209	66%	●	Design work for the Greenwood Water Treatment Facility UV system upgrades was complete in Q2.
11-2407	Water System Equipment	Upgrade and replacement program for existing water distribution system equipment, including flow meters, treatment equipment and monitoring equipment as needs are identified. In 2020-21, UV disinfection equipment, radio-read water meters and a stand-alone generator (to provide backup power to the Sandy Court water treatment system) are to be purchased.	55,000	101,756	46,756	11,255	58,011	33,000	43,745	10,745	20%	●	The purchase and installation of a stand-alone generator for the Sandy Court water treatment system was complete in Q2. Water testing equipment was purchased in November and additional equipment is expected to be purchased by end of Q4.

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11-2408	Production Well	Phased program to test source of supply and develop a new water production well. In 2020-21, a property identified through a hydro-geological study is to be purchased, a new water production well is to be constructed, and a distribution forcemain to the Greenwood Water Treatment Facility is to be designed.	400,000	446,756	46,756	3,016	49,771	301,000	396,984	95,984	24%	●	The Purchase and Sale Agreement for the selected parcel of land was complete in Q1 and the closing of the purchase is expected in March 2021. Drilling of the production wells, and related engineering services are expected to be complete by Q4.
19-2401	Water System Assessment	A system assessment to be performed to evaluate the water resources and infrastructure needs of the Greenwood Water Utility, and to develop a specific plan for future resource development.	37,335	75,000	37,665	4,185	41,850	-	33,150	33,150	89%	●	The system assessment was complete in Q1.
Total Greenwood Water Projects			\$ 542,335	\$ 889,345	\$ 347,010	\$ 35,247	\$ 382,257	\$ 334,000	\$ 507,089	\$ 173,089	32%		
Regional Sewer Projects - User Fee Supported													
14-4401	Regional Sewer Lines	Ongoing program for the replacement of Regional sewer lines. In 2020-21, approximately 200m of gravity line near the Kentville bridge is to be replaced.	\$ 200,000	\$ 221,798	\$ 21,798	\$ 134,820	\$ 156,619	\$ -	\$ 65,180	\$ 65,180	33%	●	The contract with the Town of Kentville for the replacement of approx. 200m of gravity line (near the Kentville bridge) was complete in September.
17-4401	Regional STP Aeration	In 2020-21, the aeration system in Cells 2 to 5 of the Regional STP lagoon are to be replaced.	413,597	1,050,000	636,403	289,703	926,106	45,000	123,894	78,894	19%	●	Project was complete in Q2. Two warranty issues have been identified and are being addressed.
Total Regional Sewer Projects			\$ 613,597	\$ 1,271,798	\$ 658,201	\$ 424,523	\$ 1,082,724	\$ 45,000	\$ 189,074	\$ 144,074	23%		
Special/Contingent Projects													
18-3401	Broadband - CTI	Development and construction of broadband projects that will expand high-speed internet availability to underserved areas of the Municipality. With confirmed Federal Connect to Innovate funding, and a business plan supporting economic viability, construction will take place in 2020-21.	\$ 5,249,614	\$ 5,515,552	\$ 265,938	\$ 60,014	\$ 325,951	\$ 2,879,640	\$ 5,189,601	\$ 2,309,961	44%	●	Construction and materials for the project were tendered in Q1 and the engineering work was substantially complete in Q1. The Contribution Agreement with ISED was signed at end of September, and contracts have now been signed to proceed with construction. The network buildout will carry over to the 2021/22 year and is expected to be complete by June 2021. Due to reductions in the project scope, the total cost of the project is now expected to be \$3.4M (\$2.1M below the original expected cost of \$5.5M).
18-3402	Solar - Meadowview	Studies to be performed to evaluate the technical, financial, and strategic aspects associated with the construction of a 4 MW+ solar facility at the closed landfill site in Meadowview, North Kentville.	170,200	170,200	-	9,334	9,334	160,866	160,866	0	0%	●	The geo-technical study originally scheduled for the prior year will be completed along with additional consulting and project studies. An ICIP funding application was submitted for this project on Sept 9th. Phase 1 of the feasibility study (technical/financial review) is complete. Phase 2 has started and will continue into late winter or early spring.
18-3403	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 meteorological towers on Crown land (to measure, record, and report wind speeds), and cost estimates for the test equipment, legal services, and community consultation that would be needed.	168,350	193,350	25,000	-	25,000	-	168,350	168,350	100%	●	An RFP for the meteorological tower has been issued/closed. The project has been put on hold pending resolution of radar related matters with the Department of National Defense, however the Municipality is working on an agreement with DND and a private company to resolve the radar issue. An ICIP funding application was submitted for the construction phase of this project on Sept 9th.
18-3404	Light Manufacturing Park Development Study	Road alignment and industrial park development study to be performed to identify available land adjacent to existing municipal services, determine the cost of road improvements to enhance location traffic efficiencies, and develop strategic partner relationships. In 2020-21, environmental studies will be completed in advance of the internal road alignment and industrial park development studies, including lot design. An evaluation of the adequacy of the Waterville sewer system to service the buildout to also be completed.	15,000	15,000	-	-	-	15,000	15,000	-	0%	●	An evaluation of the adequacy of the Waterville sewer system to service the buildout is currently underway and is expected to be complete in Q4. Environmental studies are being completed by the Province in advance of the internal road alignment and industrial park development studies, including lot design to be performed in 2021/22 and 2022/23.
18-3407	Water - Village of Kingston	Drilling of test wells to be done to evaluate potential well sites identified by the engineering consulting firm. In 2020-21, additional test wells to be drilled to evaluate potential well sites.	76,433	130,000	53,567	-	53,567	20,994	76,433	55,439	73%	●	Consulting and well drilling work is ongoing and expected to be complete in Q4. Test wells to date have not produced the required quality of water; however, future reports from the consultant could indicate otherwise.
18-3410	Secondary Planning Strategy Development - New Minas	Contribution to secondary planning strategy studies required in connection with the development of lands located within the New Minas Growth Centre. The studies will give consideration to traffic, water/wastewater/stormwater infrastructure, and general planning issues.	111,740	174,797	63,057	35,329	98,386	76,411	76,411	-	0%	●	Technical background studies related to water, sanitary sewer, storm sewer and road needs/capacity are substantially complete, with only the final report outstanding. The Village, concurrent with the Municipality, has also commenced planning studies, which will carry forward into the 2021/22 year.

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Project #	Project Description	Project Details	2020-21 Budget (including 2019-20 carryover)	Total Budget (project-to-date)	Prior Year Expenditures	2020-21 Expenditures (Apr.01/20 to Sep.30/20)	Total Expenditures (project-to-date)	2020-21 Forecasted Expenditures (Oct.01/20 to Mar.31/21)	2020-21 Remaining Budget (\$) (as at Sep.30/20)	2020-21 Projected Year-End Remaining Budget (\$)	2020-21 Projected Year-End Remaining Budget (%)	Project Status	Comments - September 30, 2020	
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	-	1,044,568	1,044,568	31,856	55,432	23,576	2%	●	The contract for this project was awarded in October 2019. Construction was delayed until the spring of 2020 and was completed in October 2020.	
19-3407	Solar Consulting - Municipal Buildings	During 2019-20, the Municipality bid under the Solar Electricity for Community Buildings Pilot Program and was successful with a 72kW supply contract. The contract calls for the Municipality to install a 72 kW system and sell power to NSPI under a 20-year contract for \$0.22 per kWh. The purchase, installation and cross-connection to NSPI is planned for the 2020-21 year under MoK project #20-3401 (Solar Construction - Municipal Buildings).	7,829	12,000	4,171	-	4,171	7,829	7,829	-	0	0%	●	The remaining consulting work relating to the Municipality's buildings will be completed during the year, in connection with panel installation on the Admin building and finalization of the Net-Zero proposition for the EPW building. An ICIP funding application was submitted for the EPW building and a feasibility study, for making the admin building Net-Zero, on Sept 9th. The tender for supply and installation was awarded in November 2020.
19-3409	Fleet Optimization Study	Study to improve the sustainability and cost efficiency of the Municipality's fleet through the reduction of fossil fuel use and energy costs. Potential methods to include "right sizing" of vehicles/equipment, operational improvements, driver education, and potential to integrate alternate fuels or electric vehicles into the fleet.	51,000	51,000	-	14,200	14,200	28,784	36,800	8,016	16%	●	The final study report has been received from the contractor for the Municipality's acceptance. An ICIP funding application was submitted for the Implementation Phase, on Sept 9th.	
19-3410	Electric Vehicle Infrastructure Deployment	Installation of a fast recharging station for electric vehicles at the new Municipal Complex.	120,000	120,000	-	-	-	-	120,000	120,000	100%	●	Project was put on hold pending release of an external funding program. A program was announced, the Municipality has made an application, and the Municipality is now awaiting the results of the application.	
20-3401	Solar Construction - Municipal Buildings	During 2019-20, the Municipality bid under the Solar Electricity for Community Buildings Pilot Program and was successful with a 72kW supply contract. The contract calls for the Municipality to install a 72 kW system and sell power to NSPI under a 20-year contract for \$0.22 per kWh. The purchase, installation and cross-connection to NSPI is planned for the 2020-21 year.	270,000	270,000	-	-	-	270,000	270,000	-	0%	●	The interconnection application has been submitted to Nova Scotia Power and installation specifications/drawings have been approved by engineering and public works staff. Installation and project completion is expected by the end of fiscal 2020/21.	
20-3406	Active Transportation	A comprehensive Active Transportation Plan to be created to inform an Active Transportation Policy.	75,000	75,000	-	20,428	20,428	54,572	54,572	0	0%	●	Work on the project began in the middle of July. Information gathering, background analysis, and branding is complete. Phase 1 engagement work has begun (engagement strategy workshop, online engagement with mapping tool and survey, stakeholder interviews and pop-up engagements).	
20-3407	J-Class 2020-21 One-Time Repave Program	In the 2020-21 Provincial Budget, the Province announced a one-time \$10,000,000 contribution to assist in the improvement of Provincially owned J-Class roads. The Department of Transportation and Infrastructure Renewal will be dividing the funding proportionately, based on kilometers of paved J-Class roads per Municipality and will be asking Municipalities to cost share 50/50. The roads chosen for repaving would become part of the Cost Shared Agreement for Subdivision Streets that has been signed with the Province.	2,288,296	2,288,296	-	-	-	2,288,296	2,288,296	-	0%	●	The original budget was set based on the Municipality's anticipated allocation of kms of J-Class roads. Subsequent to the budget, Council has approved an increase to the scope of this project allowing the Municipality to take advantage of additional Provincial funding for a longer list of approved J-Class roads. Incremental costs will be funded through a combination of internal borrowing from reserve and recovery from local Villages. Paving contracts for approved roads have been awarded. Work to be completed by the end of Q3.	
Total Special/Contingent Projects			\$ 9,703,462	\$ 10,115,195	\$ 411,733	\$ 1,183,872	\$ 1,595,605	\$ 5,834,248	\$ 8,519,590	\$ 2,685,342	28%			
Total Capital Program			\$ 17,923,150	\$ 29,741,739	\$ 11,818,589	\$ 2,895,547	\$ 14,715,430	\$ 8,392,494	\$ 15,027,603	\$ 6,635,109	37%			

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.

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

THE MUNICIPALITY OF THE COUNTY OF KINGS
Councillor Request for Item on Committee of the Whole Agenda

Date of COTW Meeting requested: Next Regular meeting

Note: Except in extraordinary circumstances, requests must be submitted by 4:00 pm on the Friday before posting of the COTW agenda package.

Councillor Name: **Joel Hirtle**

Date of Submitting Request: **Nov 26 2002**

Title of Item: **Recognition for Coldbrook Lions Donation**

Amount of Time Requested: **2 Minute**

Brief description of item/background for this request:

The Coldbrook and District Lions Club on November 11th announced a substantial donation to three groups in the community.

The donations totaled \$100,000.

\$50,000 to Chrysalis House

\$25,000 to the Valley Regional Health Foundation

\$25,000 to the Flowercart.

<https://www.facebook.com/coldbrooklionsclub/posts/27973866138657>

48







Expected Outcome:

- | | |
|--|-------------------------------------|
| Closed Session Discussion | <input type="checkbox"/> |
| For information/discussion purposes only | <input checked="" type="checkbox"/> |
| Recommend an action to the CAO | <input type="checkbox"/> |
| Promote clarification/renewal or creation of a policy or procedure | <input type="checkbox"/> |
| Recommend a motion for approval by Council | <input type="checkbox"/> |

Suggested Recommendation to Council:

To receive for information purposes

That Committee of the Whole recommend *that Municipal Council*

N/A



November 23, 2020

Mayor Muttart,

We wanted to take a moment **to congratulate you** on your recent re-election to as Mayor of Kings County.

At Kings Volunteer Resource Centre we applaud your decision to work in partnership with, and for, the residents of Kings County. We as well, are proud to do the same, with your help this past year in the financial support the County gave.

In Kings County we are lucky to be **the Province's only Volunteer Resource Centre**. As such, we work to build connections between non profits and volunteers from every demographic across the region.

We are also the sole host of a comprehensive, free, easy to use database, called Volunteer NS, that assists non profits in recruitment – this in turn enables volunteers to find the opportunities they are looking for and also for organizations find the volunteers they need.

We provide a Workshop Series free of charge, as well as an annual day long Symposium to residents of Kings County that helps build the capacity of both volunteers and the non profits that work with them. We have adapted these during times of COVID to be virtual and they continue to be a success. <https://www.kingsvolunteerresourcecentre.ca/workshops>

Every single resident of Kings County benefits from volunteer contributions and the non profits they work with. Even more importantly, volunteers ensure our County's most vulnerable community members are not left behind. The time and skill volunteers dedicate increase our County's capacity in hospitals, shelters, food banks, schools, festivals, community sport, among others, that if paid, would exceed an unimaginable amount of money every year.

But volunteerism is more than human capacity, and what makes volunteerism truly meaningful is that the exchange is not one-way. When a volunteer gives their time, they in turn gain empathy , understanding, and access to skills, which in turn directly builds community capacity.

We hope that as you move forward with your important work on Kings County Council you will also remember our important work here in community. We welcome any opportunity you see to work in partnership in the future and congratulate you once more on your re-election.

Sincerely,

Kings Volunteer Resource Centre, Board of Directors

(We can be reached through our Coordinator at coordinator@kingsvolunteerresourcecentre.ca)

MUNICIPALITY OF THE COUNTY OF KINGS

To: Committee of the Whole
Subject: Annapolis Valley Regional Library Committee Report
From: Deputy Mayor Emily Lutz
Date: December 15, 2020

The AVRL Board met on Thursday, November 19, 2020 from 6:00 p.m. - 8:00 p.m.

We discussed correspondence and communications, including from The Honourable Bardish Chagger, Minister of Diversity and Inclusion and Youth grant announcement of \$40,000 on October 5, 2020, Gift Funds Canada grant of \$2,000 to the Wolfville Library on October 5, 2020, and an email from Lynn Somers regarding CCH Diversity Training for Regional Library Board Members on November 9, 2020.

CEO Anne-Marie Mathieu provided an update regarding improvements at the Kingston Branch, as well as new Board appointments from the municipal partners (confirmed at the time of meeting were Emily Lutz, Kings, and Gillian Yorke, Kentville).

Committee Reports were received from the Executive Committee, Interregional Library Accessibility Advisory Committee, Finance Committee, Human Resources Committee, Advocacy and Development Committee. A discussion ensued about the future of LBANS and the possibility it may cease to continue as an organization.

Report from the Chief Executive Officer covered an update from the Library Management Committee, performance indicator statistics, and an update on the citizen recruitment for the Accessibility Committee. All members then gave a report, and were encouraged to update the Board on the library branch they visit most frequently. In this instance, mine is the Berwick branch. I would be happy to share updates from Councillors on the libraries that they frequent as well—many AVRL Board members represent a town and therefore provide reports to particular branches, whereas the County representative covers a much wider swath of territory and therefore a number of branches.

Next meeting: Thursday, February 18, 2021

Respectfully submitted,

Emily Lutz

December 2, 2020

This is a report regarding the meeting of the Valley Community Fibre Network Authority held November 27, 2020 at 10 AM via WebEx. Councillor Joel Hirtle and I were both in attendance. Councillor Hirtle attended electronically and had some technical difficulties and I am presenting this report on his behalf.

The primary purpose of the meeting, other than to approve the minutes from a prior meeting, was to resolve to move into private session [contract matters] and receive a presentation from Chad West updating the Board on funding availability and activities in the marketplace from the federal and provincial levels of government. Those were seen to have put municipalities at a disadvantage and have resulted in major impacts to the financial and business plans of the municipalities of Kings and West-Hants. That, in turn, has had an impact [adverse] on the current business plan of the Valley Community Fibre Network Authority.

Mr. West's presentation provided a detailed update on current status and future options and requested directions from the Board.

The Board agreed that additional work in the area of planning the future model/business plan for the Valley Community Fibre Network Authority was warranted and directed Mr. West accordingly.

Mr. West's presentation was very similar to the presentation received by this Council at its last meeting.

Respectfully submitted,

Peter Muttart

External Board and Committee Reports - December 15, 2020

Board/Committee	Reporting Councillor	Date of Last / Next Meeting	Report
Annapolis Valley Regional Library Board	Emily Lutz Alternate - Lexie Misner	November 19, 2020 Next: Feb. 18, 2021	Written report attached to December 15, 2020 agenda
Annapolis Valley Trails Coalition Board	Emily Lutz Alternate - Joel Hirtle	Sept. 2, 2020 AGM Next: Dec. 9, 2020	Written report provided October 6, 2020
Kentville Joint Fire Services Committee	Lexie Misner, Dick Killam, Peter Allen	July Next: Sept. 24, 2020, Jan. 20, 2021	Written report provided September 15, 2020
Kentville Water Commission	Lexie Misner	No recent meetings?	
Kings Point To Point Transit Society Board	Tim Harding	August 25, 2020 Next: Sept. 22, 2020	Written report provided September 15, 2020
Kings Regional Rehabilitation Centre Board	June Granger, Lexie Misner, Martha Armstrong, Peter Allen	July 27, 2020 Next: Sept. 28, Oct. 26, 2020	Written report provided October 6, 2020
Kings Region Emergency Advisory Committee	Peter Muttart Dick Killam	July 20, 2020 Next: Jan. 18, 2021	www.kingsremo.ca/committees.aspx
Kings Transit Authority Board	Lexie Misner, Tim Harding, Jim Winsor Alternate - Peter Allen	June 24, 2020 Next: Nov. 25, 2020?	Written report provided June 16, 2020
Landscape of Grand Pré Inc. Member	Peter Allen Alternate: Jim Winsor		
Landscape of Grand Pré Inc. Board	Emily Lutz	January 23, 2020 Next: Jan. 21, 2021	Written report provided Feb. 18, 2020 (Verbal Report June 16, 2020)
Nova Scotia Federation of Municipalities Board	Emily Lutz	Weekly/Bi-weekly Meetings	Verbal report provided June 16, 2020
Port Williams Source Water Protection Committee	June Granger	No recent meetings	
Trans County Transportation Society (West) Board	Martha Armstrong Alternate - Tim Harding	June 16, 2020 Next: September 23, 2020	Written report provided October 6, 2020
Valley Community Fibre Network (Authority) Board	Joel Hirtle	November 27, 2020 Next: TBD	Written report attached to December 15, 2020 agenda
Valley Regional Enterprise Network Liaison & Oversight Committee	Jim Winsor	Late June?	Verbal report provided June 16, 2020
Valley Region Solid Waste-Resource Management Authority Board	Martha Armstrong Alternate - Dick Killam	September 16, 2020 Next: Oct. 21, Nov. 18, 2020	Written report provided July 21, 2020
Wolfville Source Water Protection Advisory Committee	Peter Allen	No recent meetings?	