



Town of Kentville

COUNCIL ADVISORY COMMITTEE

AGENDA - September 9th, 2019

6:00 p.m.

- 1. CALL MEETING TO ORDER AND ROLL CALL**
- 2. APPROVAL OF THE AGENDA**
 - (a) Dashboard and action items
- 3. APPROVAL OF THE MINUTES**
 - (a) Council Advisory Committee – July 8, 2019
- 4. PRESENTATIONS**
 - (a) Kings REMO - Heat Advisory & Response System and Hurricane Preparedness & Response Plan (HPRP)
 - (b) Kentville Business Community
 - i. Quarterly Report
 - ii. Special Projects Request
 - (c) Valley REN Quarterly Report
 - (d) Arts and Culture in the Annapolis Valley – Bob Hainstock
- 5. DEPARTMENT REPORTS AND RECOMMENDATIONS**
 - (a) Finance
 - (1) Director's Report
 - (2) Temporary Borrowing Resolution - Sanitary Sewer Area Service 2019-2020
 - (3) Temporary Borrowing Resolution - Town of Kentville Capital 2019-2020
 - (b) Planning and Development
 - (1) Director's Report
 - (2) 118 Oakdene Public Consultation Process
 - (3) Community Economic Development Coordinator's Report
 - (c) Parks and Recreation
 - (1) Director's Report
 - (d) Police
 - (1) Chief's Report

- (e) Engineering and Public Works
 - (1) Director's Report
 - (2) Condon Ave Stormwater Pipe Renewal Award

- (f) Administration
 - (1) Communications Report
 - (2) Chief Administrative Officer's Report

6. BUSINESS ARISING FROM THE MINUTES/OLD BUSINESS

- (a) Multi Purpose Complex Strategy
- (b) Funding Opportunities including Deed Transfer Tax
- (c) Policy Revision: Committees of Council (Accessibility Advisory Committee)
- (d) Kings Transit Request for Operating Reserve
- (e) Capital Projects Update

7. CORRESPONDENCE

- (a) Letters from residents regarding 118 Oakdene Avenue
 - a. Sherry Harvey
 - b. Shelby Vanderhoning
 - c. Brenda Wood
- (b) David Archibald – Appreciation for Student Bursary – August 2019
- (c) Letter to Kings County Planning – Source Water Protection
 - a. August 30, 2019
 - b. July 31, 2019
 - c. April 30, 2019
- (d) Kings Point to Point – Financial Reports – July 31, 2019
- (e) Robinsons Cannabis – Amendment to License – August 8, 2019
- (f) Medic Monday – September 30, 2019
- (g) Regional Emergency Management Organization – Timeline – September 2019
- (h) Right to Know Week – September 23-29, 2019

8. NEW BUSINESS

- (a) Appointment of Acting Chief Administrative Officer
- (b) Appointment of Traffic Authority
- (c) Kings REMO - Heat Advisory & Response System and Hurricane
- (d) Kentville Business Community Special Projects Request
- (e) Bob Hainstock Arts and Culture Request

9. PUBLIC COMMENTS

10. IN-CAMERA

- (a) Land Purchase (2)

11. ADJOURNMENT

DRAFT

STRATEGIC PRIORITIES

Kentville's top priorities for 2019-2020

The Town of Kentville Council developed the 2019-20 strategic priorities through a facilitated workshop with senior staff and themselves in April 2019. The most important priorities and here are the top priorities of council:



AT Plan Implementation

Increase opportunities for Active Transportation in Kentville

In Progress



Community Expansion

Overall expansion of residential, commercial and industrial areas.

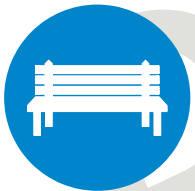
In Progress



Environmental Champions

Explore and determine opportunities for increasing environmental stewardship in the TOK

In Progress



Green Space Plan

Carry out a parks and open space Green Plan

In Progress



Multi-Purpose Facility

Foundational steps toward a multi purpose facility in TOK.

In Progress

The following issues and projects were of secondary interest:

Arts and Culture Strategy
College Town Branding
Housing Strategy

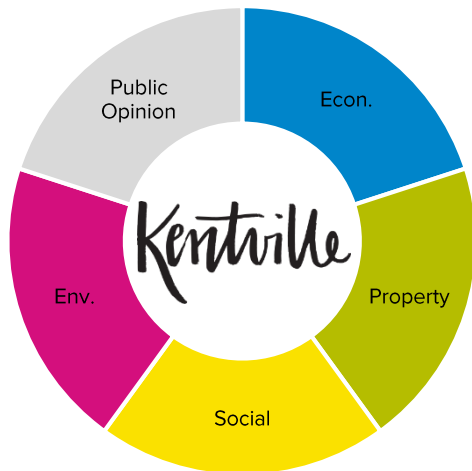
Land Bank Inventory
Recreation Service Agreement

Schedule A: Decision Making by Council

Councillors assess every issue presented in council through the lenses of property, environment, economics, social, and public opinion before making a decision or recommendation for action. Council has the responsibility to research all lenses in order to make a balanced and respectful decision. Information on an issue can become heavily weighted around a single lens, leaving out other factors that will influence the community as a whole. Council strives to make recommendations that are balanced and unbiased, without emotion, which reflect all lenses, to protect the best interests of the Town of Kentville and the people it serves.

- **Property:** “something at the disposal of a person, a group of persons, or the community or public”.
Examples: single use, shared use, noise, beautification, traffic, zoning, regulations
- **Environment:** “the air, water, minerals, organisms, and all other external factors surrounding and affecting a given organism at any time”. Examples include regulatory requirements and land use.
- **Economic:** “pertaining to the production, distribution, and use of income, wealth, and commodities”.
Examples: cost savings or expense with decision, property taxation, spending in community, tourism, assessments, market impacts
- **Social:** “of or relating to human society”. Examples: Acceptance, limited available or benefit, values
- **Public Opinion:** “the collective opinion of many people on some issue, problem, etc., especially as a guide to action, decision, or the like”. Examples: feedback, communication, media, other municipal units
- **Other:** In some cases, other lenses may be required to fully understand an issue. Examples: chance of success, innovation.

GOAL: BALANCED DECISION MAKING

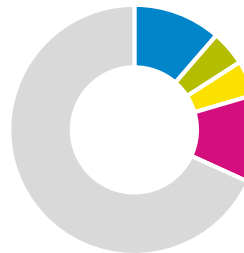
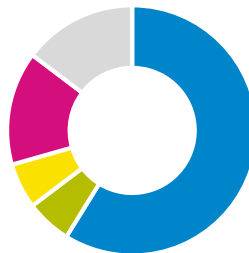


KEEP EMOTIONS OUT OF DECISION MAKING



ADHERE TO THE CODE OF ETHICS

UNBALANCED:



SKewed:



TOWN OF KENTVILLE COUNCIL ADVISORY COMMITTEE Meeting Minutes: July 8th, 2019

PRESENT

Mayor Sandra Snow, Deputy Mayor Cate Savage, Councillor John Andrew, Councillor Eric Bolland, Councillor Cathy Maxwell, and Councillor Lynn Pulsifer.

Also present: Solicitor Geoff Muttart, Chief Administrative Officer (CAO) Mark Phillips, Recording Secretary Jennifer West, Recording Secretary in Training Carla MacDonald, Recreation Director Rachel Bedingfield, Deputy Police Chief Darryl Brown, Finance Director Debra Crowell and Planning Director Beverly Gentleman.

REGRETS

Councillor Craig Gerrard

DECLARATIONS OF CONFLICT OF INTEREST

There were no declarations.

1. CALL TO ORDER AND ROLL CALL

Mayor Snow called the meeting to order at 6:00 p.m., and CAO Phillips reported that all members of Council were present with the exception of Councillor Gerrard, in addition to all department heads.

Note: *“Points from Discussion”* below show various comments made by individual councillors during debate. They do not necessarily represent the opinion of the group.

2. APPROVAL OF THE AGENDA

It was moved by Deputy Mayor Cate Savage and seconded by Councillor Lynn Pulsifer That the agenda of June 10th, 2019 be approved with the following changes:

- Add item 4.c Presentation – Equilibrium Engineering
- Add item 8a PACE Program

MOTION CARRIED

3. APPROVAL OF THE MINUTES

(a) Council Advisory Committee meeting minutes of June 10th, 2019

That the Minutes of June 10, 2019 be approved as circulated.

MOTION CARRIED

4. PRESENTATIONS

(a) Kings Transit – Glen Bannon – 2019-2020 Operating and Capital Budgets

Glen Bannon, General Manager for the Kings Transit Authority, gave a presentation about the proposed 2019-2020 operating and capital budgets. These budgets are reviewed and approved each spring by member municipalities. The proposed operating budget for Kings Transit is \$177,819 and the proposed capital budget is \$16,000. There is an additional \$83,000 to be funded by member municipal units.

- Points of Discussion

- Are the large buses ever full, and if not, will they be replaced with smaller buses? Public transit is characterized by 2 peaks each day. During these times, buses are filled to capacity. The existing buses are right-sized for peak ridership times.
- When was the information of current financial conditions known to the Kings Transit board? In January, the decision was made to independently cost the intermunicipal service agreement. The recommendation to partners was to delay the budget process until this process was complete. An accountant was serviced to do a forensic audit.
- Kings Transit has evolved dramatically over the past year under Mr. Bannon's leadership. The financial health of the organization has been improving.
- Where are the numbers and data that support funding requests? Some tracking and data are available but Kings Transit requires an advanced tracking system integrated with GPS.
- The 2018-2019 budget request was less than what was budgeted. All municipal partners paid more than what was budgeted. Finances are improving each year and will soon reflect reality each year. There are some costs that are defined neither as operating nor as capital. The creation of an operating reserve was recommended to the organization in the past but was not acted on.
- Does Kings Transit need a specialized inventory? 5 types of buses make parts management complex, but they have a system that reduced loss of vehicle service in most cases.
- TOK budget is \$190,000 and this request is for \$193,000. Based on existing numbers and data, it is difficult to support this request. Can we take more time to learn about this organization and the valley transit system?

(b) Kings Point to Point Transit – 2019-2020 Operating and Capital Budgets

Faye Brown, Manager of Kings Point to Point Transit Society, gave a presentation about the proposed 2019-2020 budgets. These budgets are reviewed and approved each spring by member municipalities. The proposed operating budget for Kings Point to Point is \$12,103 and the proposed capital budget is \$2,697.

- Points of Discussion
 - What are the difference or similarities between Kings Transit and Kings Point to Point? KPTP is focused on physical accessibility, mental disability assistance, rural clients off the Kings Transit routes and youth who have difficulties with regular buses.
 - How will services change with this additional grant from the province? Will replace vehicles to increase capacity for service.
 - A provincial study of seniors identified transportation as a major barrier to health, housing and employment.

(c) PACE Program – Equilibrium Engineering – Jeremy Lutes, and Julian Boyle

Mr. Lutes and Mr. Boyle of Equilibrium Engineering gave a presentation about the Property Assessed Clean Energy (PACE) program. This is a financing model for clean energy that may be available to Kentville residents. PACE has opportunities for partnership with multiple municipalities to access funding through the Federation of Canadian Municipalities. Equilibrium is requesting \$5,000 to support the logistics and grant application for this project.

- Points of Discussion
 - What are the opportunities for downtown businesses? Commercial businesses can access the program though the existing model being used by the Town of Berwick.
 - What is the timeline for this application? There is around 2-3 months required to prepare the application, with council's support, followed by a 6-month application review process. PACE could be launched late fall-early spring for residents and

businesses. Early adoption is key to securing funding ahead of larger cities which will make large requests.

- What would be the ask to FCM for a collaboration between municipalities? Based on economic modeling, there could be \$20-30M opportunities to municipal units, so that would be the approximate range of the ask.
- What will this program look like in the future? There will be a solar component, a larger component will be around energy efficiencies, heat pumps, and other “low hanging fruit”.

5. DEPARTMENT REPORTS AND RECOMMENDATIONS

(a) Finance

(1) Director's Report

Director Crowell presented her report for the period ending June 30, 2019. Highlights of the first quarter included a review of the audit report, revenues which exceed the average at 36.8% recorded, expenditures which are over the benchmark at 27.1%, and the perpetual investment fund totalling \$13.3 million.

See report for more information

(b) Planning and Development

(1) Director's Report

Director Gentleman presented her report for June 2019. Some of the highlights included a building valuation of \$1,423,172 for a year total of \$17,102,259. Three special events permits were granted and 2 zoning certificated were issued. There have been no objections to the KCA property plan.

- Points of Discussion:
 - The 2 Open Arms properties will be assigned a split zoning (the newly consolidated property will grandfather the past zoning of R1 to the residential properties).
 - Are you satisfied with the current engagement with property owners adjacent to the old KCA property? The Director is confident with the engagement. In addition to the notice, the property owner has met personally on site with local residents about the project.
 - How were residents notified? By letter to properties within 30 metres from the property lines.

See report for more information

(2) Community Economic Development Coordinator's Report

CAO Phillips presented the CEDC report for June 2019. Some of the highlights included meetings for Canada Cup 2019, new vendor for the gateway signage, public gardens opening in September, painting under centre square gazebo, chalk art festival, volunteering for the Kentville Multicultural Festival, and food truck event.

See report for more information

(c) Parks, Recreation and Community Development

(1) Director's Report

Director Bedingfield presented her report for June 2019. Some of the highlights included opening of the pool, tennis courts opening, events planned for the arena, valley-wide

training of summer staff, job postings, new hanging baskets, Spring Outside program, and a call for support to support the Spike Fund to help send kids to camp.

- Points of Discussion:
 - What is the cost to send a child to camp? The cost is \$105 plus \$25 for lunch. There are currently several children waiting for this funding.
 - The opening of the new change rooms and the upgraded pool surface is a welcome renovation and was very well organized.

See report for more information

(2) Needs Assessment

Director Bedingfield presented the 2019 Recreational Needs Assessment report. Highlights included a consultation session with targeted workshops, community priorities, and recommendations from this report.

- Points of Discussion:
 - This was not a study to support a multipurpose facility in Kentville, it was meant to support collaboration between municipal councils, units and staff. Council is encouraged to support this study which lays the foundation for improving recreation in the valley.
 - Kentville has a history of valuing recreation, and other municipalities are starting to evolve their recreational opportunities and increase value to the community.

See report for more information

It was moved by Deputy mayor Cate Savage and seconded by Councillor Lynn Pulsifer

THAT COUNCIL ADVISORY COMMITTEE RECOMMEND TO COUNCIL:

That Council adopt the Regional Recreational Needs Assessment, and approve in principle the recommendations within, And further, that Council and staff commit to a detailed review of the strategy of the implementation of policy and projects.

MOTION CARRIED

Councillors who voted in favour of this motion: Andrew, Bolland, Maxwell, Pulsifer, Savage and Snow

(d) Police Report

(1) Chief's Report

Deputy Chief Brown presented the police report for June 2019. Some of the highlights included courses and training (firearms, bicycle, case management, scenes of crime), meetings, Touch-a Truck, Lifecycle event, and a KCA school bicycle rodeo. The Bylaw Officer has been increasing parking charges and warnings.

- Points of Discussion
 - There are mobile speed signs being installed around town.
 - There seems to be more persons smoking around town. Are there more signs available to be posted? Some signs are posted on private properties, and there are signs in other areas. There is a balance between education and sign pollution, which can be revisited.

See report for more information

(e) Engineering and Public Works

(1) Director's Report

CAO Phillips presented his report for June 2019. Some of the highlights include the RFP for consulting engineering services, pavement patching, special events support, repair of catch basins, discussions with Parsons Green and Enqore Developments, update on Kentville Bridge Project including upcoming activity associated with driving piles into the river bank. Some noise will occur during this phase of work, and traffic disruption will occur at a later phase when the new road pathways will be joined to the old pathways. The CAO also gave an update on a flooding event which impacted three properties on or near Condon Avenue.

- Points of Discussion
 - How are businesses being impacted by the bridge work? Staff will inform residents and businesses of upcoming activities. Customized schedules to accommodate work and noise will not likely be approved.

See report for more information

(f) Administration

(1) Communication Report

CAO Phillips presented the report for June 2019. Some of the highlights included the new website, and new video equipment. The website is nearly complete and staff are trained on management of the site.

See report for more information

(2) Chief Administrative Officer's Report

CAO Phillips presented his report for June 2019. Some of the highlights included meetings with Valley Waste Management Authority, Business Park land sales and marketing, and outstanding items (deed transfer tax, and the KBC quarterly report).

See report for more information

It was moved by Councillor John Andrew and seconded by Deputy Mayor Cate Savage

That the reports from the directors be received.

MOTION CARRIED

Councillors who voted in favour of this motion: Andrew, Bolland, Maxwell, Pulsifer, Savage and Snow

6. UNFINISHED BUSINESS

(a) Accessibility Committee

Director Bedingfield read the staff report outlining the creation of the terms of reference for this committee. Council is asked to support these terms in principle to allow this committee to accept members and begin meeting.

See report for more information

It was moved by Deputy Mayor Cate Savage and seconded by Councillor Eric Bolland

THAT COUNCIL ADVISORY COMMITTEE RECOMMEND TO COUNCIL:

That Council approve in principle the Terms of Reference for the Accessibility Advisory Committee.

And further to amend Policy Statement G57: Committees of Council be amended to include the new committee

MOTION CARRIED

Councillors who voted in favour of this motion: Andrew, Bolland, Maxwell, Pulsifer, Savage and Snow

(b) Robinson Property Update

CAO Phillips discussed the sale of the Town-owned Robinson property downtown. The property is still for sale but this has not translated into an accepted offer, and details of this transaction will be discussed in camera.

7. CORRESPONDENCE

(a) Andrew Johnson – Appreciation for Town Bursary

CAO Phillips read the card from Mr. Johnson with appreciation for this bursary from the Town.

Card available

(b) Abigail Eyre – Appreciation for Town Bursary

CAO Phillips read the card from Ms. Eyre with appreciation for this bursary from the Town.

Card available

8. NEW BUSINESS

(a) Kings Transit Authority 2019-2020 Operating and Capital Budget

CAO Phillips reviewed the operating and capital budgets as presented by the Kings Transit Manager.

- Points of Discussion
 - Mr. Bannon has brought the financials a long way, but do we know whether the budget will stay within these parameters? Each year the budget and actual has a smaller variance in the budget and this year will include a financial audit. It is a good idea to set up a lunch and learn with Glen Bannon to learn more.
 - The creation of an operating reserve is a different issue not related to this budget.

It was moved by Deputy Mayor Cate Savage and seconded by Councillor Cathy Maxwell

THAT COUNCIL ADVISORY COMMITTEE RECOMMEND TO COUNCIL:

That Council approve the Kings Transit Authority approved 2019-2020 Operational budget in the amount of \$889,082 of which \$177,816 is the Town of Kentville; and the 2019-2020 Capital budget in the amount of \$80,000 of which \$16,000 is the Town of Kentville share under the Municipal Agreement. The total commitment to the Town of Kentville 2019/2020 Operational Budget is \$193,816.

MOTION CARRIED

Councillors who voted in favour of this motion: Andrew, Bolland, Maxwell, Pulsifer, and Savage

Councillors who voted against this motion: Snow

(b) Kings Transit Request for an Operating Reserve

CAO Phillips reviewed the request by Kings Transit Authority for member municipalities to enable the creation of an operating reserve.

It was moved by Deputy Mayor Cate Savage and seconded by Councillor Eric Bolland

That Council defer the Kings Transit Operating Reserve to the next Council Advisory Committee

MOTION CARRIED

Councillors who voted in favour of this motion: Andrew, Bolland, Maxwell, Pulsifer, Savage and Snow

(c) Kings Point-to-Point 2019-2020 Operations and Capital Budget

CAO Phillips reviewed the operating and capital budgets as presented by the Kings Point-to-Point Manager.

It was moved by Deputy Mayor Cate Savage and seconded by Councillor Lynn Pulsifer

THAT COUNCIL ADVISORY COMMITTEE RECOMMEND TO COUNCIL:

That Council approve the Kings Point-to-Point approved 2019-2020 Operating budget in the amount of \$605,094 of which \$92,050 is the Municipal contribution to operations and \$12,103 (\$1.93/pop) is Town of Kentville share based on population; and the approved 2019-2020 Capital budget in the amount of \$165,000 of which \$2,697 is the Town of Kentville share based on population. The total commitment to the Town of Kentville 2019/2020 Operational Budget is \$14,800.

MOTION CARRIED

Councillors who voted in favour of this motion: Andrew, Bolland, Maxwell, Pulsifer, Savage and Snow

(d) PACE Program Discussion

CAO Phillips reviewed the PACE program

- Points of Discussion
 - This request is to create a project and not necessarily to give the work to Equilibrium. It is unique because it involves a group of municipalities.

It was moved by Deputy Mayor Cate Savage and seconded by Councillor John Andrew

THAT COUNCIL ADVISORY COMMITTEE RECOMMEND TO COUNCIL:

That Council approve the to fund a joint grant proposal to FCM for PACE funding supported by Equilibrium Engineering of Kentville in the amount of \$5,000 from the Town of Kentville Operating Reserve- an addition to the approved 2019-2020 approved operating budget

MOTION CARRIED

Councillors who voted in favour of this motion: Andrew, Bolland, Maxwell, Pulsifer, Savage and Snow

9. PUBLIC COMMENTS

(a) None

10. IN-CAMERA

It was moved by Councillor Eric Bolland and seconded by Councillor Lynn Pulsifer

That council move into a closed session at 9:10 pm to discuss a legal issue.

MOTION CARRIED

It was moved by Councillor John Andrew and seconded by Councillor Lynn Pulsifer

That Council return to open session at 9:35pm

MOTION CARRIED

11. ADJOURNMENT

It was moved by Deputy Mayor Cate Savage and seconded by Councillor John Andrew

That Council Advisory Committee adjourn.

MOTION CARRIED

Adjourned at 9:36 p.m.

DRAFT

PRESENTATION COVER PAGE

PRESENTATION BY: Kings Regional Emergency Management Organization
Dan Stovel, Regional Emergency Management Coordinator

TOPIC: Regional Plans for Heat Advisory and Response and
Hurricane Preparedness and Response

Kings Regional Emergency Management Organization

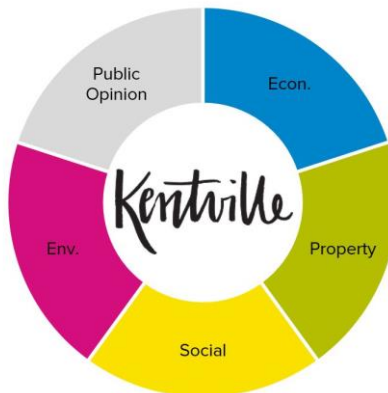
The Town of Kentville provides emergency management services at the local level for Kentville residents, and participates in the regional coordination of emergency response with the other municipal units in Kings County. The Town is a partner with the Kings County Regional Emergency Management Organization whose job is to ensure emergency management is coordinated and efficient with regards to procedures, training, and planning exercises.

Draft Plans

As part of emergency preparedness in the Kings County region, plans are developed that will enhance regional coordination during emergencies. Plans presented with this presentation relate to:

- Regional Plans for Heat Advisory and Response
- Hurricane Preparedness and Response

Town of Kentville Decision Wheel:



Kings REMO Emergency Management Support Plans

2019-09-09
Town of Kentville

Dan Stovel

Regional Emergency Management Coordinator (REMC)





Kings REMO EM Support Plans



**Heat Advisory &
Response System
(HARS)**

&

**Hurricane Preparedness
& Response Plan
(HPRP)**

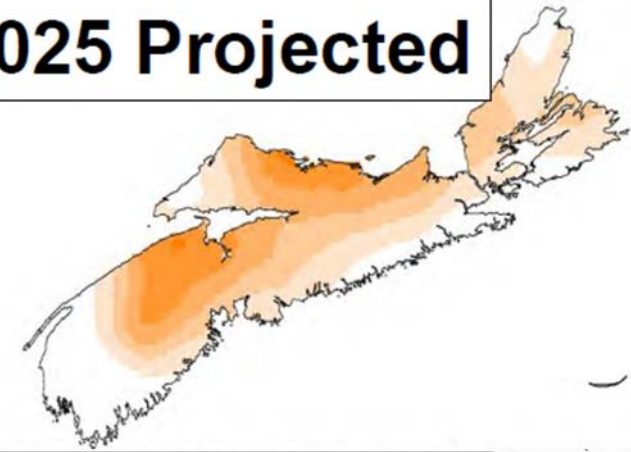


EM Support Plans

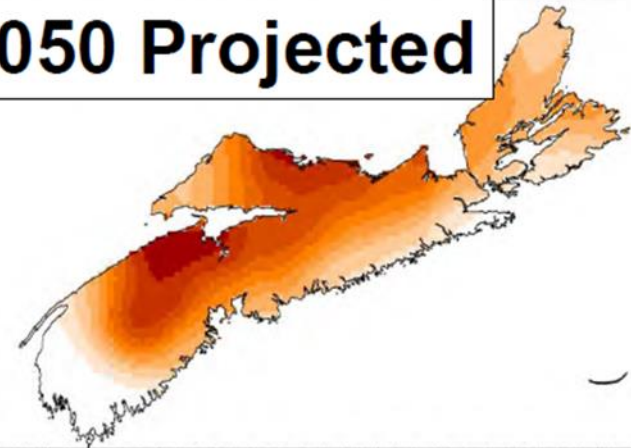
Heat Advisory & Response System (HARS)



2025 Projected



2050 Projected



EM Support Plans Heat Advisory & Response System



Paramount to public safety in the case of extreme heat events

May be activated with or without the formal declaration of a State of Local Emergency



EM Support Plans

Heat Advisory & Response System



- 1.0 Introduction
- 2.0 Concept of Operations (CONOPS)
- 3.0 Responsibilities
- 4.0 Public Education & Awareness**
- 5.0 Plan Testing, Review & Maintenance
- 6.0 Distribution List

Annexes



EM Support Plans

Heat Advisory & Response System



The Plan recognizes the need to:

1. Identify when **health of residents** may be threatened
2. **Communicate** with the public
3. **Communicate and coordinate** with Provincial and local agencies;
4. **Mobilize resources** and **initiate actions**; and
5. Employ the **Incident Command System (ICS)** in organizing a response to an extreme heat emergency



EM Support Plans

Heat Advisory & Response System



Objectives

- Provide **information** on what precautions to take when temperatures reach extreme levels;
- Coordinate **community response**;
- Ensure **vulnerable populations are cared for** when temperatures reach extreme levels;
- Provide **cooling centres** when appropriate; and
- Activate **Kings County Regional Emergency Management Plan (REMP)** when appropriate.



EM Support Plans

Heat Advisory & Response System



I. Pre-Seasonal Activities (May/June)

Community Outreach

II. Heat Advisory

Environment Canada Early Notification (EN)

III. Heat Warning

2+ days $T_{max} > 29C$ (daytime)/ $> 16C$ (nighttime)
Or
2+ days Humidex 36C

IV. Heat Wave

3+ days $T_{max} > 32C$

V. Demobilization

Close Monitoring



Community Engagement & Mobilization

EM Support Plans

Hurricane Preparedness & Response Plan




Kings County, NS
Hurricane Preparedness & Response Plan
(HPRP)

June 2019


REMO



EM Support Plans

Hurricane Preparedness & Response Plan



2017 - 2 systems in CAN response zone

2014 - Post Tropical Storm Arthur

2003 - Hurricane Juan

Preparedness is Key:

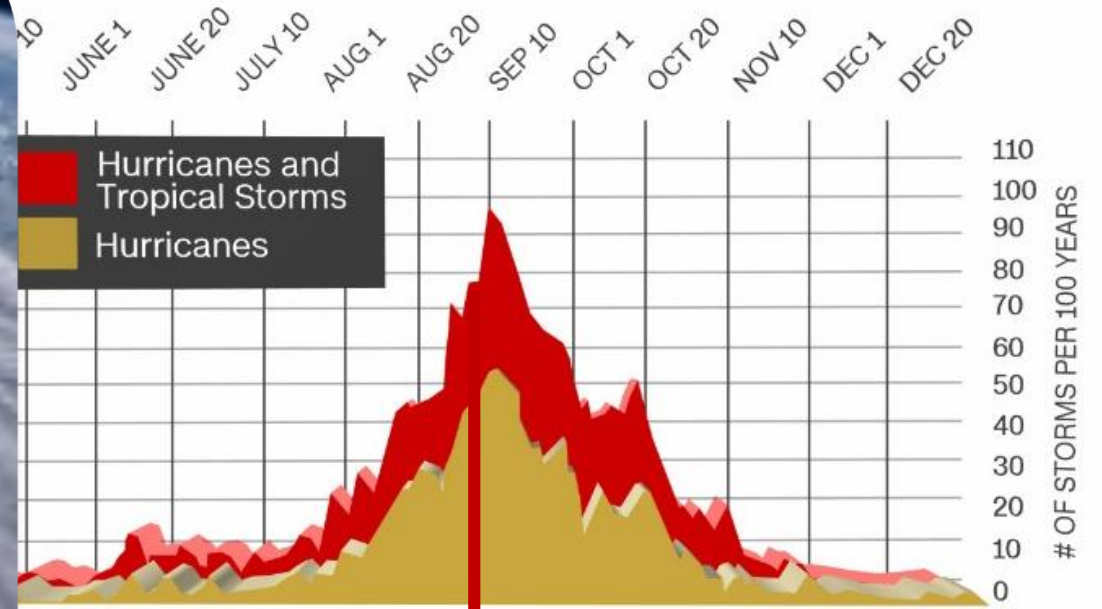
*"People tend to not take any **preparedness action** if they haven't experienced any kind of hurricane in recent years."*

(ECCC – Bob Robichaud)



EM Support Plans

Hurricane Preparedness & Response Plan



2019-09-09
Kentville CAC Meeting

EM Support Plans

Hurricane Preparedness & Response Plan



Purpose:

To provide Kings County municipal employees with **information and guidelines** that may be required in the event of a tropical storm or hurricane.



EM Support Plans

Hurricane Preparedness & Response Plan



Response:

Coordination of **all Municipal Governments** within Kings County as well as additional support agencies.

The prime requirement for **effective communication** is the Emergency Coordination Centre (ECC) where authorities can coordinate emergency operations, assistance and resources.



EM Support Plans

Hurricane Preparedness & Response Plan



- 1.0 Introduction
- 2.0 Concept of Operations (CONOPS)
- 3.0 Responsibilities
- 4.0 Public Education & Awareness**
- 5.0 Plan Testing, Review & Maintenance
- 6.0 Distribution List

Annexes



EM Support Plans

Hurricane Preparedness & Response Plan



Important for Kings REMO EM Support Plans to have **pre-scripted Public Service Announcements (PSAs)**



Annexes

- A [Declaring a State of Local Emergency \(SOLE\)](#)
 - [Form 4 \(Council\)](#)
 - [Form 5 \(Mayor\)](#)
- B [Criteria for Hurricanes](#)
- C [Kings REMO Actions - Hurricane](#)
- D [Hurricane Event Checklist](#)
- E [Public Service Announcements \(PSA\)](#)
- F [Hurricane Safety Tips](#)
- G [Protecting Property from High Winds](#)
- H [Lessons Learned – Hurricane Disasters](#)
- I [Hurricanes – Frequently Asked Questions \(FAQ\)](#)
- J [Hurricanes - References](#)
- K [Abbreviations and Acronyms](#)
- L [Definitions](#)

EM Support Plans



Proposed Approval Timeline:

2019-06-20 Kings REMO REMPC Meeting
2019-07-15 Kings REMO REMAC Meeting

2019-09-03 Wolfville COW

➔ 2019-09-09 Kentville CAC

2019-09-17 MoK COW

2019-09-17 Wolfville Council

2019-09-24 Berwick COW

2019-09-30 Kentville Council

2019-10-01 MoK Council

2019-10-08 Berwick Council



Kings REMO EM Support Plans



Draft Motions:

That Council approve the Kings REMO Heat Advisory and Response System, dated March 2019

That Council approve the Kings REMO Hurricane Preparedness and Response Plan dated June 2019



PRESENTATION COVER PAGE

PRESENTATION BY: Kentville Business Community
Zach Best, Executive Director

TOPIC: September 2019 Quarterly Report and
Request for Special Project Funding

Kentville Business Community

The Kentville Business Community (KBC) was originally incorporated as the Kentville Development Corporation Limited in 1980 and reactivated in 2013 with a new mandate and Board of Directors. It represents the collective interests of the downtown businesses that call Kentville their home.

KBC works with and for the business community, acting in both an economic development role as well as an advocacy role. It is the mandate of KBC to stimulate economic growth, capitalize upon and develop opportunities, and address business concerns. The organization is governed by a board of directors who are drawn directly from the business community.

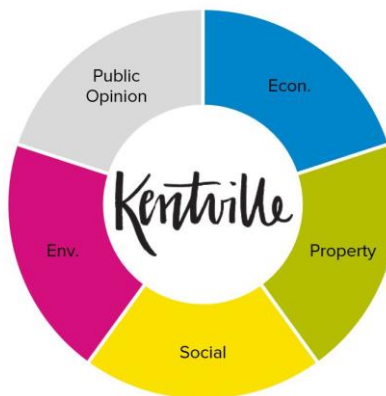
September Quarterly Report

KBC provides quarterly reports on their activities to Council as defined in their funding agreement. KBC presented their annual report for 2018 in January 2019. The most recent quarterly report was presented to Council on April 8, 2019.

Request for Additional Funding

The Special Projects Committee of KBC was formed to generate ideas, plan and execute special projects that support and promote the strategic plan of KBC. The committee is presenting a request for funding to Kentville Town Council for \$20,091 that would support a video series and branded reusable shopping bags.

Town of Kentville Decision Wheel:



QUARTERLY REPORT

SEPTEMBER CAC - KENTVILLE



Kentville Business COMMUNITY



EVENTS / ENGAGEMENT

■ Spring Into Kentville

- 2019's Spring into Kentville saw 38 Businesses contribute to a prize package worth over \$2,200!
- This years winner: Brenda Wellwood!



■ Festival of Flowers

- 2019 Was one of the most exciting Festival of Flowers to date!
- Increased public engagement with a new voting system
- Created multiple videos to promote event
- This years winner: **girliture Home Décor!!**



■ Walk a Mile In Her Shoes – Upcoming

- KBC will again be partnering with Royal LePage for the Walk a Mile In Her Shoes event on September 21st
- We will be hiding red high heels in multiple downtown businesses for customers to find and fill out ballots for a chance to win a \$100 gift card!



EVENTS CONT.

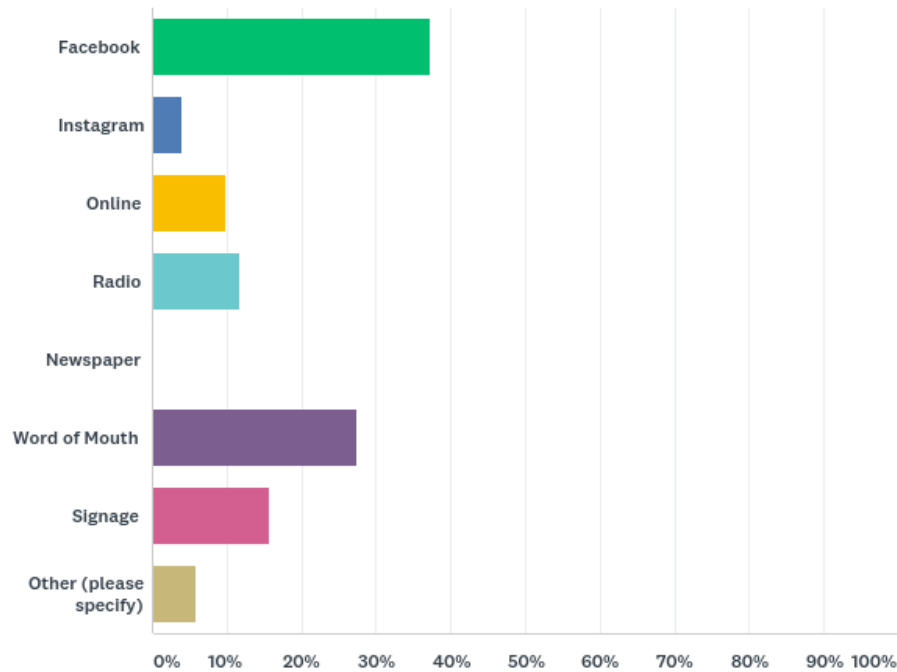
- 5th Annual Kentville Multicultural Festival held August 24th
- Largest event to date
- 12 Performers & over 50 Vendors of food, merchandise, art, and info!
- Estimated attendance: 2,000
- **Huge thank you to all the sponsors & volunteers that made this event possible!**

KENTVILLE MULTICULTURAL Festival



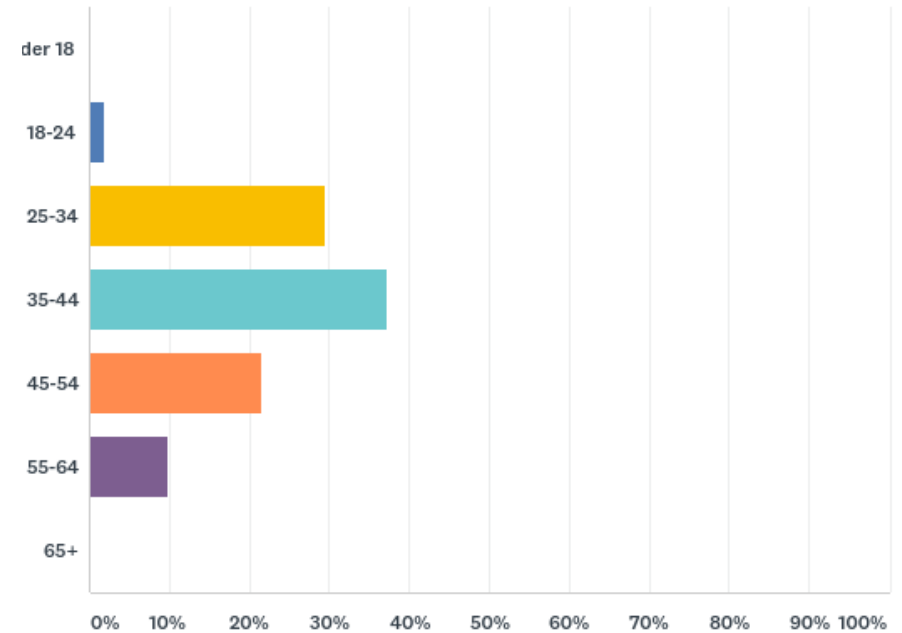
SURVEY RESULTS

Q1 How did you hear about the Kentville Multicultural Festival?



- 1: Facebook 37%
- 2: Word of Mouth 27%
- 3: Signage 16%

Q2 Age



SURVEY RESPONSES



75% of respondents said they visited Kentville retail locations



95% of respondents said they would come back again next year



Recommendations

- More seating
- Consider having performers go later into evening



KBC DOLLARS PROGRAM



5 KBC Dollars

Name: _____

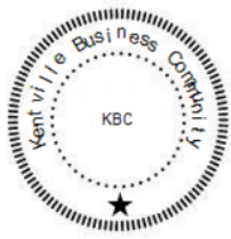
Date: _____

Value: _____

#: _____

Authorized Signature: _____

Expires 90 days after printed date.



This coupon has a value of \$5 at any of the Kentville retail locations listed below. It must be fully redeemed within one purchase of \$5 or more but can be combined with multiple coupons.

Participating Retail Locations:

-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-

- Created and Introduced a new Downtown Shopping Incentive program
- KBC Dollars will be given out to specific groups to entice them to shop at Kentville Businesses
- \$5 coupon cards that can be used like cash at participating businesses
- **40 Participating Businesses!**

FAÇADE PROGRAM UPDATE

	Projects Approved	Projects Completed	KBC Contribution	Total Investment To Date
Phase 1	14	14	\$67,124	<u>\$67,124</u>
Phase 2	8	8	\$29,356	<u>\$96,479</u>
Phase 3	13	13	\$39,334	<u>\$135,814</u>
Phase 4	10	3	\$4,993	<u>\$140,807</u>

- Phase 4 – Ongoing
- 3 projects completed to date
- After briefly re-opening the program for applications due to a couple projects no longer moving forward, there are now a total of 10 projects planned to be completed this year

COMPLETED PROJECTS



KBC BOARD

- KBC welcomed two new members to the Board of Directors in August:
- **Jaimie Corbin**
- **Hillary Webb**

STRATEGIC PLAN

- During KBC's AGM in June, the 2019 Strategic Plan was introduced
- Highlights of Plan include:
 - Increased Emphasis on Entrepreneurs
 - Refined & Focused
 - 5 Key Functional Area
 - More Concise Goals & Objectives
 - Comprehensive & Achievable

Full Strategic Plan can be viewed on the KBC website at:

www.kentvillebusiness.ca/about-us/

KBC Goals (Long Term)

Marketing / Communication

- 1) Kentville is recognized as the vibrant and diverse business, professional, & entrepreneurial centre of the Valley.

People / Community

- 2) Downtown Kentville is a people place.

Business Development

- 3) Kentville has a robust mix of businesses

Infrastructure / Investment

- 4) Kentville is attractive for business.

Representation / Advocacy

- 5) KBC will represent the collective interests of the downtown business community.

COMMUNICATION

- The creation of a Comprehensive Communication Plan - #1 Priority for 2019/2020
- A preliminary look at **Phase 1: Harnessing the Power of the Internet to Communicate** was announced at KBC's AGM in June
- **Preliminary Goals:**
 - To create content that is both informative & entertaining
 - Have the resources and effort put into it to make sure what is communicated stands out and will be heard



COMMUNICATION CONT.

- Work on this plan is ongoing
- This summer has been dedicated to testing out different forms of communication to see what works and what doesn't for Kentville Businesses, and the surrounding community
- Early results have shown that **videos** have been the most effective in reaching a large audience through social media

Type of Post	Average Reach	Max Reach
Regular – Info / Photo	500 – 1,000	2,637
Video	4,000 – 8,000	23,718

- All research will be taken into account when finalizing Communication Plan & leads into what KBC has planned next...

KBC SPECIAL PROJECT — 2019

Please refer to full report attached.



ITEM: SPECIAL PROJECTS REQUEST

TO: Mayor Snow & Kentville Town Council

SUBMITTED BY: KBC Board of Directors, Zach Best

DATE: September 4, 2019

SUBJECT: Special Projects Request for 2019/20 Fiscal

ORIGIN

The Special Projects Committee is a sub-committee of the Kentville Business Community (KBC) and was created and given a mandate at the last Annual General Meeting.

BACKGROUND

The KBC Special Projects Committee was formed for the purpose of generating ideas, planning for, and execution of special projects that support and promote the successful implementation of the strategic plan of KBC.

The special projects committee held an initial brainstorming session on July 24th. At that meeting the committee generated a list of viable options and sorted them into categories based on the estimated timelines required for full implementation. Individual potential projects from the list were then researched by members of the committee, and a follow up meeting was held on August 7th, where the committee further refined the list and selected a project for recommendation to the KBC Board.

The KBC Board received the special projects committee project recommendation at the August 20th board meeting. After discussion and deliberation, the KBC Board unanimously approved the recommendation.

DISCUSSION

This project is one which the KBC Board believes supports the mandate of KBC, fits within the Strategic Plan and the definition of Special Projects dictated by the funding agreement with the Town, directly aligns with KBC's top priorities for 2019/2020, and is possible to execute within the allotted timeframe for completion, which is March 31st 2020.

There are 2 components to this project. Both components will work together to meet the following goals:

- Increased brand recognition for KBC among the business community and the general public
- Increased engagement and follower recruitment for KBC social media channels and website
- Alignment with the KBC Strategic Plan (Marketing, Business Retention and Attraction)
- Alignment with the funding agreement with the Town of Kentville
- Fits within a maximum budget of \$25,000
- Easy to explain and advocate for to Council, the KBC Membership, and other stakeholders



Kentville Business COMMUNITY

Project component 1: A video series professionally produced by a contractor that promotes 2 key messages about Kentville. Message one: Kentville is a vibrant thriving town in which to do business, a focus on investment readiness and business retention and attraction. Message two: Kentville is a vibrant thriving town that supports a variety of activities that make it an ideal place for young couples, professionals, and families to visit, work in, or move to.

The KBC Board, Special Projects Committee, Executive Director, and contracted company will work together to create the message expressed in these videos. This message will work to reflect the thriving business community within Kentville and reinforce Kentville & KBC's brand.

Project component 2: KBC Branded re-useable shopping bags that are sent out to individual households and businesses. The bags will be featured visually in the produced videos in order to provide continuity with the video portion of the project. They will not simply be a giveaway but will be used as a symbol to help solidify KBC's message within project component 1, as well as be a driver of continued change and need for environmental sustainability.

BUDGET IMPLICATION

Component 1

Brainstorming / Content Creation: \$750

Video production: 2 x \$3,485 = \$6,970

Distribution: \$3,000

Total: \$10,720 + HST = \$12,328

Component 2

5,000 Reusable bags production: \$4,750

Greeting Card: \$500

distribution: \$1,500

Total: \$6,750 + HST = \$7,763

Total Special Project Request: \$20,091

POLICY IMPLICATIONS

As reported above, the KBC Board believes this project to be in alignment with both the strategic plan of KBC and the Funding Agreement with the Town of Kentville.

ATTACHMENTS

KBC Membership Survey results



Kentville Business COMMUNITY

Request

That Council approve the \$20,091 in special projects funding for the purposes of executing KBC's 2019 Special Project as presented.

Respectfully Submitted,

Zach Best

Zach Best

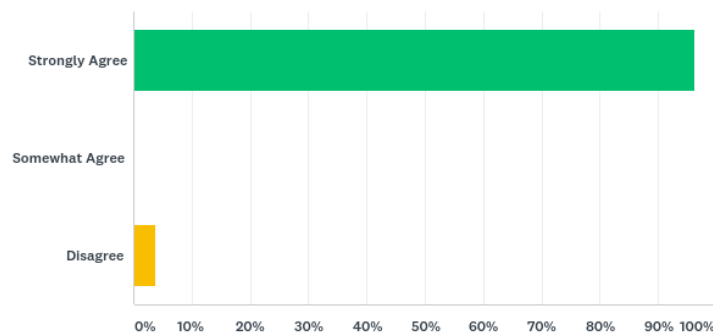
Executive Director, KBC



Membership Survey Results

On Monday August 12th a survey was sent out to the Kentville Business Community membership asking the following question:

Q1 Do you agree or disagree with the following statement: KBC should take an active role in promoting the Town as a destination to families, couples, and millennials to encourage spending time and enjoying the diverse shops, restaurants and amenities downtown.



- 27 responses were received
- 96% (26) of respondents Strongly Agreed
- 4% (1) of respondents Disagreed

A thoughts and suggestions section was also included in the survey. Some of these suggestions are listed below:

- Excellent Idea, should certainly focus on all the new businesses having recently opened downtown.
- Should be KBC's primary goal and activity. Their existence should be for the promotion of Kentville's resources, amenities, facilities and business diversity in an overall strategy to attract future potential residents and businesses to our town, utilizing an overall emphasis on, but not limited to the attraction of visitors and customers to our downtown core.
- I think a well done promotional video would be great for Kentville! We have seen so many changes happening downtown, but people who don't already come here on a regular basis really don't know what they are missing!
- Yes Kentville has show significant growth over the past couple of years and is certainly proven itself to be a top destination and attraction for families to live here and raise their children. Lots to do!
- Kentville needs a niche that separates us from the other communities. Every town offers restaurants, shops and parks, but what is it about Kentville that makes us unique?
- Including businesses that aren't in the downtown core
- Spend equal amount of time promoting commercial development downtown.

PRESENTATION COVER PAGE

PRESENTATION BY: Valley Regional Enterprise Network
Jennifer Tufts, Executive Director

TOPIC: Operational Update

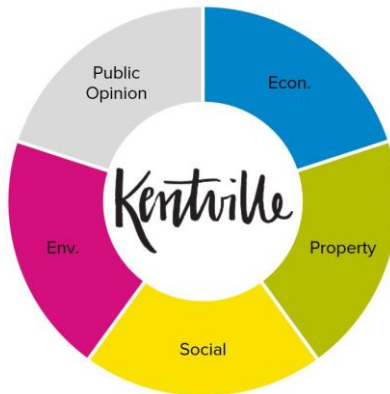
Valley Regional Enterprise Network

With services designed to grow economic well-being and sustainability, the Valley Regional Enterprise Network is the only publicly funded organization dedicated to supporting the local economic development of seven municipalities and one First Nation in the Annapolis Valley region, with the potential of reaching two additional municipalities and two First Nations.

Presentation to Council

Staff from the Valley REN give regular presentations to partner municipalities on their operational activities.

Town of Kentville Decision Wheel:





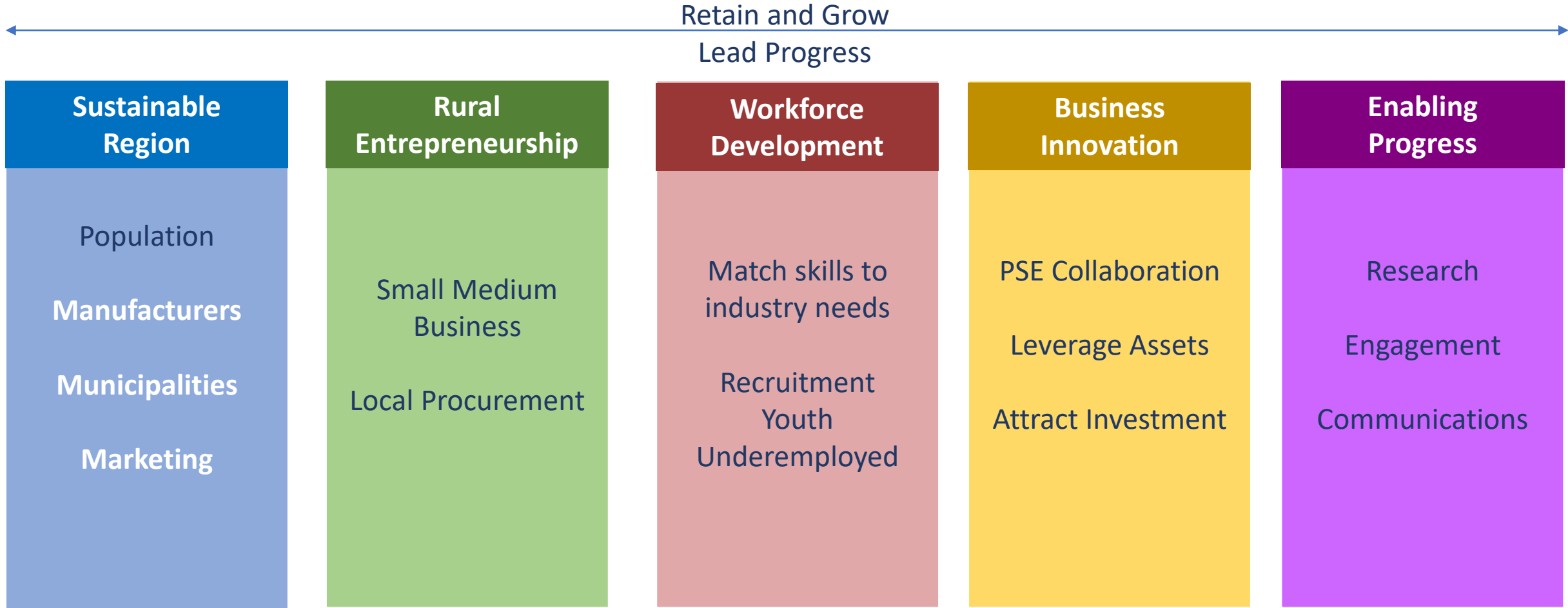
Kentville Town Council
September 9, 2019

Sally Rose

Mandate

Plan Inform Connect

3 Year Strategic Framework





2018-2019 Achievements

Main Activities

1. Valley Manufacturing Taskforce
2. Regional Marketing
3. BusinessNOW Program
4. Connector Program

Valley Manufacturing Taskforce



Valley Manufacturing Taskforce

Annual revenue

	n
\$1 million to less than \$5 million	2
\$10 million to less than \$50 million	3
More than \$50 million	3
Don't know	1
Average	30,625,000
Sum	245,000,000

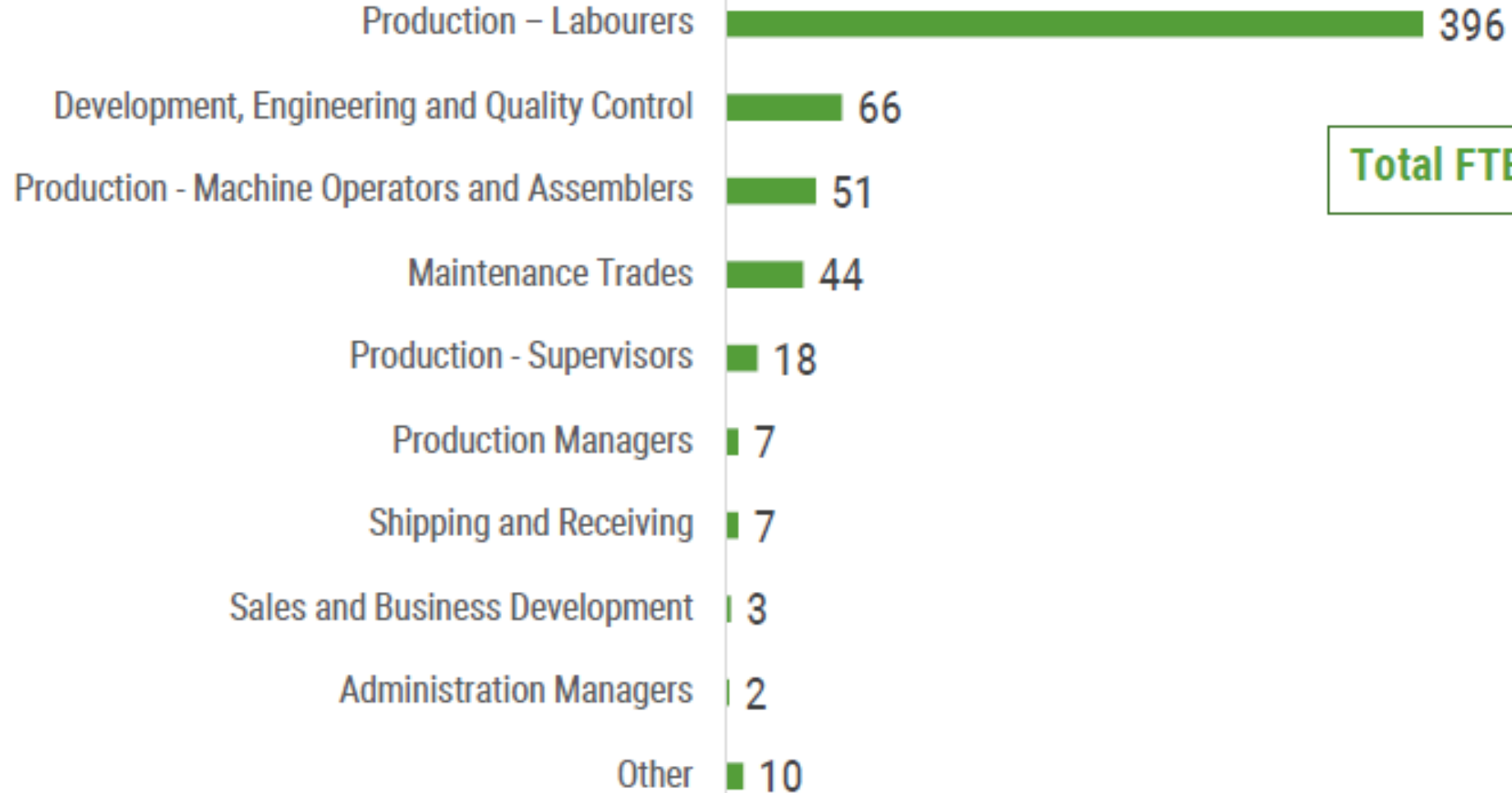
Employees (Full-time Equivalents)

	Average	Sum
Full-time	245	2,207
Part-time	13	120
Temporary	7	63
Contract	7	62

Total 2452

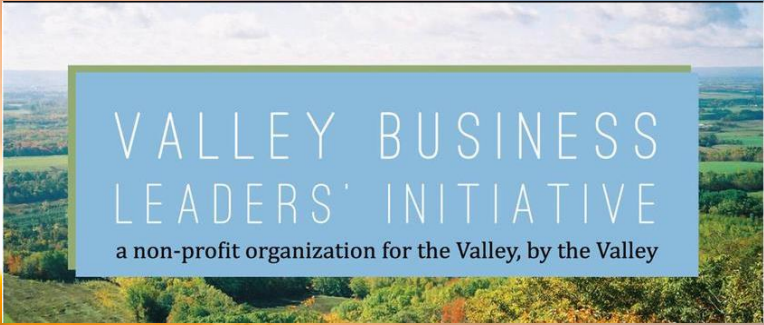
Workforce Needs by Functional Area

*FTEs needed and difficult to hire
(Top 2 on a 5-point scale)*



Total FTEs: 604

Regional Marketing



BusinessNOW

67 BAR Clients

8 Community Businesses

31 Start-ups

28 Existing Businesses

13 Manufacturers

BusinessNOW

18 Information Business Support Meetings

BusinessNOW

66 BAR Clients

13 Manufacturers

+ 18 Business Support Meetings

= 97 Businesses Reached

BusinessNOW

A few words from businesses

BusinessNOW

Connector Program

37 Connectees



23 Connectors



Connector Program

13 Matches



5 Jobs



Connector Program

16 Events Hosted



17 Events Attended



2019-2020 Priorities

Main Priorities – 2019-2020

1. Valley Manufacturing Taskforce

- ✓ Action Plans completed
- ✓ Design Thinking Workshops
- ✓ Regional Energy Study
- ✓ Manufacturing Your Future - Showcase

Main Priorities – 2019-2020

1. Valley Manufacturing Taskforce
2. Regional Marketing
 - ✓ 3 Community Workshops held
 - ✓ Online survey
 - ✓ Creative
 - ✓ Product Development

Main Priorities – 2019-2020

1. Valley Manufacturing Taskforce

2. Regional Marketing

3. BusinessNOW Program

- ✓ 47 businesses served since April 1st (30 new/unique)
- ✓ CRM
- ✓ Toolkit Development
- ✓ Social Shift at the Valley Drive in/pop up market – Sept. 18th
- ✓ Business Expo – Sept. 27th
- ✓ Business Connections Forum – November 14th
- ✓ Business Climate Study – early Winter

Main Priorities – 2019-2020

1. Valley Manufacturing Taskforce

2. Regional Marketing

3. BusinessNOW Program

4. Connector Program

- ✓ 16 Connectees (53 total), 9 Connectors (32 total) since April 1st
- ✓ 1 job found (6 total), 40% job success rate
- ✓ Greenwood REXPO – Sept. 14th
- ✓ Social Shift at the Valley Drive in/pop up market – Sept. 18th
- ✓ Part Time Job Fair – Sept. 20th
- ✓ How to Network Workshop – Oct. 3rd
- ✓ Business Connections Forum – November 14th

Communications



Opportunities Ahead

1. Targeted BusinessNOW visits
2. Workforce Strategy – Valley Stars
3. Investment Readiness Tools – NSBI and regional marketing
4. Michelin Towns Initiative
5. STAR Program

Thank you!



PRESENTATION COVER PAGE

PRESENTATION BY: Kentville Art Gallery
Non Hainstock

TOPIC: Arts Centre in the Kentville Calkin Building (Cornwallis Street)

ORIGIN

During the September 9th 2019 Council Advisory Committee meeting, Mr. Bob Hainstock made a presentation to council regarding the creation of an arts centre in the town-owned Calkin Building on Cornwallis Street.

BACKGROUND

The Town of Kentville currently offers a space in the Calkin Building to the Kentville Art Gallery Society (Hardware Gallery) for \$10 a month. This was granted to KAGS through a lease which was approved by Council on January 29, 2018. This lease was to expire on April 30, 2019.

On February 11, 2019, Council gave direction to the Chief Administrative Officer to sell the building.

On April 29, 2019, KAGS requested an extension of this lease to the end of September 2019 and this was granted by Council. The Hardware Gallery lease will expire on September 30, 2019.

DISCUSSION

Mr. Bob Hainstock is requesting that Council consider the possibility of developing an arts and culture centre in the Calkin Building. This would be supported by a committee of staff and community groups, and would also require the reconsideration of the sale of the Calkin Building.

Mr. Hainstock has 2 points for Council to consider:

1. That Council consider a 2-year lease to a new art gallery organization in unit 3 (currently the Hardware Gallery) based on the business plan in the attached document.
2. That Council consider the development of an ad-hoc committee with this arts group and the business community to evaluate opportunities and cost benefits of a creative centre in the basement and second floor of the Calkin Building.

POLICY IMPLICATIONS

None

BUDGET IMPLICATION

n/a



ATTACHMENTS

Presentation and Document from Bob Hainstock

RECOMMENDATION

That Council discuss the requests presented around a lease agreement and an ad hoc committee associated with the Calkin Building by Mr. Bob Hainstock in the attached documents.

Council Advisory Committee
Town of Kentville

Thank you for the opportunity to present our revised business plan for the gallery space in the Calkin Building. We will also outline a proposal for a joint evaluation of a potential Creative Centre for the second floor of the same building, a mixture of education and production facilities that can provide activities and stimulation for the community. Such a centre can assure an environment in which other cultural projects become more plausible and welcome.

We wish to emphasize our priority today -- to demonstrate a strong and immediate viability for an artist gallery in Kentville, and secure a two-year lease for that space currently used by Hardware Gallery. In these documents we refer to the new operations by its working title, "The New Gallery", although no final decision has been made regarding names

We also ask council to consider forming an ad hoc committee with our group and other interested organizations, to evaluate opportunities and cost benefits of a creative centre in the downtown building. The evaluation team should report back to CAC by the end of November.

It is worthwhile noting in our proposal, a shift in responsibility to artists themselves. Artist members will now pay 94% of all annual operating expenses – a show of confidence and commitment made even before the first day of business. All they ask in return is a positive partnership with the Town and business community with which to present strong visual examples of local, regional and provincial culture.

Thank you.

Kentville Art Gallery Society
Sept. 9, 2019

Request #1

The New Gallery Business Plan 2020-2021

Membership, Staffing & Management

- 1) The co-op gallery will be composed of 10-12 two-dimensional artist members (painters, printmakers, etc.) and 5-6 three-dimensional artist members (sculptors/carvers, pottery, jewelry, fibre artists, etc.).
- 2) Members will be selected from applications submitted by artists from the Kings County, Valley and nearby regions, with preference given to established artists in the Kings and Valley regions.
- 3) Each member will pay an annual membership fee of \$100/month, although there will be a limited number of shared memberships, each with a fee of \$60/ month. Memberships are available only on a one-year commitment basis, although they can be paid on monthly, quarterly or annually.
- 4) Each full member position will staff the gallery 1.5 days per month in the busy period and, if not available, arrange for substitute staffing at the artist's own expense. Volunteer members would staff the gallery an average of 3-4 days per month, and receive preference for any paid hours.
- 5) Each two-dimensional artist will have approximately 8'-10' of linear wall space with which to hang his or her work, or to be shared with a half partner. Each three-dimensional artist will have 4-6 plyths on which to display their work, or share with a partner member. Artists will rotate monthly through the various display spaces.
- 6) Members will hold a monthly meeting to conduct co-op business, but most important, to move to new locations and replace existing work with new or recent work. These meetings/rehangs will take place at the end of the business day, the first Wednesday of each month.
- 7) The Gallery would be open regular hours six days per week during the busy season (mid-May to late Sept) and would feature the rotating work of all gallery artists. The off-season would feature solo and two-person shows, based on shorter operating hours and open only 3-4 days per week. Members will be assured of a solo or two-person exhibition at least once every two years. They will set their exhibition hours and be required to staff the gallery during their solo exhibition.
- 8) All sales of members' work will be subject to a 20% commission, half of which will go into the operating accounts, and half into the Fair Share account. At the end of each calendar year, the accumulated Fair Share for the year will be divided equally among full memberships or equivalents.
- 9) The gallery will operate on the principles of an artist co-operative, but within the existing structure of the non-profit, community organization, KAGS. Gallery artists will become board members of KAGS and also hold positions on KAGS executive committee.

Other Gallery Activities

In developing a new business plan for The New Gallery the past few months, it became apparent that floor space and wall space can become issues for attracting a viable number of established artist members, or more important, developing revenue opportunities from activities such as boutique-type gift shop, regular art lessons, or art rentals for home and office. The ability of the community and gallery to offer exhibition opportunities to new and emerging artists has also disappeared with the rental of adjacent space to the gallery. Because artist members now will directly pay 94% of all operating expenses before earning one cent of offsetting revenue, their continued support of the co-op gallery concept will eventually hinge on reasonable sales, or at least, reasonable expectations.

- 1) The Gallery will attempt to operate an attractive gift boutique for smaller work by member artists, generally priced below \$100. A 20% commission will apply. The co-op will consider work from non-members if space allows, but will require a commission of 40%.
- 2) The gallery will launch a more effective art rental program for work by member artists, with potential opportunity for non-member artists as well. Commission rates similar to those above would apply.
- 3) The Gallery would attempt to provide public classes or workshops January through March. Gallery artists would be given preference for the teaching opportunities. However, current gallery space and utilities may not be appropriate for some educational programs and other spaces in the building may be requested.
- 4) It is anticipated that the gallery will hold a year-end gala and auction as a fund-raising activity. These funds would normally be earmarked for special projects or capital projects. Also, KAGS is expected to explore the process of seeking charitable organization status with the benefit of tax deductible receipts for donations. Also KAGS is now eligible to apply for certain government grants that have not been available to it until now. These are normally designed for special educational or exhibition projects.

Marketing/Communication

The following budget figures underline the commitment by The New Gallery to spend a considerable portion of its relatively meagre resources on attracting new cultural traffic to downtown Kentville. This is a "must-win" challenge. Without increased traffic of arts/culture consumers from Kings County and well beyond our immediate boundaries, the new business model will struggle to maintain quality of membership and exhibited work. The possibility more nearby spaces for arts and crafts products and activities will make a substantial difference in shared promotion programs and expenses. Emphasis will be placed on introducing our outstanding artists to the Kings community, as well as special events within the gallery. Attention will be given to highway signage, as well as expanded signage/poster/ town information sites within the immediate region and increased communication will be aimed at area B&B's and other tourist accommodation sites. Direct communication with households will become a high priority.

Operating Revenue-Expense Projection

The following projections are based on experiences in other art co-ops and rural galleries, and generally reflect a modest expectation in sales, but maximum expectation in expenses. For example, costs such as cleaning, website, etc. will likely be absorbed by volunteering members.

<u>Expenses</u>	<u>2020</u>	<u>2021</u>
Rental Rates	\$5.50/ sq.ft. \$480/month	\$6.50/sq. ft. \$570/month
Annual Rent	\$5,775	\$6,825
Utilities	\$1,300	\$1,300
Insurance, clean, phone, supplies, website, etc.	\$4,200	\$4,400
Marketing	\$6,500	\$6,000
<u>Total Expense</u>	<u>\$17,775</u>	<u>\$18,525</u>

Revenues

Memberships : 10@\$100	\$12,000	\$12,000
6@\$60	4,320	4,320
Commissions on art & boutique sales, rentals	3,700	5,300
<u>Total Revenue*</u>	<u>\$20,020</u>	<u>\$21,620</u>
 Net Operating	 \$2,245	 \$3,095

* does not include grants, fund raising, etc.

Request #2

The Calkin Building

A Creative Centre -- Viable or Not?

The basement and second floors of the Calkin Building offer almost 5,000 sq. ft. of lower value, but useable space; exactly the unique, critical combination of inexpensive space and location that arts-related enterprises need to establish roots and grow into major community assets. We believe many such enterprises would come into existence in the next six months if the right conditions are offered. The Calkin Building could operate very profitably for the Town of Kentville and its citizens.

In 2017, it appeared that the Town wished to own the recently-gifted building for at least four years, during which time it would make necessary safety and maintenance improvements. It would also attempt to find suitable tenants in this four-year period, including a hub-style incubator development on the second level for start-up businesses or community activities, much like the concept of a Creative Centre. Today, the new goal is to sell.

We request that council and staff consider a brief pause in a goal to sell quickly. We ask that the Town, business community, and KAGS form an ad hoc committee to critically evaluate the potential and viability of a Creative Centre within the Calkin Building. That committee would report back to CAC by the end of the current calendar year.

As part of our own evaluation of opportunities and challenges facing art galleries in our area and rural Nova Scotia generally, we have identified several opportunities for the Calkin building. They include a printmaking co-op of 900-1,200 sq. ft. that would provide working space to 15-20 printmakers, as well as a small exhibition/sales space. Similar space would be needed for pottery co-op production and exhibition. Similar space would be required for an arts education co-op that specialized in regular classes and specialized workshops.

There are many other opportunities to be critically explored for this area of downtown Kentville. Together, they represent an extremely strong concentration of cultural products and services, and a critical mass that can make related activities like art galleries, cafes, or craft/antique services, much more viable and marketing efficient.

A Way Forward For Rural Art Galleries

This discussion paper was prepared in recognition of the 17th anniversary of Peer Gallery of Lunenburg, a thriving contemporary artist co-op that has withstood the roller-coaster forces of the past 17 years while more than 30 rural galleries have closed in that time.

By Bob Hainstock
Peer Gallery Member

As shrinking rural populations in North America continue a downward slide towards further economic and cultural disadvantage, visual artists in rural Nova Scotia have a growing list of reasons to worry about the razor-thin viability of an important element in the character of their creative worlds – the brick-n-mortar art gallery.

Whether seen as an important source of sales or early career stepping stones for professional artists, or perhaps as a necessary exhibition place and education centre for passionate amateurs, the traditional business models for arts or craft galleries will soon need a major rethink. This will include an upgrade in the concept of artist co-ops and non-profit enterprise, perhaps in sync with new thinking by municipal governments in their competitions to attract younger populations and fill empty commercial space with strong cultural characteristics for their community.

At the heart of the problem is a continuing loss of population in almost all areas of rural Nova Scotia. The Ivany Report a few years ago suggested an overall decline of 5% in Nova Scotia's general population within 20 years. Other experts suggest that major urban centres like Halifax will hold steady or grow slightly, but that the rural populations will fall 8-10%, and coastal communities even more dramatically. The rural tax base is expected to be burdened with added service costs of assisting the largest and oldest sector of their populations. Can these increased costs be paid from a weaker industrial and commercial rural tax base?

The future problems of rural communities are clear in census numbers that compare the populations of towns, cities, and municipalities in 2011 and 2016. In that time, Halifax grew by 13,100 people, a upward trend established over recent decades. The only towns that grew in that same period were Berwick, Bridgewater, Kentville, Mahone Bay, Middleton, Oxford, Shelburne and Truro. And they grew by a total of only 775 people collectively. All other town populations continued to shrink.

If we step back to look at global patterns, we find that in 2014, a majority of the world (54%) lived in cities for the first time in human history. The UN says this will rise to 66% by 2050, with North America having 82% of its population living in cities. Those kinds of numbers represent a runaway social freight train fueled by globalization and rural-to-urban migration. The scale of international policies needed to slow or stop that train over a long period of time are massive and costly, and tiny pieces of the puzzle like “rural artist”, “rural culture”, “rural gallery” will have to be left to local or individual actions.

Another part of that puzzle will be the farm population and its effect on nearby towns/villages. Across North America, the “middle class” of farming is disappearing as small farms focus on local markets, and others either get very big to achieve international efficiency, or get out.

The Internet is another major factor that will impact the rural artist in both a positive and a negative manner. Estimated international online art sales were \$1.57 Billion in 2013, \$3.5 Billion in 2016, and expected to hit \$9.14 Billion by 2021. That’s good news for all visual artists who can now reach international art markets with their artwork – doesn’t matter where each artist lives or works.

But experts say the brick-n-mortar galleries, rural and urban, will not maintain traditional market share in that booming market even as they scramble to build internet sales into their business practice. The problem, they suggest, is the loss of future clientele as young art consumers gravitate towards online art sellers. For example, 51% of art collectors age 25-34 years currently purchase art online, compared to only 33% of older collectors 35-54 years. But the younger collectors are the ones that brick-n-mortar galleries will need for future viability and getting in front of that accelerating online “curve” is difficult.

And will internet sales take a bite from tourist art purchases, another critical revenue plank for rural art galleries and their stables of visual and craft artists. Some suggest that internet sales will not harm craft arts because of the local contact required for authenticity and uniqueness of history or location.

There are no hard statistical projections for the province’s creative communities of the future. There are 380-390 individual professional visual artists or craft artists said to be currently working in Nova Scotia, 94% of them file regular tax returns as self-employed artists. About 49% of them work in Halifax, while 26% reside in the southern region, 14% in the Annapolis Valley, and 10% in northern regions or Cape Breton.

Almost 70% of visual artists in rural Nova Scotia are 45 years of age or older, a potential issue in other industries but not in visual arts where most individuals work well past normal retirement age, often because they are self-employed and have no formal pension plans or company benefits. However, this awkward ratio of older-to-young artists is also reflected in the larger general population and will produce a difficult ratio of visual art producers-to-consumers in the next 10-20 years.

There is another set of ratio figures that do not favor rural artists. In recent Stats Canada figures, almost 30% of urban residents say they visited a public art gallery in the previous 12-month period, compared to only 19% of rural residents of visited a public art gallery. Perhaps a reflection of incomes, education or opportunity?

It has been suggested that for every professional artist in a rural region, there are at least another 30-50 amateur artists who sell an occasional piece of artwork or craft locally. This number fluctuates greatly through economic cycles and age distributions. The lack of long term success over the years by rural art and craft supply stores is a visual indicator of the wild swings in revenues by visual artists, but also a reflection of the impact of online supply competitors, a trend not expected to change.

In terms of sales venues such as rural galleries or craft shops, there is an estimated 50-75 brick-n-mortar businesses, most of them located in or near towns with strong tourist traffic from beyond the immediate region. The tourism department has recently listed 31 artisan/artist studios, as well as 125 galleries and craft shops in Nova Scotia, mostly in the rural area. Of the 59 visual art galleries listed with Visual Arts Nova Scotia, more than 30 are outside major urban centres.

There is said to be a constant turnover of such retail operations because of extremely low profit margins, but also because many of the operations were originally created on the personal passions of one or two individuals who often accept starvation wages and long hours in order to keep art alive in their community. Many of the retiring owners or co-ordinators of rural art enterprises are of the same generation and overdue for retirement.

If one quickly scans the rural art gallery scene since the year 2000 through an informal survey of artist friends around the province, we find a minimum of 30 galleries having closed their doors. That does not include many areas of the province such as Cape Breton and northern Nova Scotia, nor does it include the multitude of small, one-artist galleries that spring up and disappear every year from our back roads and side streets.

But while that may seem like a big number of closures, there are almost as many new gallery enterprises opening their doors in the same period – almost.

The South Shore of Nova Scotia seems a good example of a gallery scene in constant flux. In the last 17 years we have lost The Moorings, Windy's Gallery, Amber Inn Gallery, The Lost Gallery, Trees Gallery, Art Choices Gallery, Black Duck Gallery, Houston North Gallery, Dis.cord Gallery, Moxie Gallery, the Pentz studio/gallery, Above The Water Gallery, At The Sign of the Whale Gallery (now an online presence), and more galleries in Liverpool, Shelburne, and Chester.

In the Valley and eastern shore regions, we have lost Carriage House Gallery, ArtCan Gallery (since re-opened), Kempt Gallery, Edgemere Gallery, Neville Gallery, Denise Comeau's gallery-frame shop near Church Point, David Lacey Gallery, Copper Fox Gallery, Harris & Co. Gallery, Ravens Gallery, Lyghtsome Gallery, Swoon Gallery, and Utata Gallery amongst others.

And while doors were closing, almost as many doors were opening.

In Lunenburg, for example, there are now 22 galleries listed, more than any other centre outside of metro Halifax. These include Peer Gallery, a contemporary artist co-op founded in 2002, and based on the co-op model of Viewpoint Gallery in Halifax (originally known as Art Street Gallery Co-operative).

Some of the founding members or current members of Peer Gallery were part of the launching of Viewpoint 18 years ago.

During the Peer Gallery time, there have been many gallery closures in Lunenburg area, an average of almost one a year. But there have been many new openings, coming in bursts of two or three new galleries some years. For example, The Swan, Skull Douggery, LaHave Weaving Studio, Cranston Gallery, Paul Secord's Gallery, Lunenburg School of the Arts, and Carmen Jaeger Studio all opened in recent years.

Other artist co-ops or non-profit community enterprises to open in rural Nova Scotia in that period include; Waterfront Gallery in Yarmouth, Jack's Gallery in Wolfville, Studio Lab Gallery in New Glasgow, Visual Voice in Truro, Old School Art Gallery in Musquodoboit, Makers Gallery in Windsor, Craft Co-op at Le Have Bakery, Lucky Rabbit & Co. Artist House in Annapolis Royal, Elephant Grass Print Co-op in Parkers Cove, Hardware Gallery in Kentville, Oxford Riverside Gallery in Oxford, Art2Sea Gallery in Pictou, The Art House in Pictou, or, Town Hall Cultural Space in Liverpool.

The Main & Station Nonesuch multi-discipline cultural developments in Parrsboro is perhaps one of the most vivid examples anywhere of cultural enterprise having a major economic impact on a small, struggling community. The Hardware Gallery in Kentville offers an excellent example of non-profit community cultural enterprise working closely with town officials to help revitalize downtown space that has lay vacant in recent years.

In addition, there are numerous commercial galleries opened in rural Nova Scotia in that time, including: Murray Manor Art & Culture House in Yarmouth, Galerie Beaucoup in Wedgeport, Red Sky Gallery in Antigonish, Osprey Gallery on South Shore, or, Harvest Gallery in Wolfville. Westcote Bell Pottery opened seven years ago next door to Le Have Bakery, and this year opened a second nearby gallery, Westcote Bell Arts.

The passions and energies needed to launch a creative enterprise are the same no matter the geographic location – urban or rural – but are particularly pronounced in areas or populations that would not otherwise be served by galleries, theatres, festivals, or community communications (radio stations, newspapers, etc). These creative enterprises often come in the form of co-ops and non-profits because of individual commitment to local or regional needs and values.

In 2015, there were almost 40 creative co-ops in Nova Scotia, a large majority in rural areas and many of them disguised in the co-operative statistics as “worker co-ops”. The economic importance of art venues to a province like Nova Scotia can be readily seen in the fact that 37% of Americans consider “culture” as a vital factor in vacation planning. The list of cultural attractions can include the expected festivals, performance venues, museums, and heritage sites, but also the tourist appetite for well organized, clearly identified areas and destinations, along with transportation routes for visual art and craft galleries and studios.

It leads one to wonder if it's time to revive the idea of one or two major “Art Trails” in rural Nova Scotia; a concept of packaging and promoting cultural tourism through visual arts maps and seasonal trails that

connect dozens and dozens of galleries and studios. The difference this time might be the participation of towns and municipalities in promoting and encouraging art and craft destinations within their areas.

Rural cultural co-ops are expected to increase in numbers when shrinking populations threaten the viability of traditional business models, most often because many artist co-ops can neutralize two major problems facing traditional budgets – labor costs and predictable cash flow.

Studies in several provinces suggest that the failure rate for co-op start-ups is significantly lower compared to commercial enterprise, partly because most co-ops are rural based and are often created to fill a community need. Researchers further suggest that the level of competition may be lower in those rural situations, thus leading to a higher survival rate, but also that “opportunity costs” of riding out a stretch of poor business performance are greater in major urban centres (i.e. more options to exit a bad urban business situation, into other opportunities, thus creating a higher exit rate).

Another way of looking at “opportunity” versus “need” is to examine the population of credit unions in Nova Scotia almost 10 years ago. Of the 82 credit unions in the province, 30 were located in communities where no other financial institution was available.

There have been many studies in Canada and the U.S. in recent years, attempting to gauge the importance of cultural development and creative industries in rural North America. These studies have been carried out not so much with the idea of establishing past values, but rather, defining the critical role of arts, culture and creative enterprise in stabilizing rural populations and strengthening future economies. The researchers describe arts, heritage and culture not as amenities to improve the quality of life, but rather the essential foundation upon which the future of small rural communities rests.

One study identifies several factors that make cultural development in these communities significantly different and many times more difficult than larger urban areas. The first recognizes the limitations and strengths of small populations that usually produce small organizations with limited resources. It acknowledges that rural areas often have an arts and culture history that celebrates self-improvement or self-education, but that importing “outside” expertise is often seen as the most direct route to meeting that self-improvement.

The study also suggests potential problems of ruralism -- the predominantly negative rural self-image and historic external bias against small, rural communities. This is sometimes expressed in communities that raise large amounts of money to bring in “outside” cultural instruction or performance but the community can’t or won’t support local arts and cultural needs. It is also based on false assumptions that when it comes to arts and culture, rural communities are not capable of doing what needs to be done and have no confidence in their own talents or history.

The co-operative model is regarded as perhaps the most effective community weapon with which to deal with most of these potential problems, and also turn local and regional arts/culture strengths into economic drivers.

Recent studies suggest that art co-ops come together for one of three reasons: 1) marketing strength; 2) operating a venue; or, 3) purchasing strength or sharing the cost of expensive equipment or resources. But they do face funding issues from traditional lenders and some granting agencies that often prefer to support non-profit arts organizations. And because most art co-ops are built on the shoulders and shared resources of individual artists, there is rarely any accumulated capital for expansion, innovation or major equipment.

Art co-ops come in many shapes, sizes and names. Some craft co-ops operate as worker co-operatives, while some publishing or performance co-ops operate as production co-ops. There are many forms of real estate co-ops but in the art world, studio co-ops are crucial in large cities. Many private art galleries operate with 30-45 individual artists represented, while most artist co-op galleries limit their stable to 10-20 individuals. Some art co-ops are controlled by artists only, while many art co-ops aggressively seek broader community representation on their board of directors, or board of advisors.

There are an estimated 128 co-op art galleries in Canada, according to provincial stats, although many consider this official figure to be a very low estimate because many co-op galleries do not formally join provincial associations.

Perhaps there is need for our rural cultural co-ops and non-profit cultural enterprises to sit together annually or even more often, to discuss how we can play a real role in making rural communities stronger economically and culturally. In that frightening thing called, "the future", it's an almost guaranteed bet, that provincial and national policy makers will have their attentions and resources taken up with so-called bigger problems and strategies.

As is often the case in rural regions, we'll have to once again Do-It-Ourselves, one co-operative project at a time.

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Researched and written for Peer Gallery by gallery member Bob Hainstock, a former daily newspaper journalist and award-winning author-illustrator of a book on rural architectural heritage. For many years he was editor-publisher of one of Western Canada's largest rural newspapers. He is a former manager of the Kentville downtown development program, and owner of a downtown retail business.



**FINANCE DEPARTMENT
REPORT TO COUNCIL ADVISORY COMMITTEE
August 31, 2019**

I am pleased to report from the Finance Department of the Town of Kentville for the month ended August 31, 2019.

Finance Department Update

- ✓ The final tax levy was released in August with a **due date of September 30, 2019**.
 - ✓ The first quarter utility bills were due August 26, 2019.
 - ✓ All required reporting to outside parties is complete. This includes various reports to Department of Municipal Affairs & Housing, Nova Scotia Utility and Review Board and the Town's financial institution.
 - ✓ Audited financial statements including the annual report are available on the Town's website.
 - ✓ The field work for the KVFD audit was completed end of August. It is hopeful that statements will appear before the Joint Fire Services Committee in October.
 - ✓ Finance personnel enjoyed summer holidays through the months of July and August.
-

Attachments

Schedules A & B (Revenue and Expenditures) are included for the month ended August 31, 2019.

Schedule C (and graph) (Outstanding Taxation) is attached for the month ended August 31, 2019.

Schedule D (Sanitary Sewer Area Service) is included for the quarter ended June 30, 2019.

Schedules E and F (Perpetual Investment Fund) are included for the month ended June 30, 2019.

Schedules G (Town of Kentville Capital Investment Plan-2019-2020) are included, as the program has begun.

Schedule H (Account Receivable- Due from the Municipality of the County of Kings) is included for the month ended August 31, 2019.

Analysis

Revenue (see Schedule A)

If revenue were averaged evenly over the year, 42% of the budget would be consumed. To August 31, 2019, overall revenue exceeds the average at 80.1% recorded. Items worth noting are:

Taxes-The final tax levy was issued end of August with a due date of September 30, 2019. Total taxation is reporting at 99.9% of budget.

Payments in Lieu- Both the Federal and Provincial claims for *Payments in Lieu of Tax* have been tabled with the respective government agencies. The Federal government remitted in July. The amount received exceeded budget by \$7,052. We await payment from the Province. Payment was received from Kings County related to its rental of the Provincial property in Kentville.

Services to Other Governments- This section records the KPS seconded officer along with services to Kings County for snow removal, cultural and recreation. One quarter of the secondment is recorded along with an invoice for 50% of the County's share of the library lease.

Sales of Services- This section records reallocations to other funds and is updated by journal entry. It also records the sales of services by KPS. Three months are recorded as revenue. This section also accounts for the sale of financial services to KVFD. Five months of sales are recorded.

Other Revenue-Own Sources-This section is reporting fines, rentals, interest and miscellaneous revenue. "Fines, fees, permits" is reporting above the guideline due to the collection of animal licenses, taxi licenses

and Provincial court fines. "Rentals" will report below the guideline as arena ice rentals account for the larger portion of this section.

Unconditional Transfers- The Province forwarded the first quarter Equalization payment in June, along with the annual Power Corporation grant. The NSP HST rebate arrived in July \$2,537 under budget.

Conditional Transfers- 25% of Provincial Law Enforcement is recorded along with 80% of Provincial cost-sharing for Active Living. Recreation Nova Scotia forwarded cost-sharing of \$680. Rotary Club of Kentville gave Kentville Police Service \$ 800 to purchase bike helmets. Valley Waste Resource Management returned consulting management fees paid by the Town last fiscal year. All of these were unexpected revenues.

Expenditures (see schedule B)

To date, overall expenditures are slightly under the benchmark at 41.4% expended. Some departments have exceeded the 42% guideline due to annual payments and bulk ordering of supplies. Items to note are as follows:

Legislative- Slightly exceeds the benchmark due to travel expenses related to NSFM and FCM conferences.

General Administration- slightly exceeds the yardstick due to payment of insurance premiums and other office expenditures. In addition 50% of the mandatory payment has been issued for assessment services and 100% of tax exemptions related to Sections 69 and 71 are recorded.

Protective Services- Debt charge exceeds the guideline but reflects the debt repayment schedule.

Transportation Services–Public Transit exceeds the benchmark but reflects the payment schedule forwarded by Kings Transit Authority. Payment to Kings Point to Point is complete for the year. **Debt charge** exceeds the guideline but reflects the debt repayment schedule.

Environmental Health Services exceeds the benchmark but reflects the funding schedule set out by Valley Waste Resource Management Authority.

Environmental Development Services- Planning and zoning exceeds the guideline due to payment of the annual insurance premium and conference attendance. **Other community development** exceeds the

benchmark due to release of 50% funding to the Valley REN and 50% funding to Kentville Business Community along with full payment of the annual budgeted grant to Annapolis Valley Chamber of Commerce.

Recreation- Administration exceeds the benchmark due to the expenditures related to summer staff and payment of the annual insurance premiums for liability and vehicles. **Debt charge** exceeds the guideline but reflects the debt repayment schedule. **Cultural** exceeds the yardstick, as 50% Provincial mandatory funding has been made for the Regional Library, along with full payments of budgeted grants to cultural organizations.

Financing and transfers- Expenditures- Debt Charge- principal exceeds the benchmark but accurately reflects the debt repayment schedule.

Summary of Outstanding Taxes (see Schedule C)

Outstanding taxes now includes the final levy. 48.7% of the levy is collected (last year-48.6%). Total property tax outstanding as at August 31, 2019 is \$4,765,403 (last year- \$4,683,662). This equates to 49.0% collected in total (last year- 48.8%).

Sanitary Sewer Area Service (see Schedule D)

The report from the Sanitary Sewer Area Service is attached for the quarter ended June 30, 2019. If revenue and expenses were averaged equally, 25% of the budget would be consumed.

Revenue

Overall, revenue falls short of the benchmark reporting at 20.4%. Quarterly sewer charges billed meet the threshold. The annual Municipality of Kings sewer billing skews the percentages at this early reporting date. However, extrapolating the current figures, it appears that the budget target will be met by end of year.

Expenditures

On the expenditure side of the ledger, total expenditures have also fallen below the threshold at 21.7%. Expenditures related to the jointly-funded sewer treatment plant is on target at 25%. "Pumping stations" segment exceeds the benchmark due to the payment of the annual insurance

premium. "Fiscal services" is reporting at 92.9% and accurately reflects the debt repayment schedule.

The Sanitary Sewer Area Service is presently reporting a current operating deficit position of \$16,767.

Perpetual Investment Fund- (see Schedules E and F)

The Investment Advisory Committee (IAC) met on July 10, 2019 to discuss the report for the month ended June 30, 2019. The *Statement of Financial Position (Schedule E)* for year-end shows that investments total \$13.4 million (at cost) with the breakdown as follows:

	COST	MARKET
Cash and short-term	\$845,977	\$844,859
Fixed income securities	8,520,388	8,372,215
Equities	<u>4,015,899</u>	<u>4,132,037</u>
Total investments	<u>\$13,382,264</u>	<u>\$13,349,111</u>

The *Statement of Reserves (Schedule F)* reports that at June 30, 2019, interest paid is \$21,658, dividends paid into the fund total \$41,450; capital gains are \$127,877 (last year-\$135,733). At June 30, management fees totaled \$6,104 (last year- \$8,507).

Income budgeted for 2019/2020 is \$ 430,000 interest and dividends, \$30,000 capital gains and \$ 70,000 supplement (if required). The supplement will be withdrawn only if the Town is in a deficit position end of year 2020.

Town of Kentville Capital Investment Plan- 2019-2020

Information on the 2019/2020 Town of Kentville capital program is updated. The program is at its beginning with \$ 208,763 recorded at August 31. The program details will be updated monthly.

Accounts Receivable- Due from the Municipality of the County of Kings- (see Schedule H)

Schedule H summarizes the outstanding financial receivable matters between the Town and the Municipality of the County of Kings. This report

cites the amounts due as at August 31, 2019. (Please take note that the 2019 Recreation Service invoices have not been released and, therefore, is not added into the total).

The total due from the County is offset by amounts due to the County.

This concludes the monthly report from the Finance Department for August 31, 2019.

Respectfully submitted,


Debra Crowell
Director of Finance


Town of Kentville Operating Fund

Month ended August 31, 2019

Revenue	Budget Amount \$	Year to Date Amount \$	% consumed
TAXES			
Tax (including Industrial Park)			
Assessable property	8,791,500	8,761,116	99.7%
Resource	43,700	42,868	98.1%
Economic development	111,800	109,728	98.1%
	<u>8,947,000</u>	<u>8,913,712</u>	99.6%
Area rates and frontages			
Area rates	576,600	587,058	101.8%
Special assessments	8,500	25,265	297.2%
	<u>585,100</u>	<u>612,322</u>	
Based on revenue			
Business property	39,200	39,208	100.0%
TOTAL TAXATION	9,571,300	9,565,242	99.9%
PAYMENTS IN LIEU OF TAXES			
Federal and agencies	392,600	399,652	101.8%
Provincial and agencies	107,800	51,154	47.5%
	<u>500,400</u>	<u>450,806</u>	90.1%
SERVICES TO OTHER GOVERNMENTS			
Provincial government	113,600	33,226	29.2%
Local government	97,900	20,595	21.0%
	<u>211,500</u>	<u>53,821</u>	25.4%
SALES OF SERVICES			
Agencies	<u>1,112,700</u>	<u>247,876</u>	22.3%
OTHER REVENUE-OWN SOURCES			
Fines, fees, permits	42,300	25,624	60.6%
Rentals	419,000	83,401	19.9%
Interest	115,000	42,096	36.6%
Return on investments	630,000	-	0.0%
Other	41,900	15,704	37.5%
	<u>1,248,200</u>	<u>166,825</u>	13.4%
UNCONDITIONAL TRANSFERS	226,900	98,591	43.5%
CONDITIONAL TRANSFERS	141,200	48,488	34.3%
FINANCING AND TRANSFERS			
From reserves	252,800	-	0.0%
	<u>252,800</u>	<u>-</u>	0.0%
TOTAL REVENUE 2019/2020	13,265,000	10,631,649	80.1%

SCHEDULE B

Town of Kentville Operating Fund

Month ended August 31, 2019

Expenditures	Budget Amount \$	Year to Date Amount \$	% consumed
GENERAL ADMINISTRATION			
Legislative	248,000	105,119	42.4%
General administration	1,350,100	605,673	44.9%
	1,598,100	710,793	44.5%
PROTECTIVE SERVICES			
Police- core program	2,341,500	982,877	42.0%
Police-sales of service	148,300	53,581	36.1%
Law enforcement	229,500	76,307	33.2%
Fire fighting	760,200	173,950	22.9%
Protective service- debt charge	21,200	10,079	47.5%
Emergency measures and other	116,900	47,339	40.5%
	3,617,600	1,344,133	37.2%
TRANSPORTATION SERVICES			
Common services	928,500	377,248	40.6%
Road transportation	782,300	193,989	24.8%
Public transit	205,300	111,808	54.5%
Transportation- debt charge	74,300	37,124	50.0%
Other	96,800	29,220	30.2%
	2,087,200	749,390	35.9%
ENVIRONMENTAL HEALTH SERVICES			
Solid waste collection and recycling	701,400	360,995	51.5%
PUBLIC HEALTH			
Public health and housing	99,500	9,500	9.5%
ENVIRONMENTAL DEVELOPMENT			
Planning and zoning	239,500	110,218	46.0%
Other community development	442,300	204,643	46.3%
	681,800	314,860	46.2%
RECREATION AND CULTURAL			
Recreation-Administration	480,700	221,773	46.1%
-Programmes (net)	129,300	49,449	38.2%
-Facilities	589,700	219,824	37.3%
-Debt charge	31,800	15,504	48.8%
Cultural	128,900	62,527	48.5%
	1,360,400	569,076	41.8%
EDUCATION			
	1,556,300	648,440	41.7%
FINANCING AND TRANSFERS			
Debt charge- principal	974,200	787,360	80.8%
Transfers to allowances and reserves	588,500	0	0.0%
	1,562,700	787,360	50.4%
TOTAL EXPENDITURE 2019/2020	13,265,000	5,494,547	41.4%

Town of Kentville Operating Fund

Month ended August 31, 2019

Summary of Taxes Collected & Outstanding				
This report provides information for Council's perusal concerning outstanding taxes.				
	<u>CURRENT</u>	<u>ARREARS 1</u>	<u>ARREARS 2</u>	<u>TOTAL OUTSTANDING</u>
	\$	\$	\$	\$
Balance, April 1, 2019	(200,057)	106,207	4,000	(89,850)
Billed 2019	9,439,754	0	0	9,439,754
19/20 net adjustments	<u>2,086</u>	<u>0</u>	<u>0</u>	<u>2,086</u>
Total collectible	9,241,783	106,207	4,000	9,351,990
Total collected	<u>4,501,643</u>	<u>82,235</u>	<u>2,709</u>	<u>4,586,587</u>
Outstanding	<u>4,740,140</u>	<u>23,972</u>	<u>1,291</u>	<u>4,765,403</u>
Percentage collected 19/20	48.7%	77.4%	67.7%	49.0%
Percentage collected 18/19	48.6%	60.2%	84.9%	48.8%

Town of Kentville Operating Fund

SCHEDULE D

Quarter ended June 30, 2019

Sanitary Sewer Area Service	Budget	Year to Date	% consumed
REVENUE	\$	\$	
Sanitary sewer charges	1,312,500	267,005	20.3%
Interest	4,300	1,063	24.7%
Bad debts collected	100	0	0.0%
Permits- sewer connections	1,100	675	61.4%
Miscellaneous revenue	-	0	0.0%
Transfer from Sanitary Sewer Operating Reserve	-	0	0.0%
TOTAL REVENUE	1,318,000	268,743	20.4%
EXPENDITURES			
Administration			
Administration	78,400	15,292	19.5%
Legal	0	3,366	0.0%
Audit	2,300	0	0.0%
Office	2,100	299	14.2%
Common service charge	30,000	0	0.0%
Vehicle expense	7,500	0	0.0%
Allowance for uncollectibles		0	
Other collection expense	100	0	0.0%
Lease of equipment	1,000	238	23.8%
Interest on customers' deposits	100	11	10.7%
Professional studies		698	0.0%
Dues & fees	200	0	0.0%
Training	1,000	0	0.0%
Depreciation	70,800	0	0.0%
	193,500	19,903	10.3%
Domestic Sewer Maintenance			
Domestic sewer mtnc-wages	25,000	3,573	14.3%
Domestic sewer-mat & supplies	46,400	1,678	3.6%
	71,400	5,251	7.4%
Pumping Stations			
Pumping stations-wages	13,000	3,776	29.0%
Pumping stations-insurance	6,500	7,918	121.8%
Pumping stations-operating	19,000	3,096	16.3%
Pumping stations-mtnc	10,000	480	4.8%
	48,500	15,269	31.5%
Treatment & Disposal			
Agreement-Co. of Kings	728,000	181,750	25.0%
Fiscal Services			
Interest - S/T & L/T	8,500	3,597	42.3%
Principal	59,700	59,740	100.1%
Discount		0	
	68,200	63,337	92.9%
Capital from Revenue	35,000	0	0.0%
Transfer to Reserve	170,000	0	0.0%
TOTAL EXPENSE	1,314,600	285,510	21.7%
SURPLUS (DEFICIT)	3,400	(16,767)	

Town of Kentville Perpetual Reserve Fund

Month ended June 30, 2019

Statement of Financial Position	2019 Actual \$	2018 Actual \$
FINANCIAL ASSETS		
Cash (at cost)		
Cash and equivalents (net) - (at market- \$844,859)	845,977	1,898,613
Receivables		
Accrued		
Accrued interest and dividends		
Due from own funds and agencies		
General operating fund	1,450	1,762
Investments (at cost)		
Long Term		
Fixed income securities (at market- \$8,372,215)	8,520,388	8,433,261
Equities (at market- \$4,132,037)	4,015,899	2,952,586
Total assets	13,383,714	13,286,222
Fund Balance		
Due to Town Operating Reserve		
Reserve	13,383,714	13,286,222
Total fund balance	13,383,714	13,286,222

Town of Kentville Perpetual Reserve Fund

Month ended June 30, 2019

Statement of Reserves	2019 Actual \$	2018 Actual \$
Balance, beginning of year	13,198,833	13,100,897
Add:		
Interest	21,658	23,517
Dividends	41,450	37,808
Accrued interest and dividends		
Capital gains		
Equities	148,472	135,733
Fixed income securities	(20,595)	
	190,985	197,058
	13,389,818	13,297,955
Less:		
Management fees (net)	6,104	8,507
Return of capital		3,226
Due to Town of Kentville operating fund		
Transfer to Town of Kentville operating fund		
	6,104	11,733
Balance, end of year	13,383,714	13,286,222

March 31, 2020

Town of Kentville Capital Fund

	Budget Amount \$	Year to Date Amount \$	% consumed
PROJECTS			
Gas Tax Infrastructure	478,200	0	0.0%
General Administration	88,500	12,007	13.6%
Protection	108,500	54,095	49.9%
Transportation	958,200	35,580	3.7%
Planning	15,000	0	0.0%
Development	67,000	6,992	10.4%
Recreation	723,100	100,088	13.8%
Cultural	0	0	0.0%
	2,438,500	208,763	8.6%
FUNDING			
OUTSIDE SOURCES			
Other governments			
Federal			0.0%
Province of Nova Scotia	87,500	0	0.0%
	87,500	0	0.0%
Capital Contributions			
Betterments			
Contributions			0.0%
Sale of surplus equipment	29,500	9,500	32.2%
	29,500	9,500	32.2%
INTERNAL SOURCES			
Cash			
Capital fund cash		0	0.0%
Reserves			
Restricted			
Gas Tax Funds	478,200	0	0.0%
Own Sources			
Equipment Capital	59,000	15,964	27.1%
Town Capital			
General allocation	589,400	41,983	7.1%
Recreation	74,900	27,466	36.7%
	1,201,500	85,414	7.1%
Operations			
Capital from revenue- KPS	38,500	37,729	98.0%
	38,500	37,729	98.0%
BORROWING			
	1,081,500	76,120	7.0%
	2,438,500	208,763	8.6%

Town of Kentville Capital Fund

SCHEDULE G-1

March 31, 2020

GENERAL LEDGER	GAS TAX INFRASTRUCTURE		
#	Description	Budget	Actual
	Transportation		
	Sidewalks		
05-35-71-250	Main Street (East End)	73,200	0
05-35-71-340	Canaan Ave	80,000	
05-35-71-250	Park Street West sidewalk	200,000	
	Streets		
05-35-71-200	School Street	30,000	
	Business Park		
05-35-71-400	Storm sewer laterals	55,000	0
	Recreation & sport infrastructure		
05-35-74-100	Trail- Bridge canoe launch	40,000	0
	PROJECTS	478,200	0
	FUNDING		
	Reserve- Gas Tax Interest		
	Reserve- Gas Tax 18-19	24,600	
	Reserve- Gas Tax Current 2019-2020	453,600	
	Reserve- Gas Tax Interest		
	Reserve - Town capital		
	Borrowing		
	TOTAL	478,200	0

Town of Kentville Capital Fund

SCHEDULE G-2

March 31, 2020

GENERAL LEDGER	GENERAL ADMINISTRATION		
#	Description	Budget	Actual
	IT INITIATIVE ANNUAL		
05-35-72-200	Server system and SAN	55,000	0
	Integration manager	8,500	
	TOWN HALL		
	Exterior upgrades		
05-35-72-260	Town hall exterior staircase	25,000	12,007
	PROJECTS	88,500	12,007
	FUNDING		
	CASH		
	Capital Reserve- Town General allocation	88,500	12,007
	Borrowing		
	TOTAL	88,500	12,007

Town of Kentville Capital Fund

SCHEDULE G-3

March 31, 2020

GENERAL LEDGER	PROTECTIVE SERVICES		
#	Description	Budget	Actual
	Police services		
	Police vehicles		
05-35-75-650	Marked car	48,000	47,229
	Equipment		
05-35-75-700	Mobile speed signs (2)	7,800	6,866
	Building		
05-35-75-600	New Roof	42,700	0
	Information technology		
05-35-75-800	Server replacement	10,000	0
	PROJECTS	108,500	54,095
	FUNDING		
	Cash		
	Capital from revenue	38,500	37,729
	Proceeds on sale	9,500	9,500
	Reserves	60,500	6,866
	Borrowing		
	TOTAL	108,500	54,095

Town of Kentville Capital Fund

SCHEDULE G-4

March 31, 2020

GENERAL LEDGER	TRANSPORTATION SERVICES		
#	Description	Budget	Actual
	Yearly Projects		
05-35-71-100	Equipment	134,000	15,964
05-35-71-450	Public Works building	15,000	0
	Downtown improvements		
05-35-71-350	Ornamental lights	25,000	0
05-35-71-490	Flood mitigation (Dyke)	175,000	0
05-35-71-460	Streets		0
	Chester Ave	200,000	
	Campbell Road	100,000	
05-35-71-480	New bridge approaches	97,500	0
	Parking lots		
05-35-71-470	Arena	15,000	0
	"Home Hardware"	5,000	
	Storm sewer		
05-35-71-500	New bridge- Duck bill/Storm drain	141,700	19,616
05-35-71-510	Shannex/GVJ	50,000	0
	PROJECTS	958,200	35,580
	FUNDING		
	CASH- OVERRUN		
	Equipment capital reserve	59,000	15,964
	Proceeds on sale	10,000	
	Province of Nova Scotia -NDMP	87,500	
	Capital reserve- general allocation	237,500	
	Borrowing	564,200	19,616
	TOTAL	958,200	35,580

Town of Kentville Capital Fund

SCHEDULE G-6

March 31, 2020

GENERAL LEDGER	DEVELOPMENT SERVICES		
#	Description	Budget	Actual
	Downtown betterments		
05-35-75-500	Seasonal lighting-\$7,500	7,500	0
05-35-75-100	Downtown benches- \$5,000	5,000	0
05-35-75-150	Public Garden-\$6,500	6,500	0
	Signage		
05-35-75-400	Rebranding signage (Gateway) -\$25,000	25,000	6,992
05-35-75-250	Kentville Business Park signage-\$8,000	8,000	0
	Buildings		
05-35-75-170	Remediation- Calkin building	15,000	0
			0
			0
	PROJECTS	67,000	6,992
	FUNDING		
	CASH		
	Capital Reserve- Town General	54,500	6,992
	Borrowing	12,500	
	TOTAL	67,000	6,992

Town of Kentville Capital Fund

March 31, 2020

GENERAL LEDGER	RECREATION SERVICES		
#	Description	Budget	Actual
	Soccer		
05-35-74-300	Soccer nets	8,000	5,944
	Green Areas		
05-35-73-250	Wayfinding- AT Plan Station Lane signage	5,000	0
	Tennis Court		
05-35-72-360	Clubhouse and washrooms	10,000	0
	Parks/Playgrounds		
05-35-72-500	Various playgrounds- Bonavista	10,000	4,161
05-35-72-550	Oakdene Park- Gazebo	16,000	0
05-35-73-200	Memorial Park- Skateboard park- bowl	200,000	0
05-35-72-600	Memorial Park- Playground	27,000	1,946
05-35-74-200	Memorial Park- Fencing	8,000	0
05-35-72-650	Memorial Park- New mountain bike trail	11,000	10,011
	Pool		
05-35-73-500	Pool coating	30,000	7,357
05-35-74-600	Pool Change rooms and door	69,600	40,249
-74-400,05-35-7	Equipment	220,000	8,897
05-35-73-300	Studies (WIP & New)	108,500	21,522
	PROJECTS	723,100	100,088
	FUNDING		
	CASH		
	Proceeds on sale	10,000	
	Capital reserve- General allocation	133,400	16,118
	Capital reserve- Recreation	74,900	27,466
	Borrowing	504,800	56,504
	TOTAL	723,100	100,088

Town of Kentville

Accounts Receivable- Due from the Municipality of the County of Kings
 Month ended August 31, 2019

	Sanitary Sewer		Recreation		Other	Town Capital		Kentville Water Utility		TOTAL
	Outstanding	Interest	Outstanding	Interest		Outstanding	Interest	Outstanding	Interest	
2014/15	45,344	25,028								70,372
2015/16	59,832	16,759	8,378	1,819			14,864	10,523		105,976
2016/17	232,836		3,946		2,106*		16,905	1,386		253,233
2017/18	247,360		58,422				188,968			494,750
Paid- July 9, 2018							(168,041)			(168,041)
2018/2019 (status quo bill)	174,500						188,968			360,468
Paid- August 13, 2019							(234,134)			(371,636)
	677,792	41,787	12,323	1,819	2,106	54,112	7,530	11,909		753,864
	(258,122)	(41,787)								(258,122)
Written out of ledger due to age (But still collectible)	419,670	0	12,323	1,819	2,106	54,112	7,530	11,909		495,742
			14,142				19,439			509,470

**Bill = \$38,000/-

Accounts Receivable- Due to the Municipality of the County of Kings
 Month ended August 31, 2019

	Town Operating Fund		Sewer Connections
	Regional Sewer Current Billing 4 quarters	Building & Fire Inspection Disposal site Current Billing	
2017/2018			27,218
2018/2019	703,000	81,916	34,349
2019/2020	363,500 Q 1+2	38,870 Q 1+2	
	1,066,500	120,786	61,567

To be paid September 2019

TOTAL DUE COUNTY	
2017/2018	27,218
2018/2019	819,265
2019/2020	402,370
	1,248,853

NET TOTAL **(739,383)**
 Including sewer write offs

OR
 NET TOTAL **(439,474)**
 excluding sewer write offs

Memo

To: Mark Phillips, CAO
 From: Debra Crowell, Director of Finance
 Date: July 31, 2019

Re: **Temporary Borrowing Resolution-Sanitary Sewer Area Service Capital 19/20**

BACKGROUND

The attached temporary borrowing resolution (from Department of Municipal Affairs) relate to the Sanitary Sewer Area Service’s 2019/2020 capital program. This resolution requires Council’s authorization before I forward it to the Minister of Department of Municipal Affairs for ministerial consent.

Once all approvals are in place, funds can be drawn down, as required, to finance (on a temporary basis) the 2019/2020 capital acquisitions for the Sanitary Sewer Area Service.

RECOMMENDATION

I recommend to Council Advisory Committee that it authorizes the temporary borrowing resolution noted below and then forwards this resolution to the next meeting of Town Council for ratification. Following this event, the document will be sent to the Minister of the Department of Municipal Affairs for Provincial authorization.

ISSUE	PURPOSE	AMOUNT
TBR 19/20-02	Sewer	\$ 125,000

TOWN OF KENTVILLE

TEMPORARY BORROWING RESOLUTION

\$125,000

File No. 19/20-02
Sewer

WHEREAS Section 66 of the Municipal Government Act provides that the Town of Kentville, subject to the approval of the Minister of Municipal Affairs and Housing, may borrow to expend funds for a capital purpose authorized by statute;

AND WHEREAS the Town of Kentville has adopted a capital budget for this fiscal year as required by Section 65 of the Municipal Government Act and are so authorized to expend funds for capital purpose as identified in their capital budget;

AND WHEREAS the specific amounts and descriptions of the projects are contained in Schedule "A" (attached);

BE IT THEREFORE RESOLVED

THAT under the authority of Section 66 of the Municipal Government Act, the Town borrow a sum or sums not exceeding One Hundred and Twenty-Five Thousand Dollars (\$125,000) for the purpose set out above, subject to the approval of the Minister of Municipal Affairs and Housing;

THAT the sum be borrowed by the issue and sale of debentures of the Town to such an amount as the Council deems necessary;

THAT the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act and that the Town borrow from time to time a sum or sums not exceeding One Hundred and Twenty-Five Thousand Dollars (\$125,000) in total from any chartered bank or trust company doing business in Nova Scotia;

THAT the sum be borrowed for a period not exceeding Twelve (12) Months from the date of the approval of the Minister of Municipal Affairs and Housing of this resolution;

THAT the interest payable on the borrowing be paid at a rate to be agreed upon; and

THAT the amount borrowed be repaid from the proceeds of the debentures when sold.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution duly passed at a meeting of the Council of the Town of Kentville held on the _____ day of _____ 2019.

GIVEN under the hands of the Mayor and the Clerk and under the seal of the Town this _____ day of _____ 2019.

Mayor

Clerk

For DMA Use Only

TOWN OF KENTVILLE
TEMPORARY BORROWING RESOLUTION
SCHEDULE 'A'

\$125,000

File No. 19/20-02
Sewer

Sanitary Sewer Projects

Sewer Renewals - Apple Tree Lane and Overlook / Academy \$125,000

Total Sewer

\$125,000



Memo

To: Mark Phillips, CAO

From: Debra Crowell, Director of Finance

Date: July 31, 2019

Re: **Temporary Borrowing Resolution-Town of Kentville Capital 19/20**

BACKGROUND

The attached temporary borrowing resolution (from Department of Municipal Affairs) relate to the Town's 2019/2020 capital program. This resolution requires Council's authorization before I forward it to the Minister of Department of Municipal Affairs for ministerial consent.

Once all approvals are in place, funds can be drawn down, as required, to finance (on a temporary basis) the 2019/2020 capital acquisitions for the Town of Kentville.

RECOMMENDATION

I recommend to Council Advisory Committee that it authorizes the temporary borrowing resolution noted below and then forwards this resolution to the next meeting of Town Council for ratification. Following this event, the document will be sent to the Minister of the Department of Municipal Affairs for Provincial authorization.

ISSUE	PURPOSE	AMOUNT
TBR 19/20-01	Various purposes	\$ 1,081,500

TOWN OF KENTVILLE

TEMPORARY BORROWING RESOLUTION

\$1,081,500

File No. 19/20-01
Various Purposes; Capital

WHEREAS Section 66 of the Municipal Government Act provides that the Town of Kentville, subject to the approval of the Minister of Municipal Affairs and Housing, may borrow to expend funds for a capital purpose authorized by statute;

AND WHEREAS the Town of Kentville has adopted a capital budget for this fiscal year as required by Section 65 of the Municipal Government Act and are so authorized to expend funds for capital purpose as identified in their capital budget;

AND WHEREAS the specific amounts and descriptions of the projects are contained in Schedule "A" (attached);

BE IT THEREFORE RESOLVED

THAT under the authority of Section 66 of the Municipal Government Act, the Town borrow a sum or sums not exceeding One Million Eighty-one Thousand Five Hundred Dollars (\$1,081,500) for the purpose set out above, subject to the approval of the Minister of Municipal Affairs and Housing;

THAT the sum be borrowed by the issue and sale of debentures of the Town to such an amount as the Council deems necessary;

THAT the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act and that the Town borrow from time to time a sum or sums not exceeding One Million Eighty-one Thousand Five Hundred Dollars (\$1,081,500) in total from any chartered bank or trust company doing business in Nova Scotia;

THAT the sum be borrowed for a period not exceeding Twelve (12) Months from the date of the approval of the Minister of Municipal Affairs and Housing of this resolution;

THAT the interest payable on the borrowing be paid at a rate to be agreed upon; and

THAT the amount borrowed be repaid from the proceeds of the debentures when sold.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution duly passed at a meeting of the Council of the Town of Kentville held on the _____ day of _____ 2019.

GIVEN under the hands of the Mayor and the Clerk and under the seal of the Town this _____ day of _____ 2019.

Mayor

Clerk

For DMA Use Only

TOWN OF KENTVILLE
TEMPORARY BORROWING RESOLUTION
SCHEDULE 'A'

\$1,081,500

File No. 19/20-01
Various Purposes; Capital

Transportation (19/20)

Equipment - skid steer	\$ 65,000.00
Streets - Various	\$ 200,000.00
Parking Lots - Various	\$ 20,000.00
Flood Mitigation - Dyke	\$ 87,500.00
Storm Sewer - various locations	\$ 191,700.00

Total Transportation

\$ 564,200.00

Economic Development (19/20)

Rebranding signage	\$ 12,500.00
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Total Economic Development

\$ 12,500.00

Recreation (19/20)

Parks & Playgrounds - M P skate park	\$ 138,600.00
Pool & building - upgrades / Pool coating	\$ 99,600.00
Equipment - Zamboni, bike racks, event trailer, digital sign	\$ 210,000.00
Tennis - Club house / Washrooms	\$ 10,000.00
Studies - Active Transportation / Needs Assessment / Ravine Trail plan	\$ 46,600.00

Total Recreation

\$ 504,800.00

**Total Temporary Borrowing Resolutions - Town of
Kentville**

\$ 1,081,500.00

Town of Kentville – Planning Department

July - August 2019 Activity Report

Report to CAC – September 9, 2019



Programs and Operations	<ul style="list-style-type: none">• 27 Development Permits Issued.• 6 Subdivisions Applications• Dangerous and Unsightly Premises calls -several calls were received about overgrown lawns. An “OOPS” notice is placed the subject properties and has been very successful in rectifying the issue.• Zoning Certificates – 3• Special Event Permit – 7• Vending Permit - 1	Highlights <ul style="list-style-type: none">• building Valuation of \$1,111,530, for a year total of \$18,213,786
Projects	<ul style="list-style-type: none">• Glooscap curing club. No further update from the club has been received.• Former KCA Lands. A site plan has been approved for the KCA lands. A sign has been erected advising of the new development due to start in 2020.• Green Parsons Developments have had their footings in, and stormwater plans have been signed off by the Town. Additional permits were issued for the main structures (2 of the 4 proposed apartment buildings). All parkland fees have been paid which is intended to be used for a trail from the site to the adjacent Kentville trail.• Parkland – Staff has been working with different developers to bring them into compliance with their	

	<p>parkland dedication requirements pursuant to the Subdivision Bylaw.</p> <ul style="list-style-type: none"> • Calkin Building – Staff accompanied the Building Official through the Calkin Building to determine what type of uses could be accommodated on the 2nd floor with little or no improvements to meet the current building code. • Website Work -inserting documents relating to planning and economic development. • Letters were hand delivered to River Street residents/business informing them of the dyke work that will be underway soon. • An expression of interest for a public consultation process for 118 Oakdene Ave was prepared and posted on the town website and provincial procurement site. (further info to follow) • Various mapping and GIS support continues. 	
Public Engagement	<ul style="list-style-type: none"> • Emails – ongoing • Drop Ins – ongoing 	
Other	<ul style="list-style-type: none"> • NA 	
Meetings and Events	<ul style="list-style-type: none"> • Senior Admin meetings • CAC • Planning Department meeting • Mitch Brison - Parkland • Thom Oulton - Parkland • Source Water Protection Committee – review of Kings County’s draft LUB and MPS regrading Kentville’s wellfield zones. • KCA Stormwater – Building Official 	

	<ul style="list-style-type: none">• Site inspection at 99 Exhibition with the Fire Inspector• Geoff Muttart• Cultural Competence Course• ECC exercise – REMO• Rodger Cameron -future development of his West Main Street property.	
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OOPS!

We've received a call about your property.
Not to worry - we'll make this
an educational moment!

Did you know that it's your responsibility to ensure your property is maintained?

The Municipal Government Act gives authority to local Municipalities to
administer the Dangerous and Unsightly Premises Act where deemed necessary.
Your property was brought to our attention because:



Please take the necessary steps to rectify the above noted issue. Should you have
any questions or concerns, you can contact the Dangerous & Unsightly Administrator.

Beverly Gentleman
Dangerous & Unsightly Administrator

bgentleman@kentville.ca
(902) 679-2535

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Beverly Gentleman
Dangerous & Unsightly Administrator

bgentleman@kentville.ca
(902) 679-2535

Activity Report

Planning & Development

July & August 2019



<i>PERMITS</i>	<i>PERMITS ISSUED JULY 2019</i>		<i>PERMITS ISSUED JULY 2018</i>	
	<i>MONTH TOTAL</i>	<i>YEAR TOTAL</i>	<i>MONTH TOTAL</i>	<i>YEAR TOTAL</i>
Number of Permits	12	87	13	68
Total Building Value (\$)	97,430	17,199,686	1,606,550	4,299,450
Permit Revenue (\$)	376.18	8,304.07	2,088.93	7,980.89

<i>PERMITS</i>	<i>PERMITS ISSUED AUGUST 2019</i>		<i>PERMITS ISSUED AUGUST 2018</i>	
	<i>MONTH TOTAL</i>	<i>YEAR TOTAL</i>	<i>MONTH TOTAL</i>	<i>YEAR TOTAL</i>
Number of Permits	15	102	13	68
Total Building Value (\$)	1,014,100	18,213,786	1,606,550	4,299,450
Permit Revenue (\$)	14,876.77	23,180.84	2,088.93	7,980.89

Activity Report

Planning & Development

July & August 2019



<i>PERMITS</i>	<i>PERMITS ISSUED</i> JULY 2019		<i>PERMITS ISSUED</i> JULY 2018	
	MONTH TOTAL	YEAR TOTAL	MONTH TOTAL	YEAR TOTAL
Number of Permits	12	87	13	68
Total Building Value (\$)	97,430	17,199,686	1,606,550	4,299,450
Permit Revenue (\$)	376.18	8,304.07	2,088.93	7,980.89

<i>PERMITS</i>	<i>PERMITS ISSUED</i> AUGUST 2019		<i>PERMITS ISSUED</i> AUGUST 2018	
	MONTH TOTAL	YEAR TOTAL	MONTH TOTAL	YEAR TOTAL
Number of Permits	15	102	13	68
Total Building Value (\$)	1,014,100	18,213,786	1,606,550	4,299,450
Permit Revenue (\$)	14,876.77	23,180.84	2,088.93	7,980.89

Permits Report

Planning & Development

July 2019



Permit #: 3666	Address: [REDACTED]	Permit Date: July 08 / 19
Applicant: [REDACTED]	Value of Construction: \$5,500.00	Fee: \$50.00
Swimming Pool – 15' above ground pool		

Permit #: 3660	Address: [REDACTED]	Permit Date: July 08 / 19
Applicant: [REDACTED]	Value of Construction: \$50.00	Fee: \$50.00
Sign – Blade Sign, measures 48" x 18" (6 sq ft)		

Permit #: 3667	Address: [REDACTED]	Permit Date: July 09 / 19
Applicant: [REDACTED]	Value of Construction: \$2,000.00	Fee: \$30.00
Demolition – Demo'ing the existing garage, materials to be taken to Valley Waste.		

Permit #: 3668	Address: [REDACTED]	Permit Date: July 09 / 19
Applicant: [REDACTED]	Value of Construction: \$25,000.00	Fee: \$45.34
New Accessory Construction – Constructing a new 24' x 24' garage in the rear of the property, about 13' in height.		

Permit #: 3669	Address: [REDACTED]	Permit Date: July 12 / 19
Applicant: [REDACTED]	Value of Construction: \$1,300.00	Fee: \$0.00
Fence – Constructing a 6' high fence in the rear of the property.		

Permit #: 3670	Address: [REDACTED]	Permit Date: July 17 / 19
Applicant: [REDACTED]	Value of Construction: \$2,000.00	Fee: \$30.00
Demolition – Demolishing the carport on the north side of the property.		

Permit #: 3671	Address: [REDACTED]	Permit Date: July 17 / 19
Applicant: [REDACTED]	Value of Construction: \$11,500.00	Fee: \$34.78
New Accessory Structure – Moving a pre-built 12' x 28' (336 sq ft) accessory building onto the property.		

Permit #: 3672	Address: [REDACTED]	Permit Date: July 22 / 19
Applicant: [REDACTED]	Value of Construction: \$3,500.00	Fee: \$0.00
Fence – Constructing a 5’ fence, combo of wood and chain-link.		

Permit #: 3673	Address: [REDACTED]	Permit Date: July 24 / 19
Applicant: [REDACTED]	Value of Construction: \$15,580.00	Fee: \$61.06
New Accessory Structure & Residential Addition – Constructing a 22’ x 16’ (352 sq ft) garage and a 7’ x 7’ (49 sq ft) addition to the front of the home.		

Permit #: 3675	Address: [REDACTED]	Permit Date: July 30 / 19
Applicant: [REDACTED]	Value of Construction: \$0.00	Fee: \$0.00
Change of Tenant – the space was previously used as a Farmers Market and Community Space, the unit will now be used for a retail space for “Lilypond Vintage Furniture and Home Décor”.		

Permit #: 3676	Address: [REDACTED]	Permit Date: July 31 / 19
Applicant: [REDACTED]	Value of Construction: \$6,000.00	Fee: \$0.00
New Accessory Structure – Constructing a 12’ x 14’ (168 sq ft) accessory building in the rear yard. No building permit required.		

Permit #: 3677	Address: [REDACTED]	Permit Date: July 31 / 19
Applicant: [REDACTED] [REDACTED]	Value of Construction: \$25,000.00	Fee: \$75.00
Renovations – Removing and reinstalling drywall, insulation and flooring. Constructing a new wall to create a secondary bedroom and reshingling the roof.		

Total Value of Construction:	\$97,430.00	Total Permit Fees:	\$376.18
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Permits Report

Planning & Development

August 2019



Permit #: 3678	Address: [REDACTED]	Permit Date: Aug 8 / 19
Applicant: [REDACTED]	Value of Construction: \$0.00	Fee: \$50.00
Signs – Erecting three 4' x 4' signs for the Multicultural Fair in 3 designated areas of the Town (Burgher Hill, VIC lawn and Gladys Porter Intersection)		

Permit #: 3679	Address: [REDACTED]	Permit Date: Aug 8 / 19
Applicant: [REDACTED]	Value of Construction: \$1,000.00	Fee: \$22.20
Renovations – Expanding FreshO into the neighbouring commercial unit		

Permit #: 3674	Address: [REDACTED]	Permit Date: Aug 8 / 19
Applicant: [REDACTED]	Value of Construction: \$20,000.00	Fee: \$63.82
Renovations – Exterior Renovations include new siding, windows and a deck on the front of the house. Interior Renovations include moving some interior walls and minor plumbing in the bathroom and kitchen.		

Permit #: 3680	Address: [REDACTED]	Permit Date: Aug 9 / 19
Applicant: [REDACTED]	Value of Construction: \$200.00	Fee: \$0.00
New Accessory Structure – Constructing a 10' x 10' (100 sq ft) accessory building in the side yard. No building permit required.		

Permit #: 3682	Address: [REDACTED]	Permit Date: Aug 13 / 19
Applicant: [REDACTED]	Value of Construction: \$15,000.00	Fee: \$0.00
Swimming Pool – Retro-actively taking out a permit for an existing above ground swimming pool (18' x 33'). Pool sits 9' away from the side property line.		

Permit #: 3681	Address: [REDACTED]	Permit Date: Aug 13 / 19
Applicant: [REDACTED]	Value of Construction: \$4,500.00	Fee: \$0.00
New Accessory Structure – Constructing a 12' x 16' (192 sq ft) accessory building in the rear yard. No building permit required.		

Permit #: 3634	Address: [REDACTED]	Permit Date: Aug 16 / 19
Applicant: [REDACTED]	Value of Construction: \$0.00	Fee: \$6,495.92
New Residential Construction – Amended May 2019 DP to include the remaining balance of the development permit fee to be paid.		

Permit #: 3635	Address: [REDACTED]	Permit Date: Aug 16 / 19
Applicant: [REDACTED]	Value of Construction: \$0.00	Fee: \$6,495.92
New Residential Construction – Amended May 2019 DP to include the remaining balance of the development permit fee to be paid.		

Permit #: 3683	Address: [REDACTED]	Permit Date: Aug 20 / 19
Applicant: [REDACTED]	Value of Construction: \$0.00	Fee: \$0.00
Sign – Erecting a blade sign that measures 18” x 23” (2.9 sq ft) ** Façade Program Applicant **		

Permit #: 3685	Address: [REDACTED]	Permit Date: Aug 26 / 19
Applicant: [REDACTED]	Value of Construction: \$0.00	Fee: \$0.00
Change of Tentant – Space was previously used as retail for “Ocean ZN” and will now be used as retail/bakery by “Sable Shortbread”.		

Permit #: 3686	Address: [REDACTED]	Permit Date: Aug 26 / 19
Applicant: [REDACTED]	Value of Construction: \$2,500.00	Fee: \$25.50
Renovations – Interior renovations include: creating barrier free washrooms by moving a wall and adding a new door		

Permit #: 3688	Address: [REDACTED]	Permit Date: Aug 26 / 19
Applicant: [REDACTED]	Value of Construction: \$200,000.00	Fee: \$485.70
Commercial/Industrial Addition – Constructing a 42’ x 72’ (3,024 sq ft) addition for Sumner Plumbing		

Permit #: 3687	Address: [REDACTED]	Permit Date: Aug 26 / 19
Applicant: [REDACTED]	Value of Construction: \$397,000.00	Fee: \$363.73
New Commercial/Industrial Construction – Constructing a new 62’ x 36’ (2,232 sq ft) building for Dequinzio & Cornish Medical Clinic		

Permit #: 3689	Address: [REDACTED]	Permit Date: Aug 29 / 19
Applicant: [REDACTED]	Value of Construction: \$3,500.00	Fee: \$39.10
New Accessory Construction – Constructing a free standing deck around the entire existing pool. 4’ wide and 434 sq ft in total.		

Permit #: 3690	Address: [REDACTED]	Permit Date: Aug 29 / 19
Applicant: [REDACTED]	Value of Construction: \$370,400.00	Fee: \$834.88
Renovations – Renovating the entire interior of the Royal Bank of Canada.		

Total Value of Construction:	\$1,014,100.00	Total Permit Fees:	\$14,876.77
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Council Advisory Committee

TO: Council Advisory Committee

SUBMITTED BY: Beverly Gentleman, Director of Planning and Development

DATE: September 9, 2019

SUBJECT: 118 Oakdene Public Consultation Process

ORIGIN

CAO Phillips, on the direction of Council, directed Planning Staff to formulate a process to gather feedback from residents in the north end of Kentville, as well as the general public, to understand what residents would like to see as a potential development at 118 Oakdene Ave.

BACKGROUND

A site-specific amendment to the LUB and MPS to allow for the redevelopment of the property by Development Agreement in November 2018 was unsuccessful; and a request earlier this year by Open Arms Resource Center Society to rezone their properties at property at 118 Oakdene Ave to High Density Residential (R4) was denied. Since then, Council has concluded that the property warrants further consideration for redevelopment and has requested that a community meeting/public consultation process be initiated to determine the community's vision for the property.

DISCUSSION

In order to ensure an open and transparent process, staff informed Council that the best practice for the public engagement was to contract an outside consultant. A Call for Expression of Interest was posted on the Towns website and the provincial procurement site with a closing date of August 30, 2019. Once the public engagement process has been carried out, the Consultant will provide a final report to Council.

The services from an outside consultant have not yet been awarded due to communication from Council to staff around this process.

BUDGET IMPLICATION

\$5,000.00

REQUEST FOR DECISION

Staff are seeking confirmation from Council that they are in alignment with the previously agreed-upon action to conduct a public input session through the engagement of an outside consultant to further explore the future development of 118 Oakdene Avenue.

Town of Kentville
Community & Economic Development



Report to CAC – Sept 9th, 2019

Submitted Sept 5th, 2019

<p>Programs and Operations</p>	<ul style="list-style-type: none"> • Fall marketing campaigns are underway - we continue to target travelling “outdoor enthusiasts” with our advertising this year. Over the summer months, many of the campaigns used mountain biking & trails as the hook. We have transitioned to Pumpkin People season, and that festival will be featured in all of the autumn campaigns being run this year in print and on radio.
<p>Projects</p>	<ul style="list-style-type: none"> • The new gateway sign for Eaves Hollow has been installed. Some landscaping work remains outstanding. • Work continues at the Kentville Public Gardens site and is anticipated to be complete by late September. An official ribbon cutting ceremony will be scheduled later. • An artistic rendition of the Kentville logo with a festival like feel has been installed under the gazebo in Center Square as part of this year’s summer beautification efforts. • A downtown signage project is in the planning phase. The signage plan will deal specifically with new, more welcoming, branded signage for Centre Square and the new Public Garden space. Purchase and installation of the signs will happen in phases, some this year and some next year.
<p>Tourism /events</p>	<ul style="list-style-type: none"> • KBC’s Multicultural Festival Committee pulled off an amazing event on August 24th in Centre Square. The event has grown to be a very large-scale production over the last 5 years and the group was very well organized and prepared for the volume of activity that took place. The group estimates more than 1000 people attended over the course of the day. • The VIC continues to serve visitors from all over the map and August STATS are showing a 26% increase in visitor traffic over the same time period last year.

	<ul style="list-style-type: none"> • Pumpkin People have made it through their planning phase and are well into construction phase. This year's theme is "Welcome to Toon Town" and the Pumpkin People will be recreating scenes and characters from their favorite Classic Cartoons. Pumpkin People will be on display from Oct 5-27th.
Other	<ul style="list-style-type: none"> • The Town of Kentville as part of the Annapolis Valley Region, has been awarded WCCD Gold Certification for 2018. This is very exciting as this is the first time the WCCD has designated a region to receive the certification which is usually reserved for cities. The Annapolis Valley is now the world's first rural "Sustainable and Smart Region," as designated by the WCCD. (World Council on City Data)
Meetings and Events	<p>JULY 2019</p> <ul style="list-style-type: none"> 8 – Council Advisory Committee 9 – AVR Radio Spot 9 – Farm Credit Canada new location official opening 9 – Public Garden Design Meeting 10 – Video Shoot – Kentville Business Park 11 – Saltscapes Group Meeting 12 – Devour! committee meeting 15 – Speak Up- Lunch and Learn workshop 15 – Public Garden Design Meeting 16 – KBC Board Meeting 17 – STORM 17 – Marketing meeting 17 – Calkin Building space showing 17 – Canada Cup Planning Committee 17 – DHA Planning Committee 18 – Website Training 19 – Tenant Meeting Calkin 22 – Business presentation 22 – Police consultation re: downtown signage plan 23 – Business Park Meeting 24 – STORM 24 – KBC Special Projects Committee 25 – Marketing Meeting 25 – Canada Cup Planning Committee 30 – Property owner meeting 31 – Valley REN Connector Meeting 31 – Public Garden progress meeting

AUGUST 2019

- 1 – Cultural Competency course part 1
- 1 – Land sales meeting
- 1 – Canada Cup planning committee
- 2 – Cultural Competency course part 2
- 2 – Consultation with potential business
- 12 – Funding announcement Ocean Crisp -KBP
- 13 – Video shoot
- 14 – Planning Department meeting
- 14 – Canada Cup Planning Committee
- 15 – Meeting with Agriculture (COK)
- 19 – Farmers Market Board meeting
- 20 – Website briefing
- 20 – Consultation with potential business
- 21 – STORM
- 21 – Calkin building showing
- 24 – KBC Multicultural Festival
- 26 – How to Start a business guide review
- 27 – Downtown Story Art briefing
- 30 – Interview with Business View Magazine

Respectfully Submitted,

Lindsay Young, Community & Economic Development Coordinator

Town of Kentville
Parks and Recreation
 Report to CAC for the month of July and August



Presented on September 9th, 2019
Presented by Rachel Bedingfield
Director of Parks and Recreation

<p>Facility</p>	<ul style="list-style-type: none"> ♀ All facilities were open and very active this summer. The ball fields and soccer fields hosted many games and tournaments. ♀ The Kentville Arena hosted several summer events, all scheduled around regular annual maintenance by our arena staff. The arena is now open for the ice season and public skates have already begun. ♀ The Gorge hosted a second Canada Cup and with a few additions to the course has now been added to the list of one of Canada's top mountain biking venues. ♀ Trail work was completed on sections of the Kentville Trail, as well as Miners Marsh
<p>Programs and Operations</p>	<ul style="list-style-type: none"> ♀ This summer we had the following numbers: <ul style="list-style-type: none"> ➔ 635 registrants in our summer programs; ➔ Over 40 community members were provided funding assistance to attend our programs and recreate in our community; ➔ Employed 25 youth to help keep our town looking great and our programs running smoothly; ➔ Trained and developed 7 junior leaders; ➔ Provided 28 community members with autism a chance to learn how to swim and stay safe around water; ➔ Hosted 3 mermaids in our pool and made \$400 for the Spike program ➔ Sold 45 pool passes ♀ Public swims were extremely popular this summer, and twice (due to ratio's) we had to turn folks away. We will continue to monitor this moving forward. ♀ The early morning lane swims that were hosted by the Kentville Marlin's were also a success, and we hope to continue with them next year as a fundraiser for the swim club. ♀ Our Active Living Community Coordinator will be leaving on maternity leave in October. Currently we are seeking a one-year replacement for this position. ♀ This summer we filled the Arena/Park position (formerly held by Gary McGinnis). Congratulations to Mike Dauphinee for accepting the position and deciding to join the Kentville Family, we are excited to have him on board.
<p>Capital Project Update</p>	<ul style="list-style-type: none"> ♀ Our Kentville pool project is complete, with our updated locker rooms and pool bed being upgraded to better serve our community. ♀ This Fall we will begin work on the Memorial Park playground, as well as the Tennis washroom building. ♀ You may have seen our event trailer at some of this summer's events. With this purchase we are now easily able to support events run by

	<p>both the Town and community groups, by having everything in one location. It also offers an excellent opportunity for additional branding.</p>
<p>Public Engagement/Community Events</p>	<ul style="list-style-type: none"> ♀ This summer we hosted the second Canada Cup. This event was larger than last year's event with an increase in registrations, as well as more events. With the addition of the short track build at memorial park, we were able to hold two youth races, as well as additional category races for the 15 plus category. The Provincial series was held on the Saturday, and the National event was held on the Sunday. Officials also participated in the event, including those representing the International Cycling Federation. Thank you to all the volunteers, sponsors, athletes, coaches, support staff, family and community members for all your support with this event.
<p>Meetings and Events</p>	<ul style="list-style-type: none"> ♀ Acadia University – student support ♀ Canada Cup planning meetings ♀ Female hockey participation ♀ Active Transportation ♀ Kings County Recreation ♀ Cultural Competency Training ♀ CUPE negotiations ♀ Talk with local Doctor's ♀ Tennis Nova Scotia ♀ Vacation ♀ Canada Cup event ♀ Greenspace planning ♀ NBD research project
<p>Council Related</p>	<ul style="list-style-type: none"> ♀ Active Transportation: Currently seeking funding options for the advancement of the recommended immediate priorities, as per Councils' direction. ♀ Multipurpose Facility – Feasibility study: We are in the research stage, including speaking with other facilities and municipalities.

Town of Kentville

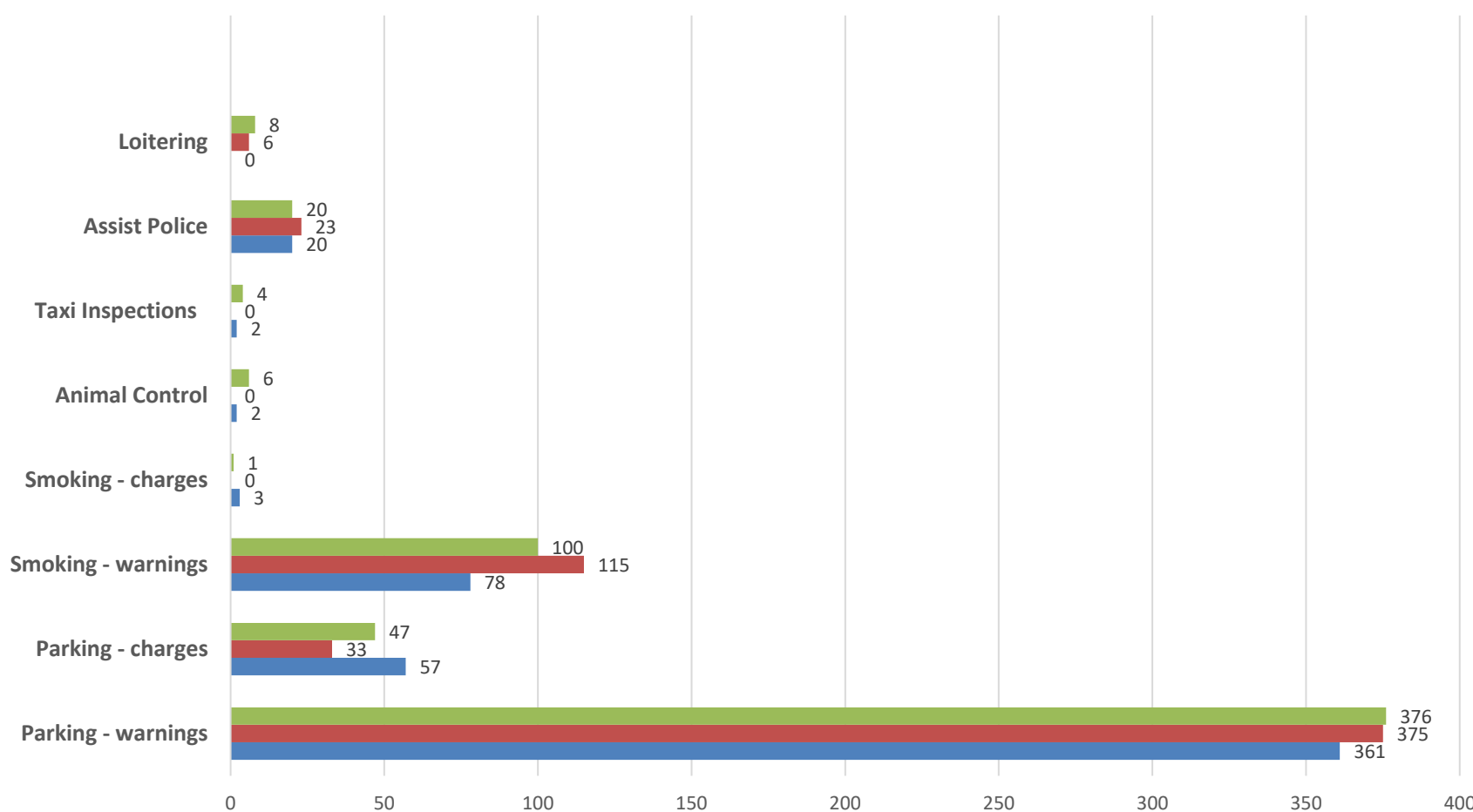
Office of the Chief of Police

Report to CAC – September 9, 2019



Administration	Time	June	July	August	Other comments
	Auxiliary off. hours	149.5	86.5	115	
	Training hours	164	0	0	
	Veh. Cks 38's	111	139	186	
	Warning tickets	41	55	51	
	SOT Tickets	29	39	44	
	Foot Patrol Hours	178	113	129	
	CC Charges	48	35	22	
	Calls for service	356	417	328	
Training	<ul style="list-style-type: none"> No Training in July and August 				
Meetings	<ul style="list-style-type: none"> July 15 – Shelter in Place Planning Meeting Kentville Research Station July 22 – Meeting with Kentville Development Lindsay Young August 22 – Rupert Davis Meeting 				
Other	<ul style="list-style-type: none"> Nine Roadside checkpoints (July) Nova Scotia Special Olympics Open Ceremonies at Acadia (July) MS Bike Tour (July) Humboldt Crash Debrief with Nipawin Fire Chief Brian Starkell at Acadia (August) Canada Cup – Gorge (August) Multicultural Festival (August) Eight Roadside checkpoints (August) 				

By-Law Report - June - July - August 2019

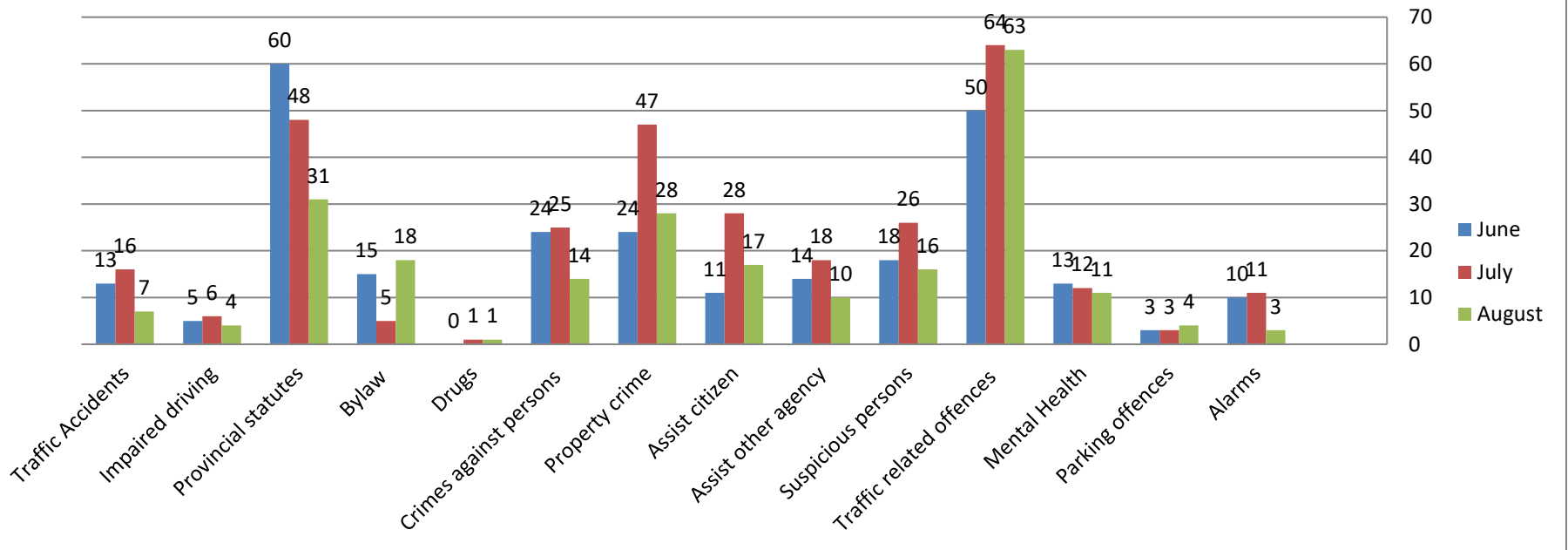


June

July

August

Calls for Service - Kentville Police - June - July - August 2019



Total Calls

June 356

July 417

August 328

TO: Chief Administrative Officer, Mark Phillips

SUBMITTED BY: Jennifer West, Executive Assistant

DATE: September 9, 2019

SUBJECT: Condon Avenue Infrastructure Upgrade

ORIGIN

The Town of Kentville acknowledges that some properties, yards and even basements on and near Condon Avenue were significantly impacted by flooding immediately after a rainfall event in June 2019. A second rainfall event occurred on August 30, 2019 which also had some impacts in the community.

BACKGROUND

During the July 29, 2019 meeting of Council, Council approved the proposed Condon Avenue stormwater infrastructure upgrade up to \$200,000 as a late addition to the 2019-2020 Capital Works Plan. Due to the urgency associated with this infrastructure upgrade, the Town of Kentville accelerated the procurement process and sought proposals from contractors on a short-term basis.

DISCUSSION

ABLE Engineering evaluated the submitted bids for this project and gave a recommendation for completing this work.

POLICY IMPLICATIONS

n/a

BUDGET IMPLICATION

\$200,000

ATTACHMENTS

Correspondence, Sandy Dewar, ABLE Engineering Services. September 9, 2019

RECOMMENDATION

That Council recommend the following project: Town of Kentville Capital Works – Condon Avenue to the low bidder, Howard Little Excavating Ltd, a unit price contract in the amount of \$187,450.



4 Calkin Drive
Kentville, NS B4N 3V7
Phone: (902) 678-2774

4073 Highway #3
Chester, NS B0J 1J0
Phone: (902) 273-3050

5209 St. Margaret's Bay Road
Upper Tantallon, NS B3Z 1E3
Phone: (902) 820-3255

Engineering Services Inc.

September 9, 2019

Town of Kentville
354 Main Street
Kentville, NS
B4N 1K6
Attn: Mr. Mark Phillips, CAO

RE: TOWN OF KENTVILLE 2019 CAPITAL WORKS – CONDON AVE

Dear Mr. Phillips

We have reviewed the tenders for the above project and would recommend the low bidder, Howard Little Excavating Ltd be awarded a unit price contract in the amount of \$187,450.00.

I trust this is the information you require, but should you have any questions please contact me at 902-678-2774.

Yours truly,

A handwritten signature in blue ink, appearing to read 'A. W. Dewar', is written in a cursive style.

A. W. Dewar, P. Eng.

AWD\ajs

word\specs\2019\tok capital\recommend Condon Ave project

TO: Chief Administrative Officer, Mark Phillips

SUBMITTED BY: Communications Team

DATE: September 9, 2019

SUBJECT: Monthly Communications Report

ORIGIN

This Communications Report includes

1. Summary of strategic support issues and challenges that the Strategic Operations Relating to Media team (STORM) is working on; and
2. Events and activities table showing the tools used to promote and share each item.

BACKGROUND

n/a

DISCUSSION

- Analytics were collected up to August 23, the date of the transition to the new website. Analytics from the new website were collected from August 23 to September 6. Some of the data from this period reflect some minor issues and bugs that were being resolved on the site.
- The Kentville Pool continues to receive the most hits on the website.
- Recreation Department pages receive the most traffic on the website.
- Pageviews by city indicates that users in Moncton, Windsor and Montreal visited our site regularly.
- The Facebook Page continues to grow at around 100 new likes per month, with 5952 total number of followers.

POLICY IMPLICATIONS

None

BUDGET IMPLICATION

None

ATTACHMENTS

1. Website analytics

RECOMMENDATION

None

Town of Kentville Monthly Report - August (old website)

Aug 1, 2019 - Aug 23, 2019

All Users
100.00% Sessions

Pageviews

28,438
% of Total: 100.00% (28,438)

Pages per Session

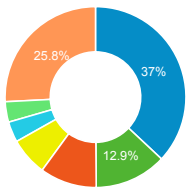
3.08
Avg for View: 3.08 (0.00%)

Avg. Time on Page

00:01:05
Avg for View: 00:01:05 (0.00%)

Pageviews by City

■ (not set) ■ Kentville
■ Moncton ■ Windsor
■ Montreal ■ Wolfville ■ Other

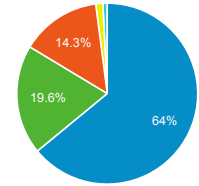


Pageviews and Unique Pageviews by Page Title

Page Title	Pageviews	Unique Pageviews
Home - The Town of Kentville	2,544	2,145
- The Town of Kentville	1,531	1,193
Business Directory - The Town of Kentville	1,002	781
Outdoor Pool - The Town of Kentville	914	765
Welcome to Kentville The Town of Kentville	793	399
Job Postings - The Town of Kentville	557	403
Events - The Town of Kentville	541	420
Town Hall - The Town of Kentville	506	360
What's Happening The Town of Kentville	489	219
News & Events - The Town of Kentville	439	346

Entrances

■ organic ■ direct ■ referral
■ Multi ■ Digital_Display



Visits and % New Visits by Landing Page

Landing Page	Sessions	% New Sessions
/	2,294	62.82%
/recreation/facilities/outdoor-pool/	685	49.49%
/events/	237	77.22%
/job-postings/	233	58.37%
/police-2/	196	71.94%
/recreation/parks-trails/the-gorge/	151	69.54%
/events/kentville-multicultural-fair/	147	57.14%
/recreation/parks-trails/	142	80.99%
/recreation/parks-trails/miners-marsh/	135	77.04%
/events/canada-cup-gorge/	128	73.44%


Town of Kentville Monthly Report - August (new website)

Aug 23, 2019 - Sep 6, 2019

All Users
100.00% Sessions


Pageviews

13,319
% of Total: 100.00% (13,319)




Pages per Session

2.66
Avg for View: 2.66 (0.00%)



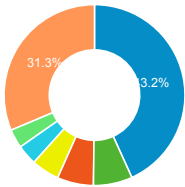
Avg. Time on Page

00:01:07
Avg for View: 00:01:07 (0.00%)



Pageviews by City

■ (not set) ■ Windsor
■ Kentville ■ Moncton
■ Wolfville ■ Montreal ■ Other

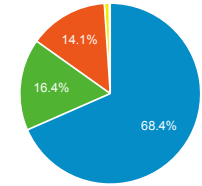


Pageviews and Unique Pageviews by Page Title

Page Title	Pageviews	Unique Pageviews
Page not found The Town of Kentville	2,349	1,940
Welcome to the Town of Kentville, Nova Scotia	1,159	928
What's Happening The Town of Kentville	812	615
Welcome to Kentville The Town of Kentville	561	416
Employment Opportunities The Town of Kentville	454	348
Contact The Town of Kentville	416	304
News The Town of Kentville	337	239
Departments The Town of Kentville	301	211
Programs The Town of Kentville	297	188
Parks and Recreation The Town of Kentville	284	222

Entrances

■ organic ■ direct ■ referral
■ Digital_Display ■ Multi



Visits and % New Visits by Landing Page

Landing Page	Sessions	% New Sessions
/	1,228	65.07%
/town-hall/employment-opportunities	185	51.35%
/events	171	74.27%
/town-hall/departments	134	66.42%
/parks-and-recreation/facilities/centennial-arena	121	48.76%
/public-safety/kentville-police-service	111	65.77%
/parks-and-recreation/programs	102	56.86%
/parks-and-recreation/parks/the-gorge	96	67.71%
/parks-and-recreation/facilities/memorial-park-outdoor-pool	94	44.68%
/contact	85	45.88%



Administration		Highlights
	<ul style="list-style-type: none">• Valley Waste Resource Management – Legal action has been initiated between the parties and Annapolis County.• Kings Transit – Nothing to report at this time.• Police Commission – Nothing to report at this time.• Union Negotiations – Collective Bargaining with CUPE has concluded and the agreement was signed on August 15, 2019. Key compensation related changes include a 2.1% increase in wages and a 0.1% increase in pension contributions per year over the four (4) year term. Members of the Local are to be commended for their continued efforts to bargain respectfully and efficiently. The APA (Police) collective agreement remains outstanding. Articles associated with compensation have been offered to the Local equal to what was offered to CUPE. It is hopefully both parties will be able to return to the bargaining table in the near future.• Town of Kentville Clerk - By authority of the Municipal Government Act (MGA) Part 2, Section 33 the clerk’s responsibilities are defined and further identified as a position that is designated by the chief administrative officer. By my current authorization or Debra Crowell’s, once appointed as Interim CAO, she, Debra Crowell will be appointed “Clerk” for the Town of Kentville.• Town of Kentville Responsible Officer (FOIPOP Officer) – By authority of the Municipal Government Act (MGA) Part 20, Section 461, (i)(i) defines the responsible officer as the CAO when the Town has	<ul style="list-style-type: none">•

	appointed one. By default Debra Crowell will be the responsible officer once she is appointed Interim CAO.	
Projects and Programs	<ul style="list-style-type: none"> • Kentville Business Park – The Business Park continues to attract interest from businesses looking to relocate. Our commercial realtor and staff have revised the marketing approach which has supported the increased interest. • Calkin Building – The building remains “for sale”. With the security of having a second tenant at “market value” the interest in the building from buyers has intensified again. 	Highlights •
Public Engagement	<ul style="list-style-type: none"> • Drop Ins – high • Social Media – seasonally and topic related • YouTube / Videos - • CAC and Council post meeting video cliparts are being posted on the website to inform citizens of the meeting highlights. 	Highlights •
Other	<ul style="list-style-type: none"> • N/A 	Highlights •
Meetings and Events	<ul style="list-style-type: none"> • July CAC • Kings Transit Lunch and Learn • Water Commission Meeting • Special Council Meeting • Regional Sewer Meeting • CUPE Negotiations • Open Arms Meeting • TOK Parkland Meeting • Cultural Competence Training • River Street Lands Meeting RE (Financing for Buyers) • Art Gallery Meeting • Ocean Crisp Apple Company Funding Announcement • Weekly ABLE Engineering Meetings • Canada Cup Race • Special Council Meeting • Multi-Cultural Fair 	Highlights •

	<ul style="list-style-type: none"> • VREN Branding Workshop • August 30th Storm Response • Director of Public Works and Engineering Selection Process • Joint KBC and Council Strategic Planning Meeting • Hurricane Dorian Planning and Response Efforts 	
Council Related	<ul style="list-style-type: none"> • All regular Council related items have been accommodated at CAC, Council or Special Council Meetings. • Council Governance Lunch and Learn <i>Agenda – No Governance Session in June</i> 	
	<p>At this time I wish to thank the current Council as well as those whom I have served during my time with the Town of Kentville. There have been many challenges and successes that have required healthy debate and thoughtful decision making over the years. Thank you for your dedication and courage to serve the community.</p> <p>I thank the community for their engagement, commitment and interaction through the service delivery and decision making processes impacting the Town. The citizens of Kentville, as well as the business community, have traditionally held us all to a high standard of care and responsibility associated with their community.</p> <p>It's been a privilege to serve with past and present staff of the Town. These are the people who day after day listen to the concerns of the community, strategize their response and deliver services and projects to a very very high standard. Most importantly they conduct themselves with the care of the citizen and the community as their lead motivation. I have witnessed it each and every day. THANK YOU to all staff past and present.</p>	

TO: Chief Administrative Officer Mark Phillips

SUBMITTED BY: Jennifer West, Executive Assistant

DATE: September 9, 2019

SUBJECT: Policy Check In: Statement G57 Committees of Council

ORIGIN

Nova Scotia's Accessibility Act, passed in September 2017, sets a goal of an accessible province by 2030. One of the first accessibility standards to be developed is the built environment, directly impacting the municipal sector. This work is underway through the Provincially-led standard development committee.

BACKGROUND

The policy implication of creating this committee is with Policy Statement G57: Committees of Council- this should be revised to reflect the development of this new committee of council and new terms of reference.

DISCUSSION

At the July 29th 2019 meeting of Council, it was moved "That Council approve in principle the Terms of Reference for the Accessibility Advisory Committee. And further to amend Policy Statement G57: Committees of Council to include the Accessibility Advisory Committee."

POLICY IMPLICATIONS

Policy Statement G57: Committees of Council

BUDGET IMPLICATION

None.

ATTACHMENTS

G57 Committees of Council
Accessibility Advisory Committee Terms of Reference

RECOMMENDATION

That Council amend Policy Statement G57 Committees of Council to include the Accessibility Advisory Committee as an ad-hoc committee.



TOWN OF KENTVILLE POLICY STATEMENT G57 COMMITTEES OF COUNCIL

1.0 PURPOSE

The purpose of this policy is to establish the policies and procedure for effective operation of the Committees of Council.

2.0 DEFINITIONS

2.1 Quorum, the minimum number of members of a committee that must be present at any of its meetings to make the proceedings of that meeting valid. In this policy quorum is defined as 50% plus one.

3.0 SCOPE

3.1 This policy is applicable to all committees of council and all appointed members, which may include Council member and citizen appointees. To include:

- 3.1.1 defining the key areas of responsibility and the duties of each committee;
- 3.1.2 establishing the membership, the term of appointment and the structure for the committees; and
- 3.1.3 other terms of reference as required.

3.2 Nothing in this policy supersedes higher-level documents, bylaws or policy statements for those committees detailed under Commissions and Exceptions.

4.0 PROCEDURES

4.1 General: The role of all committees is limited to advising Council unless otherwise stated in the bylaw or resolution governing that Committee.

- 4.1.1 The council may establish standing, special, ad hoc, and advisory committees. Each committee shall perform the duties conferred on it by legislation or the by-laws or policies of the municipality.

- 4.1.2 The council reserves the right to appoint persons who are not members of the council. To determine the make-up of each committee, the skill sets required by its participants, and residency requirements.
- 4.1.3 Applications for appointment to the committees shall be invited by public advertisement.
- 4.1.4 All applicants must consent to criminal and background checks.
- 4.1.5 Policy G70 Meetings applies to all committee meetings.
- 4.1.6 Robert's Rules of Order shall apply to all committee meetings.
- 4.1.7 The rules of procedure, conduct, and debate that apply at Council meetings, pursuant to the Town's bylaws or policies, apply at committee meetings with any necessary modifications for context, except that no notices of reconsideration shall be permitted at Committee meetings.
- 4.1.8 All committee members are subject to the Town of Kentville Code of Conduct in the execution of committee work.
- 4.1.9 The committee shall meet at such time and place as established, however, from time-to-time, may find it necessary to reschedule as determined by the secretary, chair, and/or a quorum of committee members.
- 4.1.10 The committee shall not utilize external services, or otherwise commit the Town to money expenditures.
- 4.1.11 All governance resource requests from a committee to be considered by Council shall be sent to Council Advisory Committee on a request for decision form.
- 4.1.12 All reports, recommendations, information, resource requests and/or actions from a committee to be considered by Council shall normally be sent to Council Advisory Committee on a request for decision form.
- 4.1.13 Emergency, or time sensitive recommendations, may be provided directly to the Council Meeting for decision.
- 4.1.14 Meetings may be rescheduled without advance notice to deal with emergency or time sensitive recommendations. If a meeting is rescheduled without advance notice, it will be posted to the town social media stream.

4.1.15 In the event the committee fails to provide a report or recommendation to Council within any deadline set by Council, Council may proceed with a decision regarding a matter within the Committee's mandate, without awaiting the committee report or recommendation.

4.2 Term: The term of council appointed chair, council appointments and citizen appointments shall be for two (2) year term reviewed annually.

4.2.1 Where a council member is appointed to a committee, board or commission as a representative of the council, the council member's appointment ceases when the person ceases to be a council member.

4.2.2 Except to the extent that committee membership is otherwise determined by Provincial legislation or statute, or a bylaw or policy of the Town of Kentville, committee membership shall be reviewed annually by Council in November, and/or within three (3) months following each municipal general election.

4.2.3 Any citizen member on a committee shall take a leave for one term following two consecutive terms. The following exceptions with approval of Council shall apply:

4.2.3.1 If no applications have been received for the expired term; or

4.2.3.2 If the member has a specialized expertise required for the committee.

4.2.4 The secretary of the board, commission or committee shall immediately notify the council of a vacancy, and the council shall fill the vacancy.

4.3 Remuneration

4.3.1 A committee member who is a council member:

4.3.1.1 is not entitled to additional remuneration for serving on the committee; and

4.3.1.2 may be reimbursed for expenses incurred as a committee member.

4.3.2 A committee member who is not a council member:

- 4.3.2.1 shall be paid an honorarium for serving on the committee, based on the previous year's record of meetings which will be paid out annually as per Schedule A; and
- 4.3.2.2 may be reimbursed for expenses incurred as a committee member.

4.4 Membership

- 4.4.1 Committee members should be residents of the Town of Kentville.
- 4.4.2 Any person appointed by Council as a member of a board, commission or committee, pursuant to this policy or any Act of Legislature, who is absent from three consecutive regular meetings ceases to be a member.
- 4.4.3 The Mayor shall be an ex-officio voting member on all Committees of Council.
- 4.4.4 Committees will be chaired by a seated member of Council unless mandated by a higher legislation. However, if Council does not appoint a chair, the Committee shall elect a chair from one of its members. The chair shall be entitled to speak and to vote on any motion. Subject to the other provisions of this policy, the chair shall have the powers and responsibilities at Committee meetings that are conferred upon the chair at Council meetings, pursuant to the Town of Kentville's bylaws or policy, with any necessary modifications for context
- 4.4.5 Council may appoint an employee of the Town to serve as Secretary, with a voice but no vote. If the Chief Administrative Officer, or Council does not appoint a Secretary, the Committee shall elect a Secretary from one of its members, in which event the Secretary shall be a full voting member of the committee.

4.5 Meetings

- 4.5.1 A majority of the members of a committee constitutes a quorum.
- 4.5.2 All committees meet quarterly, unless other terms are specified. The committee should establish regular meeting times for the committee.

- 4.5.3 Committees may ideally move or cancel a regularly scheduled meeting with three (3) business days notice to all members, the CAO and the public.
- 4.5.4 Special meetings of a Committee may ideally be called by the Chair with three (3) business days notice to the members and the CAO.
- 4.5.5 Subject to the principles set out in the Municipal Conflict of Interest Act, all voting committee members present including the person presiding shall vote on a question.
- 4.5.6 Meetings of the Committee are open to the public.
- 4.5.7 No member of a Committee shall give specific direction to any staff member at any committee meeting. The responsibility for giving specific direction to staff shall reside with the CAO.
- 4.5.8 A committee may choose to endorse the report of Staff to Council or offer a different solution (alternative); in either instance, the staff report should always be attached.

4.6 Administration

- 4.6.1 The CAO shall arrange for an orientation session for each new committee member upon that member's appointment to the committee. The purpose of the orientation session is to familiarize the member with the role of the committee, the policies and procedures of the Town which affect the committee and all other information which will assist the member to make a meaningful contribution to the work of the committee.
- 4.6.2 Meeting agenda shall be prepared by the committee chair and secretary or staff representative and circulated to committee members and ideally posted for the public at least three (3) business days before the scheduled meeting.
- 4.6.3 The Secretary shall keep minutes of the committee meetings, in accordance with policies of the Town.
- 4.6.4 The committee secretary shall ensure that the minutes of each meeting and meeting packages are forwarded to all members of the committee at least three (3) business days prior to the meeting.

- 4.6.5 The minutes of all committee meetings are to be recorded and reviewed by the committee chair. The minutes shall be approved prior to public distribution shall be annotated as being approved once approved at a subsequent meeting.

4.7 Standing Committees

- 4.7.1 The following Standing Committees shall be appointed by Council:
 - 4.7.1.1 Council Advisory Committee;
 - 4.7.1.2 Audit Committee; and
 - 4.7.1.3 Finance and Administration Committee.

4.8 Council hereby establishes the Council Advisory Committee as a standing Committee of Council.

4.8.1 Membership

- 4.8.1.1 The chair of the Council Advisory Committee is the Mayor
- 4.8.1.2 The Secretary is appointed by the CAO, who shall keep minutes of the Committee meetings.
- 4.8.1.3 Council Advisory Committee consists of all Council members, and membership on the Committee automatically extends to Council members, without the necessity of a formal appointment by Council, and automatically terminates upon the termination of a person's status as a Council member.

4.8.2 Mandate:

- 4.8.2.1 To discuss, consider, advise and make recommendations to Council concerning the affairs of the Town, that may come before Council in advance of Council making decisions, or taking action, on such matters, except where Council determines that consideration by this Committee is unnecessary or inadvisable, and except that the following matters shall normally be dealt with by Council, without having to be forwarded to the Council Advisory Committee for its recommendations:

- (a) Correspondence
- (b) First or Second Reading of bylaw enactments, amendments or repeals;
- (c) Procurement matters;
- (d) Emergency or time sensitive requests for decision; and
- (e) Matters which are the subject of a statutory hearing by Council.

- 4.8.3 Regularly review and revise Council priorities.
- 4.8.4 Prepare and update (at regular intervals) the Town's strategic plan.
- 4.8.5 Act as an oversight board reviewing and accepting the monthly reports on the Town's operations and services.
- 4.8.6 Review all requests for decision or direction as submitted by, or through, the CAO concerning the administration, plans, policies and programs of the Town, prior to submission to Council.
- 4.8.7 Review the recommendations submitted by the CAO concerning the position the Town should take regarding legislation, government initiatives, inter-municipal relations and other matters which affect public policy.
- 4.8.8 Exercise the authority of Council, pursuant to Part XV – Dangerous or Unsightly Premises of the Municipal Government Act that is not delegated to the administrator.
- 4.8.9 Administration and Meetings
 - 4.8.9.1 Unless otherwise specified, regular meetings of Council Advisory Committee shall be held as detailed by Policy G70 Meeting Policy and the annual meeting calendar. However, meetings may be rescheduled, relocated or cancelled, and additional or special meetings convened, in the same manner and with the same notice to Council members and the public, as applies to meetings of Council, with any necessary changes for the context.

4.8.9.2 All minutes of meetings, and records of the Committee shall be open to the public, except as expressly authorized by law. These closed (In Camera) meetings will involve one of the following matters:

- (a) Acquisition, sale, lease and security of municipal property;
- (b) Setting a minimum price to be accepted by the municipality at a tax sale;
- (c) Personnel matters;
- (d) Labour negotiations;
- (e) Litigation or potential litigation;
- (f) Legal advice eligible for solicitor-client privilege; and
- (g) Public security.

4.9 Council hereby establishes the Audit Committee, as a standing Committee of Council.

4.9.1 Membership

- 4.9.1.1 The Mayor is Chair of the Audit Committee.
- 4.9.1.2 The Audit Committee consists of two (2) Council members who are also members of the Finance and Administration Committee.
- 4.9.1.3 The Audit Committee consists of two (2) citizen representatives appointed by Council for a two-year term of service, which will be reviewed annually.

4.9.2 Mandate:

- 4.9.2.1 A detailed review of the financial statements of the Town of Kentville with the auditor.
- 4.9.2.2 An evaluation of internal control systems and any management letter with the auditor.
- 4.9.2.3 A review of the conduct and adequacy of the audit.

4.9.2.4 Such matters arising out of the audit as may appear to the Audit Committee to require investigation.

4.9.2.5 5Such other matters as may be determined by the Council to be the duties of an Audit Committee.

4.9.2.6 Any other matters as may be determined by the Council.

4.9.2.7 Subsequent to the conduct of the audit, review of the audit material and discussion with the auditor, the audit committee shall recommend the following to council:

(a) acceptance of the audit;

(b) reappointment of the auditor subject to terms of contract. The auditor is normally engaged for a three (3) year contract and re-appointed annually; and

(c) reappointment of the two (2) citizen representatives.

4.9.3 Administration and Meeting

4.9.3.1 Unless otherwise specified, regular meetings of the Audit Committee shall be held twice annually. One meeting scheduled prior to the annual audit and a second meeting scheduled following conclusion of the audit.

4.9.3.2 All minutes of meetings, and records of the Committee shall be open to the public.

4.10 Council hereby establishes the Finance and Administration Committee, as a standing Committee of Council.

4.10.1 Membership

4.10.1.1 The Mayor is Chair of the Finance and Administration Committee.

4.10.1.2 The Finance and Administration consists of two (2) Council members who are also members of the Audit Committee.

4.10.2 Mandate:

- 4.10.2.1 To provide a written performance evaluation with a formal record of performance and appraisals of the CAO's achievement of agreed-upon goals, and of the organization's performance in achieving its goals. The committee shall lead an annual appraisal of CAO using the Canadian Association of Municipal Administrators Performance Evaluation Toolkit. The evaluation period is 1 January – 31 December. The debriefing of performance and objectives should be conducted prior to 31 March.
 - 4.10.2.2 Evaluation sheets shall be distributed to all members of council and the Directors in January. Each member of council and the Directors will evaluate and score the CAO's performance individually. The evaluations will be returned to the committee in February. The committee will conduct the overall evaluation and present the findings to the CAO, including new goals and objectives for the upcoming year prior to 31 March. The evaluation will be reviewed with the members of council.
 - 4.10.2.3 Subsequent to the conduct of the CAO appraisal, the Finance and Administration committee shall place a copy of the annual appraisal in a sealed envelope for inclusion on the CAO personnel file.
 - 4.10.2.4 Any other financial or administrative matter as may be determined by the Council.
- 4.10.3 Administration and Meeting
- 4.10.3.1 Unless otherwise specified, regular meetings of the Finance and Administration Committee shall be held three times annually. One meeting scheduled prior to the CAO's annual review, one meeting after all input is received and a third meeting scheduled following conclusion of the annual appraisal.
 - 4.10.3.2 All minutes of meetings, and records of the committee shall be closed to the public, under the MGA part 1 paragraph 22(2)(c) personnel matters. One signed copy of the appraisal shall be provided to the CAO and a second signed copy shall be placed in a sealed envelope and placed on the CAO's personnel file.

4.11 Ad Hoc Committees: Council may appoint special Ad Hoc Committees from time to time to undertake the review of a specific issue or short-term project and to remain in place only if there is a continuing need for the work of that Committee. Ad Hoc Committee members will not normally receive an honorarium, unless determined and approved by Council prior to stand-up of the committee. Committees will:

- 4.11.1.1 be determined as issues dictate;
- 4.11.1.2 be provided with clear terms of reference specific to their cause, reporting and completion criteria;
- 4.11.1.3 consist of citizens and/or members of Council, as appointed by council; and
- 4.11.1.4 report and submit recommendations to Council Advisory Committee.

4.12 Commissions and Exceptions

4.12.1 Kentville Board of Police Commissioners

- 4.12.1.1 The Kentville Board of Police Commissioners gets its powers from the Police Act and its direction from Chapter 82, the Board of Police Commission Bylaw.
- 4.12.1.2 Membership: The Board is comprised of three (3) members of Town Council, three (3) citizen appointees and an appointee representing the Department of Justice. The selection process used by a council in appointing a board member to a vacancy on the board, except a board member appointed by the Minister under clause 44(3)(c) of the Act, must include all of the following:
 - 4.12.1.3 the board vacancy must be advertised and applications must be solicited for the vacancy; and
 - 4.12.1.4 each application must be reviewed by a panel established by the council.
- 4.12.1.5 Term: Three citizen representatives will be appointed by Council for a two- year term of service each application must be reviewed by a panel established by the council.
- 4.12.1.6 Meetings: The Kentville Board of Police Commissioners shall meet at least quarterly.

4.12.2 Kentville Water Commission

- 4.12.2.1 The Kentville Water Commission is subject to oversight by the Nova Scotia Utility and Review Board for regulation of water rates and the Nova Scotia Environment for the regulation of water safety issues and annual reporting. The Water Commission exercises its mandate through the following:
 - 4.12.2.1.1 Approval of the Capital budget;
 - 4.12.2.1.2 Approval of the Operational budget;
 - 4.12.2.1.3 Review and promulgation of the Annual Report; and
 - 4.12.2.1.4 Review of Water Commission Operations with provincial regulations.
- 4.12.2.2 Membership: The commission is comprised of the Mayor as chairperson, three (3) councillors, one (1) citizen representative, a representative from the Kentville Volunteer Fire Department, and a representative from the County of Kings as voting members. The CAO, Director of Planning, Director of Public Works and representative from the Department of the Environment provide technical expertise with a voice but no vote.
- 4.12.2.3 Term: One citizen representative will be appointed by Council for a two- year term of service and reviewed annually.
- 4.12.2.4 Meeting: The Kentville Water Commission meets annually for budget planning and operational review.

4.12.3 Kentville Source Water Protection Advisory Group

- 4.12.3.1 The Kentville Source Water Protection Advisory Group is subject to oversight by Nova Scotia Environment for the regulation of water safety issues. Additionally, the SWPAG is responsible for the Land Use Bylaw wellfield protection (para 4-44) of the source water area and Source Water Protection Plan. The SWPAG also has a responsibility for the protection and monitoring of the McGee Lake Surface Water Reservoir.

- 4.12.3.2 Membership: The SWPAG is comprised of the Mayor as chairperson, one (1) councillor, one (1) citizen representative, a representative from the Kentville Volunteer Fire Department, and a representative from the County of Kings as voting members. The CAO, Director of Planning, Director of Public Works and representative from the Department of the Environment provide technical expertise with a voice but no vote.
 - 4.12.3.3 Term: One citizen representatives will be appointed by Council for a two- year term of service and reviewed annually.
 - 4.12.3.4 Meeting: The Kentville Source Water Protection Advisory Group shall meet quarterly.
- 4.12.4 Investment Advisory Committee
- 4.12.4.1 The Investment Advisory Committee is appointed by Council to monitor investment portfolio and investment activities pursuant to the Perpetual Reserve Fund Policy for the funds invested from the sale of the Kentville Electric Commission. Nova Scotia Bill # 20 – Town of Kentville and Kentville Electric Commission Sale of Assets Act stated that “The Town shall establish a Special Perpetual Reserve Fund.” Direction is provided within Town of Kentville’s Policy Statement G26 – Investments – Perpetual Reserve Fund Policy.
 - 4.12.4.2 Membership: The Investment Committee consists of one (1) Council member and two (2) citizen appointees, as voting members. A Council alternate, with the Director of Finance and Chief Administrative Officer will sit ex officio. The Investment Committee uses the services of a professional investment manager/advisor, approved by Council.
 - 4.12.4.3 Term: Two (2) citizen representatives will be appointed by Council for a two- year term of service and reviewed annually. The professional investment manager/advisor, approved by Council is contracted to a four-year term, reviewed annually.

4.12.4.4 Meeting: The investment Committee meets monthly with the Investment Manager/Advisor to review the past month's progress and the position of the Fund.

4.12.5 Accessibility Advisory Committee

4.12.5.1 The Accessibility Advisory Committee (AAC) advises Council on the elimination of Barriers faced by people with Disabilities and acts as a liaison with external bodies on Barriers to participation in public life and to the achievement of social, cultural and economic well-being of people with Disabilities. The Committee will advise Council in the preparation, implementation and effectiveness of its Accessibility Plan.

4.12.5.2 Membership: The Committee will consist of seven (7) voting members who reside within the boundaries of the Town who are entitled to honoraria. At least three (3) of the members of the AAC must be persons with Disabilities or representatives from organizations representing persons with Disabilities. The Chair and Vice-Chair will be appointed annually by the Committee. In addition to these committee members, a staff Recording Officer may be appointed as a non-voting member of the committee.

4.12.5.3 Term: The Committee will advise Council in the preparation, implementation and effectiveness of its Accessibility Plan, and membership will be for the term required to establish this Plan.

4.12.5.4 The advisory committee meets six times per year or more as needed.

5.0 ASSOCIATED DOCUMENTS

5.1 Schedule A – Non-Council Honorariums

5.2 Policy G16 Code of Conduct

5.3 Policy G70 Meeting Policy

5.4 Policy G1A Kentville Board of Police Commission Board Members
(Repealed)

5.5 Policy G26 – Investments – Perpetual Reserve Fund Policy

5.6 Policy G4 Travel Meals and Miscellaneous Expenses

6.0 POLICY REVISION HISTORY

Date Created:	September 27, 2010
Revisions:	July 25, 2011
	October 28, 2013
	June 29, 2015
	November 26, 2018

Chief Administrative Officer, Mark Phillips

SCHEDULE A – NON-COUNCIL HONORARIUMS

Monthly Meetings	\$400.00 per year
Bi-monthly Meetings	\$200.00 per year
Quarterly Meetings	\$200.00 per year

Ad Hoc Committee members will not normally receive an honorarium, unless determined and approved by Council prior to stand-up of the committee.

Non-Council Committee Member expenses shall be consistent with Policy G4 "Travel, Meals and Miscellaneous Expenses".



TOWN OF KENTVILLE

ACCESSIBILITY ADVISORY COMMITTEE TERMS OF REFERENCE

1.0 PURPOSE

The Accessibility Advisory Committee (AAC) advises Council on the elimination of Barriers faced by people with Disabilities and acts as a liaison with external bodies on Barriers to participation in public life and to the achievement of social, cultural and economic well-being of people with Disabilities.

The Committee helps the Town of Kentville become a Barrier-free community and ensures obligations under An Act Respecting Accessibility in Nova Scotia (2017) are met.

2.0 DEFINITIONS

Accessibility is the design of programs, services, or spaces for people with Disabilities.

Accessibility Plan is a document that reflects the goals of the Town to be responsive to the needs of people with various abilities.

Barrier means anything that hinders or challenges the full and effective participation in society of persons with Disabilities including but not limited to a physical Barrier, an architectural Barrier, an information or communication Barrier, an attitudinal Barrier, a technological Barrier, a policy or a practice.

Council means the Town Council for the Town of Kentville.

Disability includes a physical, mental, intellectual, learning or sensory impairment, including an episodic disability; that, in interaction with a Barrier, hinders an individual's full and effective participation in society.

Intersectionality is the interconnected nature of social categorizations such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

3.0 SCOPE

This Policy is an advisory committee to Council under Policy Statement G57 and is applicable to all members appointed to the Town of Kentville's Accessibility Advisory Committee (AAC).

4.0 PROCEDURES

The Committee will advise Council in the preparation, implementation and effectiveness of its Accessibility Plan. In accordance with the Act, the plan should include:

- a. A report on measures the Town of Kentville has taken and intends to take to identify, remove and prevent Barriers;

b. Information on procedures the Town of Kentville has in place to assess the following for their effect on Accessibility, viewed through an intersectional lens, for persons with Disabilities:

- i. Any of its proposed policies, programs, practices and services;
- ii. Any proposed enactments or bylaws it will be administering;

The advisory committee meets six times per year or more as needed. Meetings take place during business hours and the duration of meetings could be up to 2.5 hours. Supports for committee members to attend meetings will be in place to reduce Barriers. Notification in advance is required.

The Committee will consist of seven (7) voting members who reside within the boundaries of the Town who are entitled to honoraria. At least three (3) of the members of the AAC must be persons with Disabilities or representatives from organizations representing persons with Disabilities. The Chair and Vice-Chair will be appointed annually by the Committee. In addition to these committee members, a staff Recording Officer may be appointed as a non-voting member of the committee.

The Advisory Committee may establish working groups to explore specific issues related to the Accessibility Plan. Members of the working group may consist of additional members of the community. A member of the AAC shall chair a working group.

Members of the committee are expected to:

- Review the agenda and any accompanying materials;
- Attend and participate in all committee meetings;
- Attend and participate in any working groups, as required;
- Advise on strategies and actions required to achieve the Town's access, equity and human rights objectives; and
- Advise on the implication and implementation of Council's policies regarding access, equity and human rights.

In addition to the general eligibility requirements set out in the Committees of Council Policy Statement 57, members should collectively bring the following skills and expertise to the committee:

- A strong interest in equity and inclusion of people with Disabilities;
- A strong understanding of the needs and concerns of a broad spectrum of people with Disabilities, gained through personal or professional experience;
- Knowledge of accessibility as it relates to one or more areas of: policy and procedure, service planning and delivery, employment, built environment and public spaces, accommodation;
- Experience in decision-making, communication, citizen advocacy;
- Availability to participate in meetings during business hours.

5.0 ASSOCIATED POLICIES

Policy Statement G57 Committees of Council

6.0 TERMS OF REFERENCE REVIEW

The Terms will be reviewed every four years from effective/amended date.

TO: Chief Administrative Officer Mark Phillips

SUBMITTED BY: Jennifer West, Executive Assistant

DATE: September 9, 2019

SUBJECT: Kings Transit Operating Reserve

ORIGIN

In July 2019, Mr. Glen Bannon made a presentation to council regarding the creation of an Operating Reserve for the Kings Transit Authority.

BACKGROUND

During the July 8 2019 meeting of the Council Advisory Committee, CAO Phillips reviewed the request by Kings Transit Authority for member municipalities to enable the creation of an operating reserve. It was moved and carried that Council defer the Kings Transit Operating Reserve to the next Council Advisory Committee (September 9, 2019).

DISCUSSION

n/a

POLICY IMPLICATIONS

n/a

BUDGET IMPLICATION

n/a

ATTACHMENTS

July 8 report to Council from Glen Bannon

RECOMMENDATION

That Council approve the request by the Kings Transit Authority for the creation of an Operating Reserve for \$83,000, with the Town of Kentville share of this reserve totalling \$16,600 from the 2019-2020 Operating Budget.



Kings Transit Authority

June 25th, 2019

Mayor and Council
Town of Kentville
354 Main Street
Kentville NS B4N 1K6

Your Worship and Council

Re: Matter Arising from Recent Accounting Engagement – Creation of an Operating Reserve

As you may be aware, the Kings Transit Authority recently engaged external accounting support in preparation for our year end audit and numerous issues with history dating back several years were revealed.

For the past five years, the Kings Transit Authority has been borrowing from its Capital Reserve Fund in order to cover:

- Operating deficits until they are paid by the Owners and the Service Partners;
- Timing differences in the collection of receivables; and
- Inventory purchases.

While borrowing from the Capital Reserve is permitted, the Municipal Government Act specifies that any borrowing must be approved by a resolution which specifies the interest rate and repayment terms.

As of March 31st, 2019, the balance of the loan from the Capital Reserve was approximately \$267,000 (unaudited). It is estimated that \$184,000 of the loan can be repaid on payment of the Owner Council and Service Partner shares of the 2018/19 operating deficit. There remains an additional \$83,000 that must be funded by the Owner Councils.

A review of this matter has also illuminated a fundamental deficiency in the funding structure of the Authority. Historically, the Owner Councils and Service Partners have approved annual Operating Budgets and provided associated funding for the day to day operation of the service. The Owner Councils have also provided Capital Funding towards the purchase of buses and the

maintenance of both related infrastructure and equipment. Unfortunately, an Operating Reserve for the Authority has not been established or funded, leaving no financial cushion to absorb timing differences in funding or receivables, and no funding support for the maintenance of inventory. At any time, the Authority maintains a bus parts inventory with an average value of \$185,000 that is necessary for the reliable maintenance and operation of the bus fleet; it is the requirement to maintain this inventory that has created significant pressure in the past to draw on the Capital Reserves.

The immediate establishment of an Operating Reserve in the amount of 10% of own source revenues has been recommended; considering what is budgeted for FY 2019/20, this would equate to approximately \$83,000. For the short term, this funding inject would cover the balance of the loan from the Capital Reserve; for the longer term, the Authority will be better placed to absorb financial shocks and fund its inventory needs.

In order to address the current situation and establish a sound foundation of funding for the Authority going forward, the Board of Directors of the Kings Transit Authority met on June 7th, 2019; six motions were approved as follows:

- That the Board of the Kings Transit Authority approve recommending to the Owner Councils to approve establishing an Operating Reserve of \$83,000, to be funded during fiscal year 2019/20 in the same percentages as paragraph 14 of the 1 April 1999 Inter-municipal Services Agreement;
- That the Board of the Kings Transit Authority approve recommending to the Owner Councils to approve the immediate use of \$83,000 of the funds in the Operating Reserve to repay \$83,000 of the loan from the Capital bank account to the Operating Bank Account;
- That the Board of the Kings Transit Authority approve recommending to the Owner Councils to approve the existing \$267,000 loan from the Capital Bank account to the Operating bank account with terms of repayment being:
 - \$184,000 upon receipt of the 2018/19 deficit funding from Owners and Service Partners;
 - \$83,000 upon receipt of the Owner contributions to an Operating Reserve;
 - With compound interest calculated monthly from April 1st, 2019 at prime plus 1.5% being the interest rate charged by the Valley Credit Union to the Authority on their line of credit;
- That the Board of the Kings Transit Authority approve recommending to the Owner Councils to include provisions for an Operating Reserve in any future Inter-Municipal Service Agreement, including requirements for Board pre-approval of use of any subsequent owner contributions to the Operating Reserve;
- That the Board of the Kings Transit Authority approve recommending to the owner Councils to affirm their approval of the \$250,000 operating line of credit with the Valley

Credit Union, to be used to cover temporary operating cash requirements during the year; and

- That the Board of Kings Transit Authority direct that the General Manager consult with the Municipal Advisor to clarify any requirements for Ministerial approval of any of the above borrowing arrangements.

These approved motions by the Board of Directors are forwarded for your review and consideration. The Town of Kentville's share of the \$83,000 Operating Reserve payment is \$16,600; if approved by Council, the Kings Transit Authority will invoice in accordance with the terms set out in the previous motions.

Please let me know if you require me to appear before Council for further discussion.

Respectfully,



Glen Bannon
General Manager
Kings Transit Authority

TO: Chief Administrative Officer, Mark Phillips

SUBMITTED BY: Jennifer West, Executive Assistant

DATE: September 9, 2019

SUBJECT: Town of Kentville Capital Projects – Update from Staff

ORIGIN

The Town of Kentville has more than 50 capital projects which are ongoing. The capital projects summary table is a reporting tool for monitoring the status and progress of each capital project.

BACKGROUND

n/a

DISCUSSION

n/a

POLICY IMPACTS

n/a

BUDGET IMPACTS

n/a

ATTACHMENTS

Capital Projects Status Table

RECOMMENDATION / NEXT STEPS

This summary table will be regularly updated and presented at Council Advisory Committee meetings.

2018-2019 Capital Budget

Last Revised: 9/6/2019 1:00 PM



Category	Project	Budget (x1000)	Proj. End Date	Ownership	Planning Phase	Tender Phase	Award Phase	Construction Phase
Gas Tax	School Street	30						
Gas Tax	Park St. West	200						
Gas Tax	Sidewalk: Main	73.2						
Gas Tax	Sidewalk: Canaan	80						
Gas Tax	Bus. Park Ditching and storm sewer	55						
Gas Tax	Canoe launch	40	Pending					
Admin.	IT solutions	63.5						
Admin.	Staircase	25						
Protection	Marked car	48						
Protection	Speed signs	7.8						
Protection	Roof	42.7						
Protection	New server	10						
Transportation	Equipment	134						
Transportation	Ornamental Lights	25						
Transportation	Public works building	15						
Transportation	Streets (various)	300						
Transportation	Parking: arena and Rockwells	20						
Transportation	Bridge approach	97.5	Pending					

Legend:

Work is complete	Work is in progress	Work has not started	Moved to next fiscal year
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2018-2019 Capital Budget

Last Revised: 9/6/2019 1:00 PM



Category	Project	Budget (x1000)	Proj. End Date	Ownership	Planning Phase	Tender Phase	Award Phase	Construction Phase
Transportation	River st. dyke	175			Work is complete			
Transportation	Storm sewer: Bridge	141.7			Work is complete			
Transportation	Storm sewer: Shannex	50			Work is complete	Work is complete	Work is complete	Work is in progress
Planning	IT initiatives	15						
Economic Development	Seasonal lights	7.5	12/2019		Work is in progress			
Economic Development	Downtown benches	5			Work is complete	Work is complete	Work is complete	
Economic Development	Public garden	6.5			Work is complete	Work is complete	Work is complete	Work is in progress
Economic Development	Gateway signs	25			Work is complete	Work is complete	Work is complete	Work is complete
Economic Development	Wayfinding	8			Work has not started	Work has not started	Work has not started	Work has not started
Economic Development	Calkin building: cooling	15	03/2020					
Recreation	Soccer nets	8			Work is complete	Work is complete	Work is complete	Work is complete
Recreation	Station lane signage	5						
Recreation	Tennis hut	10	10/2019		Work is complete			
Recreation	Playgrounds	10	03/2020		Work is complete	Work is complete	Work is complete	Work is in progress
Recreation	Oakdene: Gazebo	16	11/2019		Work is complete	Work is complete	Work is complete	

Legend:

Work is complete	Work is in progress	Work has not started	Moved to next fiscal year
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2018-2019 Capital Budget

Last Revised: 9/6/2019 1:00 PM



Category	Project	Budget (x1000)	Proj. End Date	Ownership	Planning Phase	Tender Phase	Award Phase	Construction Phase
Recreation	Memorial Park: Skatepark	200	Pending	NS Enviro.				
Recreation	Memorial Park: Fencing	8						
Recreation	Memorial Park: Playground	27						
Recreation	Memorial Park: Bike trail	11						
Recreation	Pool: Change room	69.6						
Recreation	Pool: Coating	30						
Recreation	Equipment: event trailer	10						
Recreation	Equipment: Digital Sign	40	03/2020	Sullivan Signs				
Recreation	Equipment: Ice resurfacers	160						
Recreation	Equipment: Bike racks	10						
Public Works*	Condon Ave Infrastructure	200	12/2020					

*New addition to the budget

Legend:

Work is complete	Work is in progress	Work has not started	Moved to next fiscal year
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From: Sherry Harvey <sherryleeharvey68@gmail.com>

Sent: Thursday, July 25, 2019 3:22 PM

To: Jennifer West <jwest@kentville.ca>

Subject: Affordable housing

I am writing to you about affordable housing in Kentville.

John Andrew is the Executive Director of Open Arms and wants to build a housing complex for Seniors, Disabled people and people who have low incomes. This does not include the homeless. There is practically no decent affordable housing in Kentville

I live in an affordable apartment that I can budget each month. But in Kentville there are people named above that have to go without basic needs to pay their rent each month.

My address is 8-25 Park Street, Kentville, Nova Scotia, Canada B4N 1L9.

I look forward to hearing from you.

Sincerely

Sherry Harvey

From: Shelby Vanderhoning <Shelby_Vanderhoning@hotmail.com>

Sent: Tuesday, July 30, 2019 9:08 AM

To: Jennifer West <jwest@kentville.ca>

Subject: Letter of Support

Dear Mayor and Council,

I'm writing this letter in support of the 118 Oakdene in Kentville.

I'm not writing this because John is my friend, or because I know what kind of person he is and I want to support his project, or because I feel obligated. I'm writing this to tell you that me and my family, while I was growing up, could have desperately used something like this.

My mom was a single mother to me and my brother my whole life. We lived off of balogna/peanut butter sandwiches, and in the winter time we had to heat one room in the house with an electric heater and all hang out together, including sleeping in the same room. I remember my mom once got a \$1,000 bill for ONE month of electricity in our house. Now as an adult, I honestly couldn't even imagine living under these circumstances. I have an eighteen month old daughter and I want better for her. I want to be able to afford rent, utilities, car payments, insurance, AND proper food for my kid(s). I am LUCKY that I'm able to afford this because of my job, but what about people on disability, what about seniors, what about single mothers? Do they not matter? Do they deserve to live in poverty?

The BASIS of being able to afford EVERYTHING ELSE in life is how much your rent costs. Rent is the FIRST thing you save for when you get a paycheck, because it's non-negotiable. If you don't pay your rent, you don't have somewhere to live and therefor nothing else even matters. For people who have a lower income (like my mom did), it feels almost impossible just to survive when after you pay your rent you have almost left. Imagine having \$500 to your name and still having to pay for your car, insurance, utilities AND buy groceries for your family. Have you ever been in a situation like that or have you never had to worry about it because your income is enough?

Please consider supporting this project. I don't know what else I can say to show you how much this is needed in Kentville.

Thank you,
Shelby Vanderhoning

August 23, 2019

To: Mayor Sandra Snow, Deputy Mayor Cate Savage, CAO Mark Phillips, Councillor Eric Bolland, Councillor Craig Gerrard, Councillor Cathy Maxwell, Councillor Lynn Pulsifer, and Councillor John Andrews,

As I live on Wade Street near the proposed development of 118 Oakdene Ave., I have an interest in the outcome of this development and so have followed both the various social media pages regarding this and the town council meetings. I have been offended by some of the comments made on Facebook where individuals responding to various posts made by Councillor Andrews have criticized my neighbours and myself as being NIMBY, suggesting that we have no struggles in life, are unfamiliar with suffering and hardship, and insinuating that we're all economically stable, perhaps even judged as being wealthy. Some of us are blessed in that we are able to own our homes, however just as many, or more, rent the house, or duplex, or apartment or room in which they live. I understand that people are quick to make judgements, often without taking the time to understand the reasoning behind the decisions that others make. I also understand that when people want something desperately, often hoping to profit from it in some manner, that they become angry at anyone who may seem to stand in the way of what they desire. This I understand, even though I find a number of the comments unfair and judgemental considering that many who are commenting seem to know very little about our neighbourhood or the people who live here.

What I do struggle to understand, however, is how any council member, elected to a position of responsibility, can publicly and verbally attack other council members, both during a council meeting and through social media, and impugn by name the integrity of one councillor in particular. I would expect anyone elected to represent the voice of those in the community to follow a higher level of integrity and behaviour. When I watched the recording of the last Town Council Meeting, I was surprised and disappointed to hear Councillor Andrews express his embarrassment at being associated with the council and to criticize other councillors as deliberately attempting to undermine his proposed development of 118 Oakdene Avenue. When I later read the following statement posted on various Facebook pages, I was not only surprised and disappointed, I was shocked that a councillor would show such public disrespect for his fellow councillors by posting, or allowing someone to post in his name, such criticism of his fellow councillors, calling them "bad apples" and referring to their behaviour as "antics" as if he is referring to the acting out behaviour of children or youth rather than adults elected by residents of the Town of Kentville to serve them on this council.

From John Andrew: "To be clear, I am not embarrassed to be associated with Council as a whole but rather the few bad apples who have worked to the detriment of Council's effectiveness. The antics of this minority have focused on thwarting the efforts to establishing a more equitable community and specifically affordable housing. In spite of tonight's sound problems, Councillor Maxwell can be heard (@ 8:00) making a Motion that letters in support of the Open Arms proposal be removed from public record. Thankfully this motion was defeated. This Councillor knows full well that the charity behind the project continues efforts to engage with officials and establish housing for lower income workers, seniors and people with disabilities and to suggest otherwise is dishonest."

I recognize that Councillor Andrews is emotionally and financially invested in the development of 118 Oakdene Ave, however, this proposal has been presented before the council and each time has been turned down. While apparently Councillor Andrews appears to hold certain councillors responsible for this, and seems to view this as a personal attack upon himself, perhaps he should remember that 107 members of this community willingly signed a petition against this proposed development. I believe that those elected to any governing agency, whether community, provincial, or federal are so elected to represent the needs of those who elected them to that position, as well as the overall needs of the whole.

As I am quite aware that public organizations have a code of conduct, I have reviewed the Town of Kentville Policy Statement G-16 Code of Conduct for Elected Officials. I have also viewed the copy of the Statement of Commitment to Town of Kentville Code of Conduct signed by Councillor Andrews on October 30, 2017, where he commits to adhere to that Code of Conduct, as well as the Nova Scotia Human Rights Act and the Cyber-safety Act.

The Town of Kentville Policy Statement G-16 Code of Conduct for Elected Officials says:

Section 2, article 2.2 *“Harassment: Harassment is any behaviour, act, conduct or comment, whether sexual in nature or not, whether occurring on a one-time or recurring basis, by a person to whom this policy applies, directed at and offensive to another person, and that the person knew or ought reasonably to have known:*

2.2.1 *would be unwelcome and cause offence or harm;*

2.2.2 *would demean, belittle, intimidate, threaten, distress, humiliate or embarrass;*

2.2.3 *would affect a person’s reputation*

2.2.4 *would endanger a person’s job, undermine job performance, threaten economic livelihood or interfere with one’s career;*

2.2.5 *would be discrimination on account of one or more factors listed in the Human Rights Act; (According to Section 3, article (ha) of the Nova Scotia Human Rights Act; “harass means to engage in a course of vexatious conduct or comment that is known or ought reasonably to be known to be unwelcome.”)*

2.2.6 *would be bullying as defined under the Education Act; or*

2.2.7 *would be cyberbullying as defined under the Cyber-safety Act or under another Act.” (According to the Cyber-safety Act 3.1.(b) “cyberbullying means any electronic communication through the use of technology including, without limiting the generality of the foregoing, computers, other electronic devices, social networks, text messaging, instant messaging, websites and electronic mail, typically repeated or with continuing effect, that is intended or ought reasonable be expected to cause fear, intimidation, humiliation, distress or other damage or harm to another person’s health, emotional well-being, self-esteem or reputation, and includes assisting or encouraging such communication in any way;”)*

As well, the same Town of Kentville Policy Statement G-16 Code of Conduct for Elected Officials says:

4.5” *in regard to Council conduct members shall:*

4.5.3 *treat every person, including other Members, ...with dignity, understanding and respect and ensure that their work environment is free from discrimination, bullying and harassment. The same level of respect and consideration of differing points of view that is deemed appropriate for public discussions should be maintained in private conversations;”*

4.6 *“Council members are responsible for the following duties:*

4.6.13 *“to not make personal comment about other Council members. It is acceptable to publicly disagree about an issue but it is unacceptable to make derogatory comments about other Council members, their opinions and actions;”*

4.7 *“Conduct at meetings, members shall:*

4.7.2 *practice civility, professionalism and decorum in discussion and debate. Difficult questions, tough challenges to a particular point of view, and criticism of ideas and information are legitimate elements of a free democracy in action. This does not allow, however, Council members to make belligerent, personal, impertinent, slanderous, threatening, abusive, or disparaging comments. No shouting or physical actions that could be construed as threatening will be tolerated. Council members should conduct themselves in a professional manner in all times....”*

4.7.4 *“avoid personal comments that could offend other Council members....”*

4.8” *Communications:*

4.8.2 *Members should be aware that private conversations can have a public presence. Members are always on display. Your actions, mannerisms, and language are monitored by citizens....”*

4.8.3 *”...Technology allows words written or said without much forethought to be distributed wide and far....”*

4.8.4 *“...a member should be clear about whether their comments represent the official Town position or a personal viewpoint as well as remain respectful toward other members, staff and citizens. Words should be chosen carefully and cautiously as comments can be taken out of context and cause problems.”*

4.13 *Code Infractions and Discreditable Conduct*

4.13.1 *Council members who intentionally and repeatedly do not follow proper conduct may be reprimanded or formally censured by the Council....*

As a resident of the town of Kentville, I expect better behaviour from my elected officials, and according to the document that he signed and committed to follow, Councillor Andrews is in breach of not only The Town of Kentville Policy Statement G-16 Code of Conduct for Elected Officials, but also the Nova Scotia Human Rights Act, and possibly the Cyber-safety Act as well.

It is sad that in an effort to create affordable housing that a councillor would refuse to listen to concerned people who already live in the community, those who struggle every day with the challenges of living in the highly diverse and inclusive north end of Kentville. It is even more disappointing that this same councillor would attack those who have listened to us, belittling them and demeaning them for fulfilling their responsibility to represent our concerned voices. What I also find disturbing, is that by allowing and thereby encouraging the negative and hostile comments on the Facebook pages affiliated with Open Arms and the 118 Oakdene project, about the current residents who live in the north end of Kentville, an atmosphere of hostility and divisiveness is being created that will not change should this project go ahead. If the purpose is to create an inclusive, healthy and safe community, or to “better this community” as Councillor Andrews has stated, this will do the exact opposite. The creation of a community within a community, an “us versus them” mentality, goes against everything that we want and need in our community. Councillor Andrews has allowed his personal interest in this housing project to overshadow his commitment to the wellbeing of all the residents of the Town of Kentville. Perhaps he needs to be reminded that on October 30, 2017, he signed and declared before CAO Mark Phillips that he was “entrusted to make decisions impartially and in the best interests of the Town of Kentville and to uphold the law.” And that he declared “...as a member of the Town of Kentville council, I commit to adhering to the Code of Conduct and to faithfully fulfill all of the responsibilities of my office.” Should his private interests prevent him from doing this, then perhaps he should resign from the council that he finds “embarrassing to associate with.”

To be passionate about a cause one cares about is laudable. To express that passion without respect for others and to create divisiveness within a community, or in our town is not. If we watch our neighbours in the United States, we can see and hear everyday what lack of respect for others, and the language of divisiveness does to communities and to a country. Disrespect and lack of civility only create more of the same, and in some cases eventually result in hatred and violence. Surely this is not the behaviour and example we wish to emulate or condone in our town council and in our town?

Respectfully,

Brenda Wood,
Wade Street,
Kentville, NS

While walking along a beach, an elderly gentleman saw someone in the distance bending over, picking something up and throwing it into the ocean.

As he got closer, he noticed that the figure was that of a young man, picking up sea stars, one by one, and tossing each one gently back into the ocean.

He came closer still and called out, "Good morning! May I ask what it is that you are doing?"

The young man paused, looked up, and replied "A storm washed all these sea stars on the beach and I'm throwing them into the ocean."

The old man smiled, and said, "I must ask, then, why are you throwing sea stars into the ocean?"

To this, the young man replied, "If I don't throw them in, they'll die."

Upon hearing this, the elderly observer commented, "But, young man, do you not realize that there are kilometres and kilometres of beach and there are sea stars all along every kilometre? You can't possibly make a difference!"

The young man listened politely. Then he bent down, picked up another sea star, tossed it back into the ocean past the breaking waves and said, "I made a difference for that one."

Thanks for making a difference with our students!

Dear Town of Kentville,

Thank you for offering me the Town of Kentville Student Bursary. This bursary gives students like me the opportunity to do much more than solely attend post-secondary.

These bursaries mean so much to our community and I am extremely grateful for the support of my town.

Thank you!

-David Archibald



Town of Kentville
354 Main Street
Kentville Nova Scotia
B4N 1K6

August 30th, 2019

Municipality of the County of Kings
Director of Land use Planning & Inspection Services - Trish Javorek
Chair of the Planning Advisor Committee – Councillor Martha Armstrong
181 Coldbrook Village Park Dr.
Coldbrook, NS
B4R 1B9
Sent via e-mail: tjavorek@countyofkings.ca
councillor.armstrong@countyofkings.ca

Dear PAC Chair Armstrong and Director Javorek,

The Kentville Source Water Protection Advisory Committee (SWPAC) held a special meeting, on Friday August 30th, 2019, to discuss the source water concerns presented in the Town of Kentville letter dated 31 July 2019. Both Directors Javorek and Mosher attended the meeting, along with other members of the committee. The concerns were addressed individually, and it has been determined that through language and intent the draft MPS and LUB provide the necessary protection of the Kentville Wellfield.

Additionally, it has been established that the County and Town Planning Departments will continue to collaborate on informing the public on identification and the need to protect the wellfield throughout its natural life. The Town of Kentville will undertake a concerted effort to educate and inform the public on the wellfield location and regulations for protection. Furthermore, Town staff will consult with the County Engineering Department for installation of signage identifying the boundaries of the wellfield protection area.

The meeting was very productive and as a Committee we are very pleased with the outcomes. There are no amendments or additions requested for the Municipality of the County of Kings draft planning documents with regards to the Town of Kentville wellfield.

We appreciate the opportunity to provide feedback in the planning document review. As owners of public water system, we are accountable and responsible for meeting regulations and protecting the drinking water supply.

Kindest regards,



Sandra Snow
Mayor of Kentville
902-679-2502
ssnow@kentville.ca

cc SWPC – correspondence
Via e-mail
CAO Mark Phillips
Director of Planning
Director of Engineering and Public Works
Mayor Peter Muttart
CAO Scott Conrod
D/CAO Rob Frost





Town of Kentville
354 Main Street
Kentville Nova Scotia
B4N 1K6

July 31st, 2019

Municipality of the County of Kings
Director of Land use Planning & Inspection Services - Trish Javorek
Chair of the Planning Advisor Committee – Councillor Martha Armstrong
181 Coldbrook Village Park Dr.
Coldbrook, NS
B4R 1B9
Sent via e-mail: tjavorek@countyofkings.ca
councillor.armstrong@countyofkings.ca

Dear PAC Chair Armstrong and Director Javorek,

At the Kentville Source Water Protection Advisory Committee (SWPAC) meeting, on Tuesday March 5th, 2019, the Committee made a motion to request the opportunity to review the Kings County draft policies concerning the Kentville wellfield protection area in the new Municipal Planning Strategy (MPS). Additionally, it would provide an opportunity to also review the MPS policy statements on Backup Drinking Water Supply Areas. Director Javorek provided the details to review the planning documents as requested. The Chair of the Kentville SWPAC attended the MPS/LUB Public Participation Meeting on July 23rd, 2019 at the County of Kings Municipal building.

Approximately three quarters of the 24 square kilometer Wellfield Area is located within the Kentville Town boundary, there is a portion of the area that extends into Kings County in the eastern portion of the community of Coldbrook. Most of the development within the Coldbrook's Highway 1 commercial corridor, from the Highway 101 overpass to the Scotian Gold plant, including the Coldbrook Business Park is located within the Wellfield area. Additionally, there are a number of existing residential neighbourhoods including Pinewood, Royal Estates and Cornwallis Crescent located within the wellfield area.

The Kentville Council is requesting that the PAC review the current draft MPS and draft LUB language to ensure that the Kentville Water Commission (KWC) wellfield is protected. The Source Water Protection Plan has a time frame of several hundreds of years or more due to the essential requirement for a reliable source of good quality potable water for both residents of Kentville and County of Kings. It is acknowledged that the KWC source water protection area includes an abundance of historical and

current commercial and some industrial activity which presents a significant cumulative effect factor on the protection of source water. The following items are presented:

1. Requesting stronger language to protect the Kentville Source Water System in Part 13 of the LUB:
 - a. identification of the Kentville Source Water Protection Plan in the LUB at Part 13;
 - b. amend para 13.7.1 delete the term Public Water Utilities and replace with Kentville Water Commission; and
 - c. new sub para 13.7.3: no wells shall be drilled in the Source Water Protection Zones without approval and geophysical data reviewed by the Town of Kentville Public Works Dept and Nova Scotia Department of Environment.
2. Mirroring the language from the Kentville MPS to the Kings MPS Part 2 policy 2.6.2:
 - a. Policy MS-15 It shall be the intention of Council to request that the Municipality of the County of Kings implement planning and land use control provisions consistent with the recommendations of the Kentville Water Commission Source Water Protection Plan (SWPP) for those lands in the County which are located within the Wellfield area
3. Mirroring the language from the Kentville MPS to the Kings MPS Part 2 new para 2.6.17 for Development agreements, specifically non-conforming uses in the wellfield:
 - a. that existing non-conforming uses within the Wellhead Protection, Well Capture, Wellfield Protection and Wellfield Recharge Zones, shall be permitted to continue to operate in their current form and scope as provided for by the Land Use By-law and may be considered for expansion, redevelopment or change in use only by Development Agreement with input from the Town of Kentville Planning Department.
 - b. a favorable review by the Kentville Water Commission is received which may stipulate that the applicant undertake appropriate studies by a qualified independent groundwater expert to assess the risk of impacts on the quality and quantity of groundwater, and when appropriate, prescribe performance standards for both the site design and ongoing operational aspects of the development and an independent monitoring regime with regular reporting to the Kentville Water Commission to determine compliance with the terms of the agreement;
 - c. that the proposed development would not have a negative impact or effect on natural water courses, drinking water quality and supply, the Kentville Water Commission System Source Water Protection Area (Map 4) or other natural land features by way of contamination, erosion and sedimentation; and
 - d. ensuring that the Kentville Water Commission is consulted prior to issuance of Development permits or agreements in the wellfield.

We appreciate the opportunity to provide feedback in the planning document review. As owners of public water system, we are accountable and responsible for meeting regulations and protecting the drinking water supply.

Kindest regards,



Sandra Snow
Mayor of Kentville
902-679-2502
ssnow@kentville.ca

cc SWPC – correspondence
Via e-mail
CAO Mark Phillips
Director of Planning
Director of Engineering and Public Works
Mayor Peter Muttart
CAO Scott Conrod
D/CAO Rob Frost





Town of Kentville
354 Main Street
Kentville Nova Scotia
B4N 1K6

April 30th, 2019

Municipality of the County of Kings
Director of Land use Planning & Inspection Services - Trish Javorek
87 Cornwallis Street
Kentville, NS
B4N 3W3
Sent via e-mail: tjavorek@countyofkings.ca

Dear Trish,

At the Kentville Source Water Protection Advisory Committee (SWPAC) meeting, on Tuesday March 5th, 2019, the Committee made a motion to request the opportunity to review the Kings County draft policies concerning the Kentville wellfield protection area in the new Municipal Planning Strategy (MPS). Additionally, it would provide an opportunity to also review the MPS policy statements on Backup Drinking Water Supply Areas.

We are requesting a copy of the relevant sections of the draft MPS for review prior to the next SWPAC meeting scheduled for June 11th, 2019.

Kindest regards,

Sandra Snow
Mayor of Kentville
902-679-2502
ssnow@kentville.ca
cc SWPC - correspondence
CAO Mark Phillips



KINGS POINT TO POINT TRANSIT SOCIETY

14 Aberdeen Street

PO Box 114

Kentville, NS B4N 3V9

Telephone: (902) 681-2846 Fax: (902) 681-2044

E-mail: info@kppt.ca

www.kppt.ca

Accessible Transportation Service for all Residents of Kings County

July 31, 2019

Town of Kentville
354 Main Street
Kentville, Nova Scotia
B4N 1K6

Attention: Mayor Snow and Members of the Town of Kentville Council:

Dear Mayor Snow and Members of Council:

On behalf of the Board of Directors of Kings Point-to-Point Transit Society, we would like to express a sincere thank you to the Town of Kentville for your ongoing operational and capital funding support.

To be able to provide affordable and accessible transportation services to all our residents, the funding support from the Town of Kentville has proven essential to the continued operation and health of our organization. Without it, we would not be able to support our residents and strive for a healthier, more socially connected community.

Enclosed is a copy of our Financial Statements for the year ending March 31, 2019 prepared by Maynard Bent & Fagan, Chartered Professional Accountants for your review. If there are any concerns please contact me at manager@kppt.ca.

Thank you once again for your support of Kings Point-to-Point Transit Society.

Sincerely,

Faye Brown
Manager

Encl.

KINGS POINT-TO-POINT TRANSIT SOCIETY

FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2019

(UNAUDITED - SEE NOTICE TO READER)



KINGS POINT-TO-POINT TRANSIT SOCIETY
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YEAR ENDED MARCH 31, 2019
(UNAUDITED - SEE NOTICE TO READER)

Notice to Reader
Financial Statements

Statement of Financial Position

Statement of Operations and Changes in Net Assets

Notes to Financial Statements

NOTICE TO READER

On the basis of information provided by management, we have compiled the statement of financial position of Kings Point-To-Point Transit Society as at March 31, 2019 and the statement of operations and changes in net assets for the year then ended. We have not performed an audit or a review engagement in respect of these financial statements and, accordingly, we express no assurance thereon. Readers are cautioned that these statements may not be appropriate for their purposes.

Kentville, Nova Scotia
May 31, 2019


Maynard Birt + Jagan

Chartered Professional Accountants
Licensed Public Accountants

KINGS POINT-TO-POINT TRANSIT SOCIETY
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2019
(UNAUDITED - SEE NOTICE TO READER)

	<u>ASSETS</u>	<u>2019</u>	<u>2018</u>
Current Assets			
Cash		\$ 143,551	\$ 208,741
Accounts receivable		122,587	44,687
HST recoverable		<u>17,488</u>	<u>13,760</u>
		<u>283,626</u>	<u>267,188</u>
Property and Equipment (note 1)			
Property and equipment, at cost		539,691	497,287
Less accumulated amortization		<u>268,933</u>	<u>317,470</u>
		<u>270,758</u>	<u>179,817</u>
		<u>\$ 554,384</u>	<u>\$ 447,005</u>
 <u>LIABILITIES</u> 			
Current Liabilities			
Accounts payable and accrued liabilities		\$ 20,959	\$ 25,496
Deferred capital contributions		5,869	29,049
Payroll taxes payable		<u>5,807</u>	<u>5,807</u>
		<u>26,828</u>	<u>60,352</u>
Long-Term Liabilities			
Deferred Capital Grants		240,714	171,937
Contingency fund		<u>6,000</u>	<u>4,000</u>
		<u>246,714</u>	<u>175,937</u>
		<u>273,542</u>	<u>236,289</u>
 <u>NET ASSETS</u> 			
Net Assets		<u>280,842</u>	<u>210,716</u>
		<u>\$ 554,384</u>	<u>\$ 447,005</u>

Approved:



Director

KINGS POINT-TO-POINT TRANSIT SOCIETY
STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS
YEAR ENDED MARCH 31, 2019
(UNAUDITED - SEE NOTICE TO READER)

	<u>2019</u>	<u>2018</u>
Revenue		
Government funding (note 2)	\$ 259,196	\$ 210,763
Member and drive fees	293,083	212,873
Donations, fundraising and miscellaneous	594	447
Contract revenue	58,947	59,836
Capital grant amortization	71,638	57,637
Gas tax refund	10,905	9,026
	<u>694,363</u>	<u>550,582</u>
Expenditures		
Wages and benefits	356,170	290,930
Fuel	67,433	52,821
Volunteer mileage and expenses	44,606	36,956
Rent	7,691	7,887
Telephone	5,449	5,093
Van expenses	40,627	47,648
Professional fees	2,300	1,895
Insurance	11,774	10,122
Office and advertising	9,630	7,876
Bank charges and interest	894	330
Miscellaneous	3,333	2,979
Amortization	78,330	58,615
Contingency fund allocation	2,000	2,000
(Gain) loss on disposal of property and equipment	(6,000)	869
	<u>624,237</u>	<u>526,021</u>
Excess of revenues over expenses	70,126	24,561
Net assets at beginning of year	<u>210,716</u>	<u>186,155</u>
Net Assets at End of Year	<u>\$ 280,842</u>	<u>\$ 210,716</u>

See Notes to Financial Statements

KINGS POINT-TO-POINT TRANSIT SOCIETY
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2019
(UNAUDITED - SEE NOTICE TO READER)

1. Vehicles

	<u>2019</u>			<u>2018</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net</u>	<u>Net</u>
2013 Ford E350	\$ 68,147	\$ 58,411	\$ 9,736	\$ 13,908
2013 Grand Caravan	23,648	21,282	2,366	3,379
2012 W/C Grand Caravan	44,056	39,650	4,406	6,295
2009 GMC Girardin Minibus			NIL	3,596
2010 W/C Grand Caravan			NIL	3,113
2015 W/C Grand Caravan	44,854	31,777	13,077	18,682
2017 Ford G5 Minibus	96,909	56,546	40,363	57,661
2017 Dodge Ram ProMaster	86,098	34,870	51,228	73,183
2018 Grand Caravan	28,857	4,329	24,528	NIL
2018 Ford Transit 250	70,917	10,637	60,280	NIL
2019 Dodge Ram ProMaster	<u>76,205</u>	<u>11,431</u>	<u>64,774</u>	<u>NIL</u>
	<u>\$ 539,691</u>	<u>\$ 268,933</u>	<u>\$ 270,758</u>	<u>\$ 179,817</u>

Vehicles are recorded at cost. Amortization is provided annually on the diminishing balance at the rate of 30%. Amortization in the year of purchase is recorded at one-half the normal rate.

2. Government Funding

During the year, the Society received funding from the following Government departments and agencies.

	<u>2019</u>	<u>2018</u>
Community Transportation Assistance Program	\$ 150,294	\$ 108,420
Municipality of the County of Kings	67,311	66,892
Town of Kentville	11,915	11,457
Town of Wolfville	7,970	8,026
Town of Berwick	4,767	4,614
Province of Nova Scotia	3,683	
Department of Municipal Affairs	9,000	
Other Grants	<u>4,256</u>	<u>11,354</u>
	<u>\$ 259,196</u>	<u>\$ 210,763</u>

ROBINSONS

August 8, 2019

Mayor Sandra Snow
354 Main Street
Kentville, NS, B4N 1K6

Via Mail

Dear Mayor Sandra Snow:

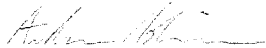
Re: Robinson's Cannabis Inc. ("Robinsons") – Amended Licence No. LIC-FNRRXO9UIZ-2019

Pursuant to section 35 (1) – (2)(b) of the Cannabis Act Regulations (CAR), please be advised that Robinsons has received an amendment to its licence under the *Cannabis Act* and *Regulations*. The second phase (1732.08 m²) of Robinsons operations area is now licensed, bringing the total allowed area to conduct cannabis activities to 2554.83 m².

Licence No.	Effective date	Licence Holder	Licensed site address
LIC-FNRRXO9UIZ-2019 (Standard Cultivation & Standard Processing)	July 19 2019	Robinson's Cannabis Inc.	61 Rockwell Drive, Kentville, NS

Should you have any questions, please do not hesitate to contact me.

Best regards,



Andrew Robinson
Responsible Person

From: Remo Zaccagna <Remo.Zaccagna@emci.ca>
Sent: August-23-19 12:10 PM
To: Sandra Snow <ssnow@kentville.ca>
Subject: Medic Monday

Mayor Snow,

The province recognizes the last Monday in September as Medic Monday, a day to honour the more than 1,100 paramedics who serve across Nova Scotia.

For the seventh annual Medic Monday, this year taking place on September 30, we would like to know if Kentville would be interested in raising an EHS flag at Town Hall as a token of appreciation for the dedicated and highly-skilled paramedics who work in this province.

Please let us know if this is at all possible, and what the procedure is, at your earliest convenience.

Sincerely,

Remo Zaccagna
Communications Specialist, Corporate Communications
Emergency Health Services (EHS)
239 Brownlow Avenue, Suite 300
Dartmouth, NS B3B 2B2
C: 902.717.4690 T: 902.468.2315
F: 902.832.4304
Remo.Zaccagna@emci.ca



Subject: Kings County Regional Emergency Management Organization (Kings REMO)

Background: The four (4) municipalities of Kings County, which includes the Municipality of Kings and the Towns of Berwick, Kentville and Wolfville, undertook a two-year trial of the Kings County Regional Emergency Management Organization (Kings REMO) as of April 1, 2018. The adoption of Kings REMO across all four Kings County municipalities is recommended as of April 1, 2020.

Kings REMO adoption timeline:

Date	Issue
2018-04-01	Kings REMO adopted by Kings County Municipalities under an Inter-Municipal Services Agreement (IMSA), dated 2018-01-16
2018-04-01	Regional Emergency Management Coordinator appointed for a two-year term trial period
2019-08-08	Retention of Kings REMO supported by CAOs
2019-09	CAOs – Mayors meeting to discuss retention of Kings REMO
2019-09-19	Retention of Kings REMO discussed at the September 19, 2019 meeting of the Regional Emergency Management Planning Committee (REMPC)
2019-10-21	Retention of REMO put forward for discussion/approval at the October 21, 2019 meeting of the Regional Emergency Management Advisory Committee (REMAC) <ul style="list-style-type: none"> • Kings REMO Agreement; • Draft letter to Minister Municipal Affairs & Housing for Kings REMO to be considered as one unit under the NS Emergency Management Act, Section 9(b); • Draft Regional Emergency Management Bylaw, to replace following Municipal Bylaws: <ul style="list-style-type: none"> ○ Municipality of Kings Bylaw 61 and Bylaw 89 ○ Town of Berwick EM Bylaw ○ Town of Kentville Bylaw 67 (REMO) and Bylaw 73 (EMO) ○ Town of Wolfville Bylaw 57 (EM) and Bylaw 86 (REMO)
2020-01-20	Regional Emergency Management Advisory Committee meeting: <ul style="list-style-type: none"> • Kings REMO Annual Workplan (2020/2021)
2020-04-01	Kings County Regional Emergency Management Organization (Kings REMO) adopted and current Regional Emergency Management Coordinator (REMC) retained

From: Information Privacy Commissioner for Nova Scotia [<mailto:oipcns@novascotia.ca>]
Sent: Tuesday, July 2, 2019 12:07 PM
To: Mark Phillips <mphillips@kentville.ca>
Subject: Right to Know Week in Nova Scotia



Dear Mr. Phillips:

RE: Right to Know Week in Nova Scotia

I am very pleased to take this opportunity to once again encourage your participation in Right to Know Week.

September 28, 2019 is **International Right to Know Day**. In Canada, the week of September 23 to September 29 has been designated as “Right to Know Week.” There will be various activities in most provinces/territories and at the national level during this week.

This year we are asking for your support in two ways. First, we invite your municipality to proclaim September 23 to September 29 Right to Know Week in your municipality. I have included further information about proclamations and a template proclamation for your consideration.

Second, we ask that you publicize Right to Know Week events nearest your municipality. Our office is currently creating a plan for this year’s Right to Know Week celebration, and we may schedule an event in your area. If so, we will contact you to provide further details about the event and ask that you help to spread the word.

Thank you for your participation in Right to Know Week. If you require further information, please contact Julie Young, Executive Assistant, OIPC at 902-424-4684, or julie.young@novascotia.ca.

I invite you to feel free to contact my office you have any questions or concerns relating to your administration of your access responsibilities under *Part XX* of the *Municipal Government Act*.

Information about proclamations:

To enhance public awareness, we invite your municipality to proclaim September 23 to September 29, 2019 “Right to Know Week” in your municipality. A proclamation would serve as an official endorsement demonstrating your commitment to openness, transparency and accountability, greatly increasing the number of citizens who will become aware of their right to access information.

The purpose of Right to Know Week is to celebrate the right of all Canadians, and in our case specifically Nova Scotians, to access information in the custody or under the control of public bodies, municipalities, and health custodians as guaranteed by access to information legislation. Such legislation entrenches the accountability of governments by ensuring they operate with transparency and openness.

As the Nova Scotia's Information and Privacy Commissioner, I am participating in this Canada-wide effort along with my other Canadian Commissioner colleagues to raise awareness of the right to access information and its value, with a local focus on what it means to those living and working in Nova Scotia.

In 2018, the OIPC sent invitations to the Province of Nova Scotia and all municipalities inviting them to proclaim Right to Know Week. The following proclaimed or passed a motion/resolution for Right to Know Week in Nova Scotia:

- Province of Nova Scotia
- Halifax Regional Municipality
- Municipality of Richmond County
- Municipality of the County of Annapolis
- Municipality of the County of Cumberland
- Municipality of the County of Kings
- Municipality of the District of Lunenburg
- Municipality of the County of Pictou
- Town of Antigonish
- Town of Bridgewater
- Town of Middleton
- Town of Port Hawkesbury
- Town of Shelburne
- Town of Westville
- Town of Wolfville
- Village of Baddeck

A copy of the proposed wording for the proclamation is attached. It has been formatted in such a way as to make it easy for you to complete. As soon as your municipality has passed a motion to sign the proclamation please provide the OIPC with a signed and sealed copy of the proclamation, which will be posted on the Right to Know Week webpage of our website <https://oipc.novascotia.ca>. We also may Tweet about it on our Twitter page, [@NSInfoPrivacy](#). We invite you to retain an original signed copy of the Right to Know Proclamation and post it in a prominent location in your municipality.

Yours truly,



Catherine Tully

Information and Privacy Commissioner for Nova Scotia

Sent on behalf of Catherine Tully by:

Julie Young

Executive Assistant to the Commissioner



Office of the Information and Privacy Commissioner for Nova Scotia

Telephone: 902.424.4684; Toll free within NS: 1.866.243.1564

TDD: 1.800.855.0511; Fax: 1.902.424.8303

<https://oipc.novascotia.ca>

Follow us on Twitter @NSInfoPrivacy

Notice: This email may contain confidential information and is intended only for the individual named. If you have received this email by mistake, please notify me by email or by calling 1-902-424-4684 immediately and delete it from your system. Do not copy or distribute it.

TO: Chief Administrative Officer, Mark Phillips

SUBMITTED BY: Jennifer West, Executive Assistant

DATE: September 9, 2019

SUBJECT: Appointment of Chief Administrative Officer

ORIGIN

On July 29, 2019, Council formally accepted the letter of resignation of Mark Phillips, Chief Administrative Officer. This resignation is effective on September 9, 2019.

BACKGROUND

As per Section 374 (3) of the Municipal Government Act, this resignation must be followed by the appointment of a new CAO or acting CAO.

DISCUSSION

In accordance with the MGA and the Town of Kentville Bylaw Chapter 49, the Town and its operations are conducted through the Chief Administrative Officer. Due to Mark Phillip's resignation, this authority must be delegated.

POLICY IMPLICATIONS

None.

BUDGET IMPLICATION

As per Town of Kentville, acting pay will be awarded to the Acting CAO.

REFERENCES

Bylaw Chapter 49, Chief Administrative Officer
Municipal Government Act, sections 28-31, and 374 (3)

RECOMMENDATION

That Council appoint Debra Crowell, Director of Finance, as the Acting Chief Administrative Officer commencing September 9, 2019.

TO: Chief Administrative Officer, Mark Phillips

SUBMITTED BY: Jennifer West, Executive Assistant

DATE: September 9, 2019

SUBJECT: Appointment of Traffic Authority

ORIGIN

On July 29, 2019, Council formally accepted the letter of resignation of Mark Phillips, Chief Administrative Officer. This resignation is effective on September 9, 2019.

BACKGROUND

As per Section 311 of the Municipal Government Act, Council may appoint a Traffic Authority for part or all of the Town.

DISCUSSION

In accordance with the MGA and the Town of Kentville Policy Statement G65 Appointment of Traffic Authority, this authority must be delegated.

POLICY IMPLICATIONS

None.

BUDGET IMPLICATION

None.

REFERENCES

Policy Statement G57 Appointment of Traffic Authority
Municipal Government Act, sections 311

RECOMMENDATION

That Council appoint Richard Boyd, Public Works Superintendent, as the Traffic Authority for the Town of Kentville effective September 9, 2019, and that Policy Statement G57 Appointment of Traffic Authority be amended.



TO: Council Advisory Committee

SUBMITTED BY: Mark Phillips, Chief Administrative Officer

DATE: September 9th, 2019

SUBJECT: Kings Regional Emergency Management Organization (REMO)
Heat Advisory and Response System (HARS)

Hurricane Preparedness and Response Plan (HPRP)

BACKGROUND

The Kings County Regional Emergency Management Organization has developed Draft Emergency Management Support Plans – Heat Advisory and Response System (HARS) and Hurricane Preparedness and Response Plan (HPRP) for all partner municipal units. The plans are being presented to each municipal council for review and approval and will result in a unified Heat Response and Hurricane Plan in the Kings region.

2019-09-03	Wolfville Committee of the Whole
2019-09-09	Kentville Council Advisory Committee
2019-09-17	Municipality of Kings Committee of the Whole
2019-09-17	Wolfville Council for approval
2019-09-24	Berwick Committee of the Whole
2019-09-30	Kentville Council for approval
2019-10-01	Municipality of Kings Council for approval
2019-10-08	Berwick Council for approval

DISCUSSION

n/a

POLICY IMPLICATIONS

([Kings Regional Emergency Management Plan](#), dated September 2018)

BUDGET IMPLICATIONS

n/a

ATTACHMENTS

- Draft Kings REMO Heat Advisory and Response System, dated June 2019
- Draft Kings REMO Flood Preparedness and Response Plan, dated June 2019

RECOMMENDATION

That council approve the attached Regional Emergency Management Support Plans – Heat Advisory and Response System and Hurricane Preparedness and Response Plan, dated June 2019 – from the Kings Regional Emergency Management Organization.



Kings County, NS Hurricane Preparedness & Response Plan (HPRP)

June 2019



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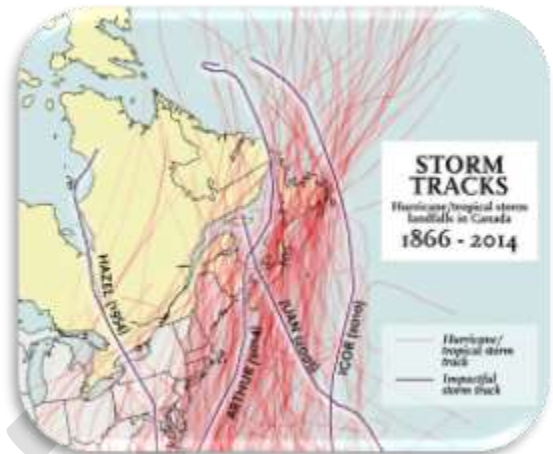
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FOREWORD

The development of a Kings County Regional Hurricane Preparedness and Response Plan (HPRP) is paramount to public safety in the case of natural disaster threats. The Kings County Regional Hurricane Preparedness and Response Plan was prepared in consultation with County and Municipal stakeholders responsible for everyday management throughout Kings County. It serves as Kings County's Emergency Hurricane Plan to coordinate an integrated approach to Hurricane response.



As a Support Plan to the [Kings REMO Regional Emergency Management Plan \(REMP\)](#), the Kings County Regional Hurricane Preparedness and Response Plan is augmented by the Regional Emergency Evacuation Plan (REEP), the Flood Preparedness and Response Plan (FPRP) the Emergency Coordination Centre (ECC) Operational Guidelines and Evacuation Guidelines in order to provide the level of detail required for a comprehensive emergency response to a hurricane event.

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

Peter Muttart
Mayor

[Municipality of the County of Kings](#)

Don Clarke
Mayor

[Town of Berwick](#)

Sandra Snow
Mayor

[Town of Kentville](#)

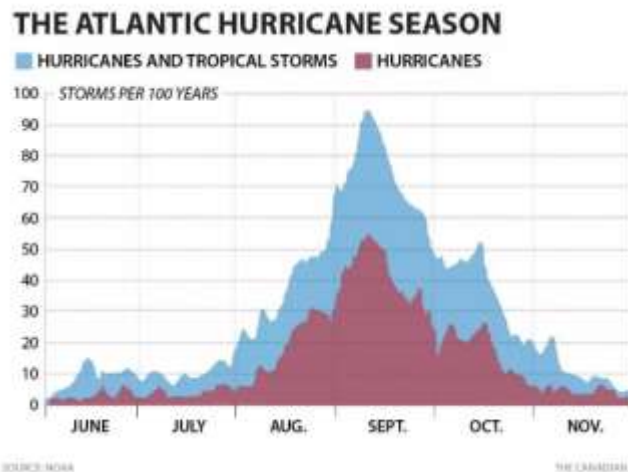
Jeff Cantwell
Mayor

[Town of Wolfville](#)

1.0 INTRODUCTION

1.1 Background

Hurricane season in Nova Scotia runs from June through November, but the risk of hurricanes in Nova Scotia is highest during the months of September and October. While Canadian cities and towns aren't hit as hard as places in the United States, hurricanes and tropical storms can have a significant impact on the country, especially on the east coast.



This Regional Hurricane Preparedness and Response Plan is only one part of preparedness efforts that include training, exercises and the debriefing of actual events. As Kings County evolves, so will the Hurricane Plan, which will be regularly reviewed and adapted. Due to the nature of major emergencies, there may be a need to adapt the plan during a Hurricane. Therefore, the following plan should not be seen as a final, rigid solution, but rather the foundation for continuous planning efforts.

1.2 Authorities

The authority for an evacuation as a response to a hurricane is afforded by the [Nova Scotia Municipal Government Act](#) and the [Emergency Management Act](#).

The legal authority for local authorities to order an evacuation rests within the [Nova Scotia Emergency Management Act](#) (1990) Section 14(f) – Protection of property and health or safety

Protection of property and health or safety – Section 14

Upon a state of local emergency being declared in respect to a municipality or an area thereof, the mayor may, during the state of local emergency, in respect of such municipality or an area thereof, do everything necessary for the protection of property and the health and safety of persons therein may:

- a. Cause an emergency management plan or any part thereof to be implemented;
- b. Acquire or utilize or cause the acquisition or utilization of personal property by confiscation or any means considered necessary;
- c. Authorize or require a qualified person to render aid of such type as that person may be qualified to provide;
- d. Control or prohibit travel to or from an area or on a road, street or highway;
- e. Provide for the maintenance and restoration of essential facilities, the distribution of essential supplies and the maintenance and coordination of emergency medical, social and other essential services;

- f. Cause or order the evacuation of persons and the removal of livestock and personal property threatened by an emergency and make arrangements for the adequate care and protection thereof;
- g. Authorize the entry by a person into any building or upon land without warrant;
- h. Cause or order the demolition or removal of any thing where the demolition or removal is necessary or advisable for the purpose of reaching the scene of an emergency, or attempting to forestall its occurrence or of combating its progress;
- i. Order the assistance of persons needed to carry out the provisions mentioned in this Section;
- j. regulate the distribution and availability of essential goods, services and resources;
- k. authorize and make emergency payments;
- l. assess damage to any works, property or undertaking and the costs to repair, replace or restore the same;
- m. assess damage to the environment and the costs and methods to eliminate or alleviate the damage

1.3 References

- [Nova Scotia Emergency Management Act](#)
- [Kings REMO Regional Emergency Management Plan \(REMP\), 2018-09](#)
- Kings REMO Regional Emergency Evacuation Plan (REEP), 2018-12
- Kings REMO Flood Preparedness and Response Plan (FPRP), 2019-03
- Kings REMO Evacuation Operational Guidelines, 2018-05-01
- Kings REMO Emergency Coordination Centre Operational Guidelines, 2018-05-01
- [Kings REMO Policy – Comfort Centres/Emergency Shelters](#)

1.4 Purpose

The purpose of this Emergency Management Support Plan is to provide Kings County municipal employees with information and guidelines that may be required in the event of a tropical storm or hurricane. In order to meet the basic requirements for the warning, evacuation, and sheltering of residents throughout Kings County, it is crucial to have a coordinated effort among provincial, county, and municipal governments for preparation and response.

This Emergency Management support plan outlines the basic responsibilities, resources, and actions necessary for responding to tropical storm events that may impact Kings County.



1.5 Aim and Scope

- The information in this Plan is to be used to prevent loss of life from the hazards of hurricanes and severe tropical storms that may impact Kings County.
- The basic responsibilities, resources, and actions necessary for responding to storm events are outlined in this plan.
- The information in this plan is specific to hurricane and tropical storm response efforts and is not intended as a complete comprehensive all-hazards emergency plan.

If the need to evacuate and relocate residents of the affected area(s) is apparent, the provisions of the Regional Emergency Evacuation Plan (REEP) shall be implemented. In such events, the Municipality shall discuss the need to declare a State of Local Emergency (SOLE), [Annex A](#), if a mandatory evacuation is needed. If there is a fire or the possibility of fire, the Fire Chief has the authority to declare the mandatory evacuation at the current time there is no advantage to declaring a SOLE.



DRAFT

2.0 CONCEPT OF OPERATIONS (CONOPS)

Emergency response efforts during a hurricane will require coordination of all Municipal Governments within Kings County as well as additional support agencies. The prime requirement for effective communication is the Emergency Coordination Centre (ECC) where authorities can coordinate emergency operations, assistance and resources.



Most emergency incidents require the use of a graduated response based on the extent, size, duration and/or complexity of the event. Initially, at the onset of an emergency, a single or dual response from municipal departments (i.e., Police and Fire) may be sufficient to handle the incident. If the emergency escalates beyond the capability of a single or dual response, additional measures will be implemented as needed. The Kings County Emergency Coordination Centre provides resource-coordination across the County and maintains Situational Awareness through a Current Operating Picture (COP).

2.1 Planning Assumptions

The Hurricane Preparedness and Response Plan assumes the following:

- Hurricanes have the potential to cause catastrophic damage, mass casualties, mass fatalities, critical infrastructure disruptions and inundation of communities throughout the province of Nova Scotia.
- Hurricanes have the potential to quickly overwhelm Kings REMO and rapidly deplete and damage provincial resources.
- When provincial resources are depleted, assistance may be sought from the federal government.
- Flooding and loss of power from a hurricane can cause critical public works infrastructure components to be out of service for days or weeks. These include NS Power/Berwick Electric, water, wastewater, storm water drainage, roads and bridges. Disruption of these services impacts the ability of key businesses to reopen and citizens to return.
- There may be widespread and extensive power outages across Kings County due to high winds knocking down power lines. Due to the extent of power outages, some areas may not have electricity for days to weeks.
- Hurricanes have the potential to hinder the delivery of key emergency services such as firefighting, Emergency Health Services and law enforcement.
- Effective prevention and preparedness operations, early warning and evacuation, and well-trained and equipped response forces may reduce the number of casualties caused by a hurricane

2.3 Plan Activation

This plan may be activated in whole or in part, as required, by the Kings REMO Emergency Coordination Centre Management Team (ECCMT), with or without the formal declaration of a state of local emergency.

Upon activation, all participating agencies will respond in accordance with the procedures described within this plan and in accordance with their agency operating procedures.

2.3 Hurricane Information

2.3.1 Hurricane Development

A tropical cyclone is the technical term for what many people refer to as a hurricane. It is described as a rotating, organized system of clouds and thunderstorms characterized by a low-pressure centre, strong winds, and a spiral of thunderstorms that produce heavy rain. Tropical cyclones rotate counterclockwise in the Northern hemisphere. Tropical cyclones are classified as follows:

- **Tropical Depression.** A tropical cyclone with maximum sustained winds of less than 63 km/h
- **Tropical Storm.** A tropical cyclone with maximum sustained winds between 63 and 118 km/h
- **Hurricane.** When sustained winds in a tropical cyclone reach or exceed 119 km/h, it is called a hurricane. Hurricanes are further designated by categories on the Saffir-Simpson scale.
- **Major Hurricane.** A tropical cyclone with maximum sustained winds of 178 km/h or higher, corresponding to a Category 3, 4 or 5 on the [Saffir-Simpson Hurricane Wind Scale](#).

The figure below shows the composition of a hurricane. The hurricane's eyewall, surrounding the relatively calm eye, is composed of dense clouds that contain the highest winds in the cyclone. The storm's outer rain bands are made up of dense thunderstorms. Due to the counter-clockwise motion of the cyclone, the right-front quadrant is usually the most dangerous part of hurricanes and tropical storms with regard to storm surge, and winds.

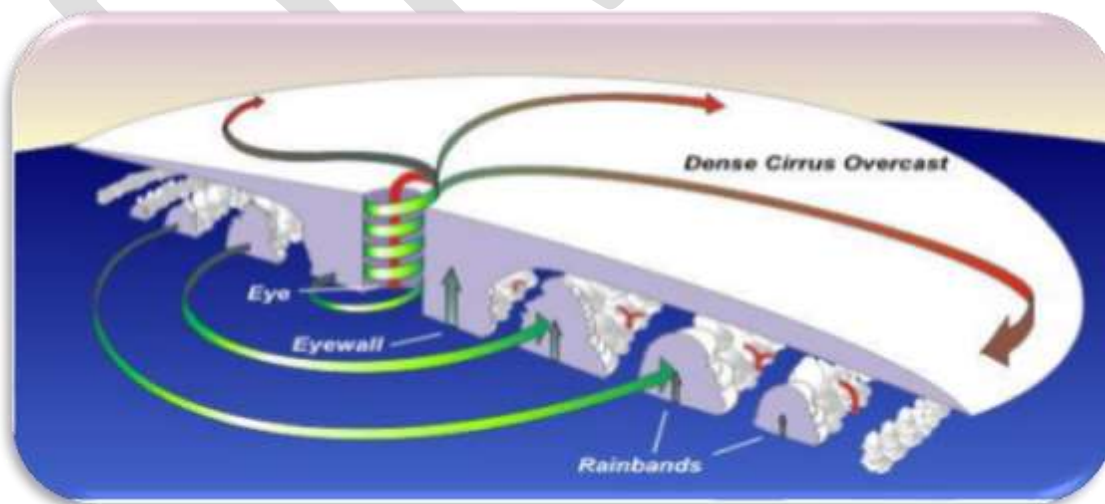


Figure 1: This image shows the composition of a hurricane including the eye, eyewall, rainbands and dense cirrus overcast

2.3.2 Hurricane Types

The evacuation and sheltering of hurricane vulnerable residents and medical facilities in Kings County are planned in response to any of the three major types of hurricanes:

- **Landfalling:** A hurricane characterized by the track of its eye crossing from water to land and continuing inland, as in Hurricane Juan in 2003
- **Paralleling:** A hurricane characterized by the track of its eye approaching but not crossing the coastline, often moving parallel along the shore, yet still producing significant hurricane hazards.
- **Exiting:** A hurricane characterized by its return to open water after traversing a significant land mass.



2.3.3 Hurricane Hazards

- **Storm Surge.** Storm surge has the potential to cause the largest loss of life in hurricanes. Water, not wind may account for the highest number of all tropical cyclone deaths. Storm surge is dangerous because a mere 15cm of fast-moving flood water can knock over an adult. It takes only 60cm of rushing water to carry away most vehicles-including large pickup trucks and SUVs
- **High Winds.** High winds will render segments of the population vulnerable to the passing hurricane. This hazard applies to residents of structures unable to withstand the stress of hurricane-force winds, measured at a sustained velocity exceeding 119 km/h
- **Rainfall.** Since the structure of every hurricane is unique, there is no way to determine the rate and distribution of the expected 15cm to 30cm of rainfall generally accompanying a storm. However, it is known that the rainfall has only minor influence on the storm surge water levels. Rainfall in itself will not normally require the emergency evacuation of large numbers of residents during the passage of a hurricane as does the storm surge, but it may cause the slowing of traffic or the severing of evacuation routes, adding critical hours to overall evacuation time.



2.3.4 Hurricane Categories and Damage Potential

The five categories of hurricanes and the resulting damage potential are:

Category 1 – Sustained winds 119 – 153 km/h

- Some damage to shrubs, trees and foliage
- Some damage is likely to poorly constructed signs.
- Some damage to unanchored mobile homes
- Loose outdoor items will become projectiles, causing additional damage.
- Persons struck by windborne debris risk injury and possible death.
- Many areas will experience power outages with some downed power poles.
- Expected storm surge levels from 4-8 feet above tide level.
- Flooding on low-lying coastal roads and barrier islands

1 Winds of 119 to 153 kph

Dangerous:
Damage to poorly constructed homes, tree branches, power lines



Category 2 – Sustained winds 154 – 177 km/h

- Some damage to shrubs, foliage and trees
- Major damage to exposed mobile homes
- Extensive damage to poorly constructed signs
- Some damage to roofing, windows and doors
- Extensive damage to power lines and poles with widespread power outages
- Considerable damage to piers and unprotected small craft
- Storm surge 8-10 feet above normal
- Flooding on low-lying coastal roads and barrier islands

2 154 - 177 kph

Very dangerous:
Damage to roofs, windows, walls. Shallow-rooted trees blown down. Severe power outages



Category 3 – Sustained winds 178 – 208 km/h

- Many trees will be snapped or uprooted and block numerous roads.
- Some structural damage to houses and buildings.
- Mobile homes and poorly constructed signs are destroyed.
- Persons struck by windborne debris risk injury and possible death.
- Near total power loss is expected with outages for several days to weeks.
- Expected storm surge levels 14-19 feet above normal
- Serious flooding along the coast and barrier islands
- Larger structures damaged by flooding and floating debris

3 178 - 208 kph

Devastating:
Damage to building structures. Many trees uprooted. Flooding near coast. Power and water shortages



Category 4 – Sustained winds 209 – 251 km/h

- Shrubs and trees blown down.
- All signs blown down.
- Extensive damage to roofing materials, windows and doors.
- Complete destruction of mobile homes
- Electricity will be unavailable for weeks after the hurricane passes.
- Storm surge of 19-26 feet above normal
- Major damage to lower floors of structures near the coast



Category 5 – Sustained winds greater than 252 km/h

- Complete roof failure on many buildings
- Small buildings blown over or blown away.
- All signs blown down.
- Complete destruction of mobile homes
- Severe and extensive window and door damage will occur.
- Nearly all trees will be snapped or uprooted, and power poles downed.
- Power outages will last for weeks to possibly months.
- Major damage to lower floors of all structures less than 15 feet above sea level within 500 yards of shore.
- Nearly all trees will be snapped or uprooted, and power poles downed.
- Power outages will last for weeks to possibly months.
- Major damage to lower floors of all structures less than 15 feet above sea level within 500 yards of shore.



2.4 Kings County Critical Infrastructure

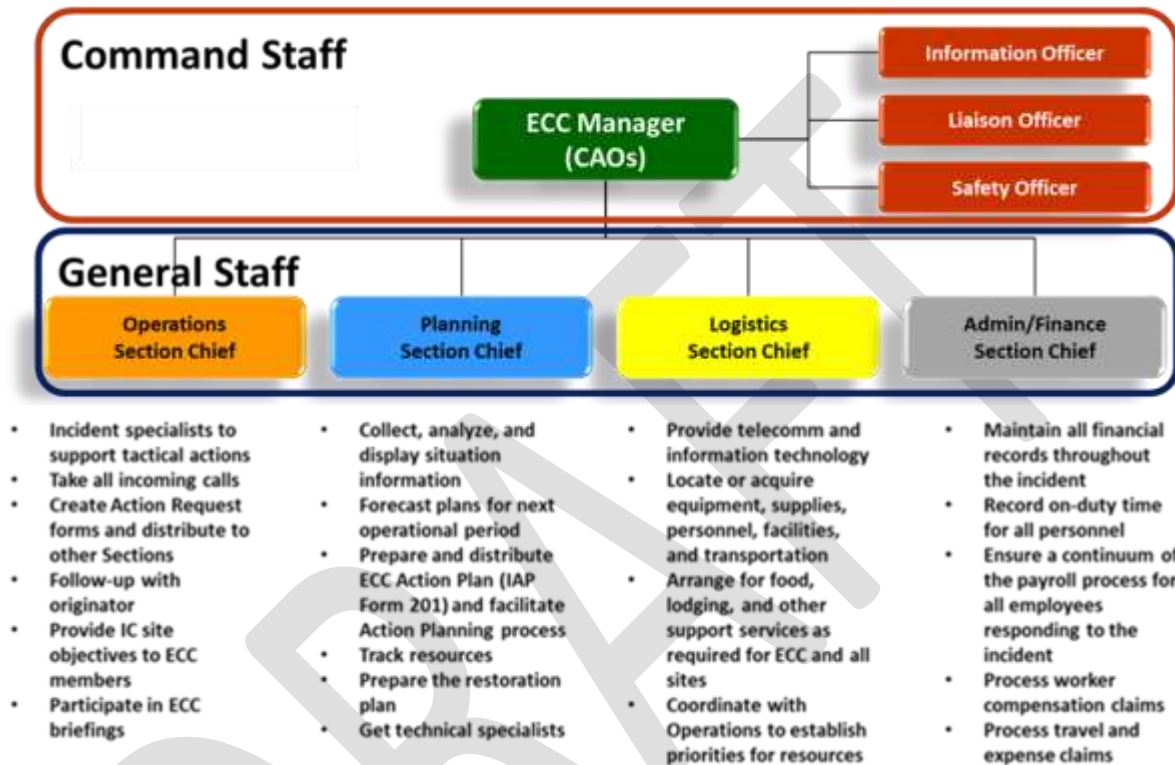
Reference: [NS Report of the Auditor General – Municipal Affairs, November 2016](#)

As outlined in the reference, the following sectors are identified as Critical Infrastructure in Kings County:

- Bridges & roadways
- Communications & Public Safety Systems
- Dykes & Dams
- IT Systems
- Electrical Grids (NS Power & Berwick Electric)
- Health Services – Hospitals & Medical Care
- Water and wastewater Treatment facilities
- Police services (Kentville Police / Kings RCMP)
- Transportation equipment

2.5 Hurricane ECC Organizational Structure

The management of an incident, no matter the type or magnitude, utilizes the principles of the Incident Command System (ICS). Based on this structure, the incident is managed by Incident Command with support provided by staffed areas of Operations, Logistics, Planning, and Administration/Finance if needed. This structure allows incident management to expand or contract along with the incident as the situation demands. As an incident grows, so does the command system.



2.6 Emergency Coordination Centre (ECC)

The ECC is a critical link for supporting emergency management functions before, during, and after an incident such as:

- Monitoring and assessing an emergency or disaster to anticipate needed response and recovery operations.
- Securing resource support for regional operations at the incident scene from other departments, the Province of NS, Federal agencies and adjacent jurisdictions.
- Making policy decisions and planning and prioritizing county-wide emergency response and disaster recovery operations.
- Coordinating, processing, and disseminating information
- Maintaining a common operating picture to ensure that all personnel have the same information.
- Coordinating and communicating with Kings County Emergency Management first responders, as well as liaising with Emergency Coordination Centres of other municipalities.

- Ensuring that appropriate documentation regarding response and recovery operations is maintained by all departments.
- Assigning a liaison, whenever needed or upon request, to emergency response or disaster recovery facilities activated by Kings County, the Province of Nova Scotia or Federal agencies for operations affecting the County.
- Directing or supporting other operations by or within the County for emergency response and recovery.
- Coordinating the County's transition from response to recovery.
- During an evacuation, the Kings County RCMP and Kentville Police Departments will maintain traffic flow within Kings County in coordination with other municipal and county agencies involved in evacuation procedures.
- The Kings County Fire Departments will proceed with Special Needs Evacuation when the evacuation order is issued, and public shelters are opened.

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2.7 Notification and Activation Timeframes – Core Emergency Response Functions

This table provides possible notification and activation timeframes for core emergency response functions. There are four timeframes:

	Advisory	Notification of a Potential Threat
	Alert	Personnel prepare for activation
	Activation	Resource begin movement to support response operations
	Onsite / Operational	Resources perform Response Function

Emergency Function	H-120	H-96 to 72	H-72 to 48	H-48 to 0	H-Hr +	R-Hr +
Emergency Management	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational
Communications	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational
Warning	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational
Public Information	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational
Resource Support	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational
Food & Water	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational
Health & Medical	Alert	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational
Transportation	Alert	Activation	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational
Evacuation	Alert	Activation	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational
Shelter / Mass Care	Alert	Activation	Onsite / Operational	Onsite / Operational	Onsite / Operational	Onsite / Operational
HAZMAT Response	Alert	Alert	Activation	Onsite / Operational	Onsite / Operational	Onsite / Operational
Animals / Agriculture	Advisory	Alert	Activation	Onsite / Operational	Onsite / Operational	Onsite / Operational
Firefighting	Advisory	Alert	Activation	Onsite / Operational	Onsite / Operational	Onsite / Operational
Search & Rescue	Advisory	Alert	Alert	Activation	Onsite / Operational	Onsite / Operational
Law Enforcement	Advisory	Alert	Alert	Activation	Onsite / Operational	Onsite / Operational
Energy	Advisory	Advisory	Alert	Activation	Onsite / Operational	Onsite / Operational
Public Works / Engineering	Advisory	Advisory	Alert	Activation	Onsite / Operational	Onsite / Operational
Volunteer / Donations Management	Advisory	Advisory	Alert	Activation	Onsite / Operational	Onsite / Operational
Recovery	Advisory	Advisory	Alert	Activation	Onsite / Operational	Onsite / Operational

Important: The amount of warning time prior to the onset of hurricane hazards can vary greatly depending on the storm. While some hurricanes may afford an H - 120, or five-day, warning, other tropical cyclones may arise with little notice and require immediate activation. Timelines in this plan are meant to provide a frame of reference only. The timing of response decisions varies, depending on storm forecasts and effects.

Key to Hurricane Response Timeframes

H = number of hours before (-) or after (+) the onset of hurricane hazards.

R = number of hours before (-) or after (+) post-landfall operations resume.

- H-120 Monitor
- H-48 to 0 Pre-Incident
- H-96 to 72 Elevated Threat
- H+0 to TBD Post-Incident
- H-72 to 48 Credible Threat
- R+0 to TBD Recovery

2.8 Notification and Warning

Early warning to members of the public, the private sector and other critical partners saves lives and minimizes potential damage from hurricanes.

2.6.1 General

There are three essential ingredients in the mitigation of the potential for large scale loss of life in hurricane events:

- Ensure the official evacuation order is issued in sufficient time to allow for safe evacuation from hurricane-vulnerable areas prior to arrival of tropical storm forces winds (39mph)
- Ensure the evacuation order and other emergency information is disseminated to the appropriate response agencies and the general public
- Residents in mandatory evacuation areas must heed the evacuation order

2.6.2 Warning Systems

The existing warning system is composed of several key entities throughout National, Provincial, and Regional levels. Each entity plays an important role in gathering, interpreting and disseminating hazard data on the approaching hurricane so an adequate warning is issued. A potential evacuation in the Kings County area would involve the following key entities in the warning process:

- Environment and Climate Change Canada
- Nova Scotia Emergency Management Office (NS EMO)
- Kings County Regional Emergency Management Organization (Kings REMO)
- Kings REMO Emergency Email Notification System
- Public Media (TV/Radio)
- Municipal websites ([Municipality of Kings](#), Towns of [Berwick](#), [Kentville](#), [Wolfville](#))
- Social Media (Facebook, Twitter, etc.)
- Kings County RCMP and Kentville Police

2.8.2 Watches and Warnings

Hurricane Watch

- When, within the following 36 hours, a hurricane or a developing hurricane is expected to pose a possible threat, with the risk of hurricane force winds (average sustained winds of 118 km/h or higher) threatening the area.



Action: Plans reviewed, and preparations made for evacuation

Hurricane Warning

- When hurricane-force gales (average sustained winds of 119 km/h or higher) caused by a hurricane, or a strong tropical storm that may strengthen to hurricane force before making landfall, are expected to occur in 24 hours or less. It may also include areas where storm surge or exceptionally high waves are expected, even though winds may be less than hurricane force.

Action: Storm preparations completed, and evacuation conducted of threatened areas

Rainfall Warning

- When 25 mm or more of rain is expected within one hour.



Storm Surge

- Issued for abnormally high-water levels and high waves (storm surge or storm tide) caused by storms, which have the potential to cause coastal flooding. This usually occurs when astronomical tides are at their maximum.

Tropical Storm Watch

- When, within the following 36 hours, a tropical storm or a developing tropical storm is expected to pose a possible threat, with the risk of tropical-storm force winds (average sustained winds of 63-117 km/h) threatening the area. This watch could be issued for:
 - A tropical storm; or
 - A hurricane that might approach an area but be far enough away that it is expected to bring gales that are less than hurricane force (118 km/h or higher).

Tropical Storm Warning

- When coastal and/or coastal winds of 63 to 117 km/h caused by a tropical cyclone are expected to occur.

Wind Warning

- 90 km/h or more sustained wind; and/or Gusts to 110 km/h or more.



2.9 Evacuation

Reference: Kings REMO Regional Emergency Evacuation Plan, 2018-12

The concept of evacuation in Kings County is designed to prevent loss of life from the hazards of “worst probable” hurricanes. This would be accomplished through the mass evacuation of citizens and medical facilities from vulnerable areas into safe areas and shelters, based on the following factors:

- the identification of five levels of evacuation for future probable hurricane threats

- the identification of elderly, disabled and handicapped “special Needs” individuals requiring assistance during any evacuation
- the determination of evacuation time based on the specific hurricane threat
- the designation of evacuation routes
- the establishment of a traffic control system
- the designation of evacuation shelter for the general population, medical facilities (hospitals and nursing homes), and person with “special needs”
- the assignment of public emergency transportation resources for evacuation of the elderly, handicapped and medical facilities.

The implementation of hurricane evacuation procedures will be based on the understanding that there is no necessity for total evacuation of Kings County even in the “worst probable” hurricane situation. Large areas of Kings County will remain above water and sound structures in those areas will provide shelter for residents and evacuees.

2.10 Recovery

The ability to recover from the physical damage, injury, economic impairment and human suffering resulting from a disaster is a critical element of any emergency program. It is essential to recognize that successful recovery planning and activities depend on the rapid start-up of a recovery plan and must begin during the emergency response phase.

Through the implementation of a municipal disaster recovery strategy, Kings County Municipalities will work with their Departments, partner agencies, and volunteer resources to restore critical infrastructure (both public and private), systematically clean up affected areas, and return the community to a state of normalcy.

To some extent, hurricanes can be tracked, planned for, stocked up for and braced for. But unfortunately, no matter how prepared Kings County may be, a relentless storm system can overtake everything in its path. If Kings County has been affected by a hurricane, the aftermath of clean up and transitioning into a 'new normal' can be the hardest part.

The prioritization of restoration and clean up efforts will be determined by the Kings REMO ECC Management Team based on a number of influencing factors, with the primary focus being on the protection of public safety. Recovery activities take place after a hurricane and include actions to return to normal or an even safer situation following an emergency situation. These activities could include:

- **Response to a Power Outage** – During a power outage, several issues may arise. Depending on the time of year, extreme temperatures could impact residents of Kings County and actions outlined in the Kings REMO Heat Advisory and Response System (HARS) may need to be implemented. Food and water safety, as well as safe generator use, will be important to consider in recovery efforts.

- **Returning to Affected Areas** – Children should be the last to return to evacuated area or when disaster clean-up is needed.
- **Prevention of Infectious Diseases** – Flooding can increase the transmission of many communicable diseases. Preventative measures should be taken, including enforcing the importance of hand-hygiene when running water is available.



3.0 RESPONSIBILITIES

3.1 Federal

The [Canadian Hurricane Centre](#) (CHC) provides Canadians with meteorological information on tropical cyclones that helps them make informed decisions to protect their safety and secure their property.



The primary responsibility of the CHC is to provide forecasts and warnings on tropical cyclones that threaten Canada or Canadian waters within the next 72 hours by doing the following tasks:

- Preparing and issuing Canadian tropical cyclone information statements to provide general information and guidance to all Canadians and technical information for the meteorological community
- Preparing and issuing hurricane and tropical storm watches and warnings for all coastal and inland regions that are threatened within specified lead times
- Preparing and issuing tropical cyclone track maps to provide a graphical overview of all tropical cyclones in the North Atlantic
- Preparing other tropical cyclone-related products, as required, to satisfy the needs of Environment Canada or its clients
- Providing media interviews on meteorological matters relating to tropical cyclones

3.2 Provincial

Several Nova Scotia government departments and agencies are engaged in hurricane related activities, including:

3.2.1 Nova Scotia Department of Agriculture (NSDA)

- The [NSDA](#) Land Protection Section is responsible for the management and maintenance of 240 kilometers of tidal dykes (including 260 aboiteau structures) along the Bay of Fundy for the purpose of protecting 17,400 hectares of agricultural land (marshbodies) from sea water incursions.
- Department of Agriculture will assess impact on food, agriculture, agribusiness, animals and other areas regulated by NSDA.

3.2.2 Nova Scotia Emergency Management Office (NS EMO)(DMA)

- [NS EMO](#) takes an “all-hazards” approach to emergency management that recognizes that mitigation, preparedness, response and recovery can be used to address the impact of disasters.
- [NS EMO](#) regional staff (Emergency Management Planning Officers - EMPO’s) work with municipal emergency management coordinators to ensure there are emergency management plans in place for each municipality in Nova Scotia.
- Municipal planning and local knowledge are represented in the development of emergency management plans.

- The [MCCAP](#) process requires municipal emergency management coordinators to work with EMPOs in the development of their respective climate change action plans.

3.2.3 Nova Scotia Department of Transportation and Infrastructure Renewal (NS TIR)

- [NS TIR](#) is responsible for delivering quality public infrastructure for Nova Scotia and deal with approximately 23,000 km of roads, 4,100 bridges, 7 ferries, and 2,400 buildings.
- [NS TIR](#) designs, constructs and operates this infrastructure in accordance with nationally and internationally recognized standards.
- [NS TIR](#) consults with communities on infrastructure developments. Often this infrastructure is developed or renewed in partnership with the Federal or municipal governments.

3.2.4 Nova Scotia Environment (NSE)

- [NSE](#) is the lead provincial department partnering with Environment Canada on maintaining and monitoring 28 real-time hydrometric monitoring stations. This information is critical for monitoring rising water in real-time during extreme weather events where flooding is a high-risk.
- [NSE's](#) Water for Life: Water Resource Management Strategy sets climate change impact studies as a priority action for the department. Flood risk studies will be a key component of studying climate change impacts to the province.
- The Climate Change Unit provides information and guidance on climatic factors relevant to flooding, such as historic data and future projections of sea levels, storms and rainfall amounts and intensity.
- The Climate Change Unit has funded and coordinated several community climate change assessments through the Atlantic Climate Adaptation Solutions program, which include aspects of coastal and inland flood mapping and risk in six pilot areas (13 municipalities) in Nova Scotia.
- [NSE](#) regulates 114 activities in the province by developing, implementing and monitoring standards and conditions of approval. Many of these have some relevance to flood management.

3.3 Regional – Kings REMO

3.3.1 Prevention and Mitigation

Kings REMO is responsible for developing and implementing mitigation strategies to prevent or lessen the occurrences and/or severity of hurricanes.

These strategies include:

- Working to map the flood areas and the impact on [critical infrastructure](#).
- Developing and circulating public education material concerning hurricane awareness and preparedness.

3.3.2 Response / Recovery Responsibilities

All Kings County Emergency Management agencies and organizations that support hurricane response are responsible for the tasks listed below.

3.3.3 Regional Emergency Management Coordinator (REMC)

- Develop and maintain contact lists and notification procedures
- Coordinate hurricane specific education materials for distribution to residents and business owners
- Coordinate activation of the Kings REMO Emergency Coordination Centre (ECC)

3.3.4 Site Operations (Incident Commanders)

The Incident Commanders (ICs) assume responsibility for the overall coordination of all operations at the emergency site and is the point of contact between the ECC Management Team and site operations.

The Incident Commander is responsible for:

- Identifying the risk areas.
- Prioritizing response activities.
- Evaluating and identifying equipment and resources needed

3.3.5 Fire Services

- Rescue / evacuate any persons in danger with minimum delay and provide first aid as necessary.
- Assist Police Services with evacuations in the affected areas as required.
- Control fires, released chemicals and other hazards.

3.3.6 Kings RCMP/Kentville Police

- Evacuate the affected areas as required.
- Perform traffic and crowd control operations.
- Disperse people not directly connected with the operations who, by their presence, are considered to be in danger, or whose presence hinders in any way the efficient functioning of operations.
- Secure the affected areas (based on need and availability of staff).
- Provide community security to prevent against looting and other unruly activities.
- Identify and establish detour routes due to high water and maintain proper traffic flow patterns as deemed appropriate.

3.3.7 Canadian Red Cross

- Provide staffing support to the Kings County Emergency Coordination Centre (ECC).
- Provide relief operations management.
- Conduct shelter and mass care operations.
- Assist in locating a source to procure, transport, store, prepare and distribute emergency food, water and ice supplies.
- Position resources to distribute mass care supplies.
- Provide volunteer support for mass care.
- Provide blood services.
- Provide first aid at feeding sites and shelters.

3.3.8 Infrastructure Services – Water / Wastewater

- Implement actions to protect water and sewer systems and identify threats to drinking water.
- Work with ECC Information Officer to advise the public of protective actions that may be required in the event of damage or concerns related to the sewer systems and/or drinking water sources.
- Request the disconnection or discontinuance of any service that may constitute a public hazard.
- In the event a flood emergency results in the release of untreated or partially treated sewage into lakes and rivers, implement internal procedures and notify the Ministry of the Environment, and the Department of Fisheries and Oceans Canada.

3.3.9 NS TIR & Engineering Departments

- Clear roadways and highways of debris.
- Install hurricane evacuation route signage along highways that are designated as hurricane evacuation routes.
- Perform emergency highway repairs to allow evacuation routes to remain open as long as weather conditions permit.
- Free obstructions to storm and wastewater drainage.
- Keep evacuation routes open for as long as prudent to ensure evacuees can exit the evacuation zones safely.
- Install temporary barricades, traffic cones and other traffic control devices to assist law enforcement in effective evacuation traffic management.

3.3.10 Infrastructure Services – Transit

- Provide transportation for residents and emergency responders as required.

3.3.11 Community Development – Social Services

- Provide assistance to residents displaced by flooding as required.
- Coordinate Emergency Shelter operations.

3.3.12 Utilities (NS Power, Berwick Electric, Gas etc.)

- Perform disconnect operations where this is considered necessary and in the interest of public safety.
- Secure services and equipment to ensure continuity of supply.
- Coordinate the priority restoration of affected services as dictated by emergency needs of municipal services and other essential users.
- Assist with clean up and restoration of services.
- Repair and restore any downed power lines and/or transformers.
- Assess ability to resume normal operations.

4.0 PUBLIC EDUCATION & AWARENESS OF HURRICANE PREPAREDNESS

Emergency public information is used to keep the public informed of the general progress of the storm and provide information on health and safety. The release of timely, consistent and effective public information helps all Kings County residents and visitors understand threats, potential impacts, available services and timelines for response and recovery. Pre-scripted Public Service Announcements (PSAs) are outlined at [Annex E](#).

Ongoing public awareness and education shall be an integral component of this plan. To this end, this Plan, as part of the Regional Emergency Management Plan, shall be posted on the [Municipality of the County of Kings](#), the Towns of [Berwick](#), [Kentville](#) & [Wolfville](#)'s websites in order that the public may have access to it and printed information shall be provided to residents in historically vulnerable areas. During an emergency evacuation, residents are to be able to access to the local media sources for information and instructions.

As part of Community Outreach, the Kings REMO Regional Emergency Management Coordinator will provide an overview of Hurricane Awareness to members of the community on an ongoing basis.

4.1 Evacuation Warnings

To be effective, Evacuation Warnings/Announcements should have the following characteristics:

- Authority**—Warnings are more credible and more likely to stimulate appropriate public actions if they are issued by a recognised authority.
- Consistency**—To avoid confusion and uncertainty, it is important that consistency be maintained when multiple warnings are issued to the public.
- Accuracy**—Accuracy and currency of information contained in the warning also affect understanding and belief. Errors can cause people to doubt subsequent warnings.
- Clarity**—An unclear warning can cause people to misunderstand or ignore it. Warnings should be in simple language, without the use of jargon.
- Level of Certainty**—Certainty determines the level of belief in a warning and affects decision making by those to whom the warning is given.
- Level of Detail**—Insufficient information creates confusion, uncertainty and anxiety, and public imagination will tend to fill the information void. This can promote rumours, uninformed misconceptions or fears.

- ❑ **Clear Guidance**— Messages containing clear guidance about protective actions people should take and the time available for doing so are more effective than those which provide no specific instructions.
- ❑ **Repetition of Warnings**—Where time permits, warnings should be repeated preferably using more than one delivery method. This provides confirmation of the warning message, helps increase persuasiveness and overcomes the problem of people not responding after hearing a warning only once.
- ❑ **Impact Areas**—Warning information that clearly states the areas actually or likely to be affected by the event is most effective.
- ❑ **Methods of Information Dissemination**—Warnings are more effective if a range of methods is used rather than a single method, thereby reaching as many people as possible in the shortest time. Methods need to be chosen to fit the time-frame available and should recognise that some modes are appropriate in reaching many people but with only relatively simple or generalised information (e.g. radio, television) whereas others can provide more specific information to targeted individuals (e.g. telephone, facsimile machine, computer, two-way radio, door-knocking or use of community leaders or wardens). Use of the Standard Emergency Warning Signal (SEWS) “[Alert Ready](#)” will enhance the effectiveness of electronic media warnings by alerting listeners for an urgent safety message to follow.
- ❑ **Information Dissemination for Special Needs Groups**—Consideration must be given to the specific problems of special needs groups. Dissemination to, and receipt of information by, many of these groups will pose different challenges, for example, language. Neighbours can also help by checking on special-needs people in close proximity.

5.0 PLAN TESTING, REVIEW & MAINTENANCE

5.1 Plan Testing Schedule & Responsibility

The Kings County Regional Emergency Management Coordinator (REMC) is responsible for coordinating the annual testing (in whole or in part) of the Regional Hurricane Preparedness and Response Plan in order to verify its overall effectiveness and provide training to the emergency personnel. The exercise can take the form of a simple tabletop or a more elaborate functional exercise.

5.2 Plan Review & Maintenance

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

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

REVIEWS

MONTH	DAY	YEAR	BY

PLAN REVISIONS

MONTH	DAY	YEAR	CHANGE	APPROVED

6.0 DISTRIBUTION LIST

Distributed electronically:

Municipal Units:

- [Municipality of the County of Kings](#)
- [Town of Berwick](#)
- [Town of Kentville](#)
- [Town of Wolfville](#)

- [Village of Aylesford](#)
- [Village of Canning](#)
- Village of Cornwallis Square
- [Village of Greenwood](#)
- [Village of Kingston](#)
- [Village of New Minas](#)
- [Village of Port Williams](#)

Fire Departments

- Kings County Fire Departments

Regional Emergency Management Planning Committee (REMPC)

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

Annexes

A [Declaring a State of Local Emergency \(SOLE\)](#)

- [Form 4 \(Council\)](#)
- [Form 5 \(Mayor\)](#)

B [Criteria for Hurricanes](#)

C [Kings REMO Actions - Hurricane](#)

D [Hurricane Event Checklist](#)

E [Public Service Announcements \(PSA\)](#)

F [Hurricane Safety Tips](#)

G [Protecting Property from High Winds](#)

H [Lessons Learned – Hurricane Disasters](#)

I [Hurricanes – Frequently Asked Questions \(FAQ\)](#)

J [Hurricanes - References](#)

K [Abbreviations and Acronyms](#)

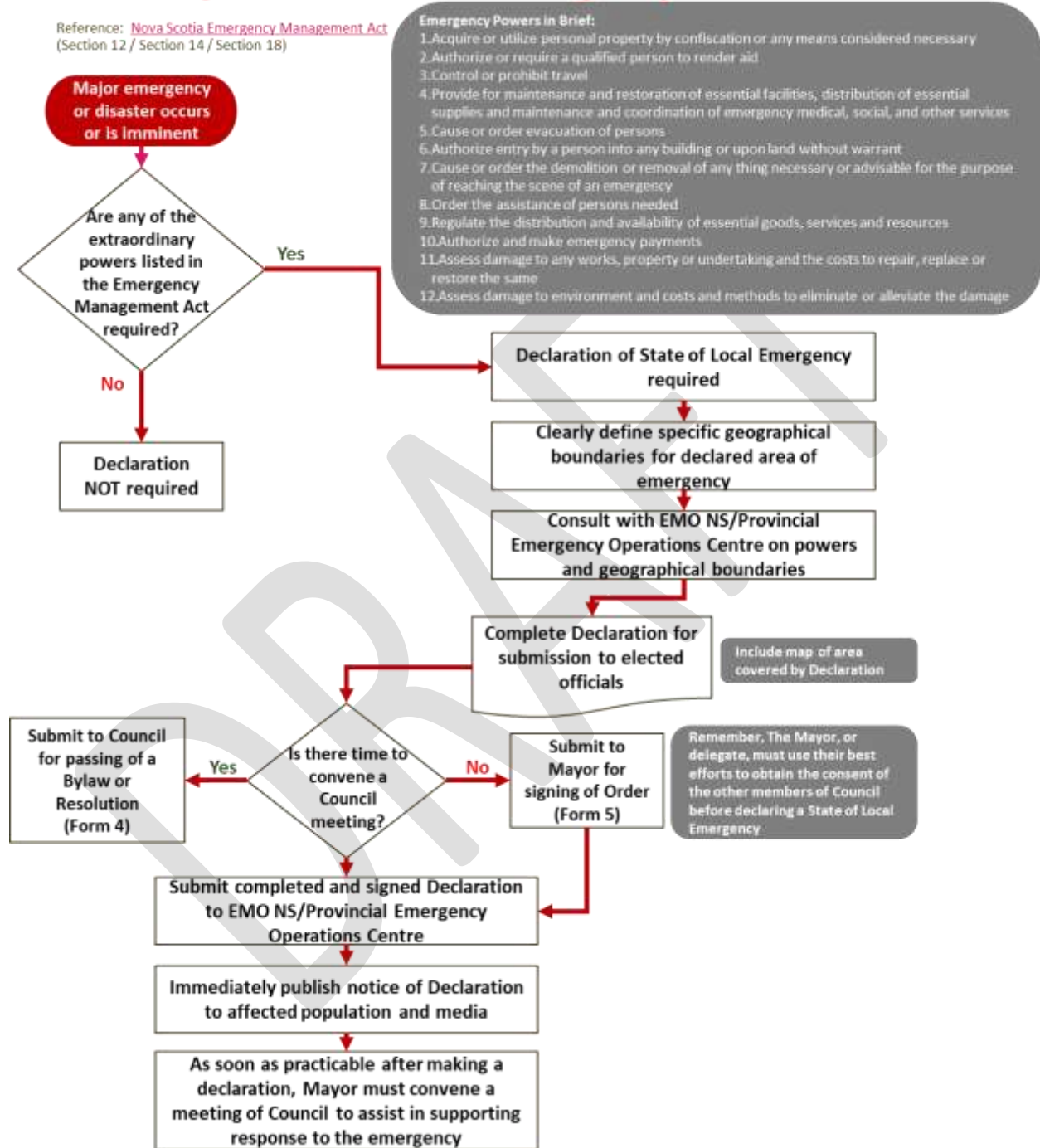
L [Definitions](#)

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Annex A – Declaring a State of Local Emergency (SOLE)

Declaring a State of Local Emergency

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



FORM 4

DECLARATION OF A STATE OF LOCAL EMERGENCY

MUNICIPALITY: _____

Section 12(2) of the *Emergency Management Act*, S.N.S. 1990, c.8

WHEREAS the area herein described is or may soon be encountering an emergency that requires prompt action to protect property or the health, safety or welfare of persons therein;

Emergency Area:

The area general described as:

[Empty rectangular box for describing the emergency area]

Province of Nova Scotia (hereafter referred to as the "Designated Area(s)")

Yes

No

Nature of the Emergency:

[Empty rectangular box for describing the nature of the emergency]

AND WHEREAS the undersigned is satisfied that an emergency as defined in Section 2(b) of Chapter 8 of the Statutes of Nova Scotia, 1990, the *Emergency Management Act*, exists or may exist in the Designated Area(s) noted above;

THE UNDERSIGNED HEREBY DECLARES pursuant to Section 12(2) of the *Emergency Management Act*, a State of Local Emergency in the Municipality noted above as of and from _____ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20____.

THIS DECLARATION OF STATE OF LOCAL EMERGENCY shall exist until _ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20____, or for a maximum of 7 days from the date and time specified above unless the Declaration is renewed or terminated as provided in Section 20 of the *Emergency Management Act*.

DATED at _____, in the Municipality of _____, Province of Nova Scotia, this _____ day of _____, 20____.

Council, Municipality _____

Name _____

Positions _____

[Authorized by Resolution No. _____ dated the _____ Day of _____, 20____.

FORM 5

DECLARATION OF A STATE OF LOCAL EMERGENCY

MUNICIPALITY: _____

Section 12(2) of the *Emergency Management Act*, S.N.S. 1990, c.8

WHEREAS the area herein described is or may soon be encountering an emergency that requires prompt action to protect property or the health, safety or welfare of persons therein;

Emergency Area:

The area general described as:

[Empty rectangular box for describing the emergency area]

Province of Nova Scotia (hereafter referred to as the "Designated Area(s)")

Yes

No

Nature of the Emergency:

[Empty rectangular box for describing the nature of the emergency]

AND WHEREAS the undersigned is satisfied that an emergency as defined in Section 2(b) of Chapter 8 of the Statutes of Nova Scotia, 1990, the *Emergency Management Act*, exists or may exist in the Designated Area(s) noted above;

AND WHEREAS the Council of the Municipality is unable to act;

AND WHEREAS the undersigned has (check appropriate box)

- (a) Consulted with a majority of the members of the Municipal Emergency Management Committee Yes No
- (b) Found it impractical to consult with the majority of the Municipal Emergency Management Committee Yes No

THE UNDERSIGNED HEREBY DECLARES pursuant to Section 12(3) of the *Emergency Management Act*, a State of Local Emergency in the Municipality noted above as of and from ____ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20____.

THIS DECLARATION OF STATE OF LOCAL EMERGENCY shall exist until _ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20____, or for a maximum of 7 days from the date and time specified above unless the Declaration is renewed or terminated as provided in Section 20 of the *Emergency Management Act*.

DATED at _____, in the Municipality of _____, Province of Nova Scotia, this _____ day of _____, 20____.

Mayor's Signature _____

Municipality of _____

Annex B – Criteria for Hurricanes

Category	Description	Injury Risk to People/Animals	Damage Risk to Homes	Damage Risk to Industrial Structures	Power Outages
1	<p>Sustained winds 119-153km/h</p> <p>Very dangerous winds will produce some damage</p>	<p>People, livestock and pets struck by flying or falling debris could be injured or killed</p>	<p>Potential loss or damage to roof and porch coverings and awnings; unprotected windows may break if struck by flying debris; masonry chimneys can be toppled</p>	<p>Potential loss or roofing and siding especially from windward corners, rakes and eaves; damage to overhead doors and unprotected windows; windows in high rise buildings can be broken by flying debris; falling and broken glass will pose a significant danger; occasional damage to commercial signage, fences and canopies</p>	<p>Extensive damage to power lines and poles will likely result in power outages that could last a few to several days</p>
2	<p>Sustained Winds 154-177 km/h</p> <p>Extremely dangerous winds will cause extensive damage</p>	<p>Substantial risk of injury or death to people, livestock and pets due to flying and falling debris.</p>	<p>High chance of roof structure removal if not anchored properly; high probability of unprotected windows broken by flying debris; substantial risk of roof and siding damage to apartment buildings; unreinforced masonry walls can collapse.</p>	<p>Substantial risk of roof and siding damage; falling and broken glass pose a significant danger; commercial signage, fences and canopies could be destroyed; roads blocked due to broken trees</p>	<p>Near-total power loss is expected and could last from several days to weeks. Potable water could become scarce as filtration systems begin to fail.</p>
3	<p>Sustained Winds 178 – 208 km/h</p> <p>Devastating damage will occur</p>	<p>High risk of injury or death to people, livestock and pets due to flying and falling debris.</p>	<p>High risk of removal of roof and exterior walls to poorly constructed homes; unprotected windows broken by flying debris; high percentage of roof covering and siding damage to apartment buildings</p>	<p>High risk of roof covering and siding damage; isolated structural damage to wood or steel framing; significant damage to older metal buildings including collapse of older unreinforced masonry buildings; windows blown out of highrise buildings could result in falling glass; most commercial signage, fences and canopies will be destroyed; roads blocked due to tree damage.</p>	<p>Electricity and water will be unavailable for several days to a few weeks after the storm passes.</p>

Category	Description	Injury Risk to People/Animals	Damage Risk to Homes	Damage Risk to Industrial Structures	Power Outages
4	Sustained Winds 209 – 251 km/h Catastrophic damage will occur	Very high risk of injury or death to people, livestock and pets due to flying and falling debris.	High risk of collapse of older unreinforced masonry buildings; most windows blown out of high-rise buildings resulting in falling glass; fallen trees and power poles will isolate residential areas.	Steel frames in older industrial buildings can collapse; nearly all commercial signage, fences and canopies will be destroyed; most trees will be snapped or uprooted, and power poles downed.	Power outages will last for weeks to possibly months. Long-term water shortages will occur. Most of the area will be uninhabitable for weeks or months.
5	Sustained Winds > 252 km/h	Very high risk of injury or death to people, livestock and animals from flying or falling debris, even if indoors in mobile homes or framed homes.	High risk of frame homes being destroyed, with total roof failure and wall collapse; extensive damage to roof covers, windows and doors; wind-borne debris will be lofted into the air causing damage to nearly all windows, whether protected or unprotected; fallen trees and power poles will isolate residential areas; high risk of low-rise apartment buildings being destroyed.	Significant damage to wood roof commercial buildings; complete collapse of many older metal buildings; most unreinforced masonry walls will fail, which can lead to collapse of the buildings; high risk of industrial buildings being destroyed; nearly all commercial signage, fences and canopies will be destroyed; nearly all trees will be snapped or uprooted, and power poles downed.	Power outages will last for weeks to possibly months. Long-term water shortages will occur. Most of the area will be uninhabitable for weeks or months.

Annex C – Hurricane Event – Kings REMO Actions

Reference: Kings REMO Regional Emergency Management Plan (REMP), 2018-09

Hurricane

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

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

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

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Annex D – Hurricane Event Checklist

Pre-Incident Phase

- Arrange for personnel to participate in necessary training and develop exercises relevant to hurricane events in Kings County
- Coordinate the County's preparedness activities, seeking understanding of interactions with participating agencies in hurricane scenarios
- Ensure that emergency contact lists are updated
- Contact supporting emergency response agencies to review and determine whether major developments have arisen that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.)
- Annually review and update the Kings REMO Regional Emergency Management Plan (REMP) and Supporting Plans
- Familiarize staff with requirements for requesting a State of Local Emergency (SOLE)
- Ensure that supplies, such as communications devices and sandbags, are prepared and ready for use. This includes primary and alternate communications and warning systems
- Identify and review local contractor lists to see who may provide support specific to flood response
- Review, revise, and, where necessary, establish mutual aid agreements with local agencies and other County agencies and private contractors relevant to multiple agency response to the impacts from a hurricane

Response Phase

- The Kings REMO ECC Manager will provide overall guidance for the deployment of resources across Kings County

- Activate mutual aid agreements

- Activate the Kings REMO Emergency Coordination Centre (ECC) and implement appropriate staffing plans. Contact appropriate supporting agencies to assign liaisons to the ECC for coordination of specific response activities

- Estimate emergency staffing levels and request personnel support, including specialized staff such as engineers, building inspectors, heavy equipment operators, and/or environmental remediation contractors

- Develop and initiate shift rotation plans, including briefing of replacements during shift changes (set the operational period briefing cycle)

- Submit request for State of Local Emergency (SOLE), as applicable

- Coordinate the evacuation of affected area, if necessary. Assign appropriate agency liaisons to the ECC, as the situation requires

- Support Search and Rescue operations by coordinating resource requests outside of the jurisdiction

- Request the Canadian Red Cross to activate Emergency Shelters and open shelters, if needed

- Formulate Emergency public information messages and media response using “one voice, one message” concept

- Record all ECC activities, completion of personnel tasks, incoming and outgoing messages, and the names of those sending and receiving them. These should be documented in ECC logbooks

- Coordinate damage assessments in coordination with Public Works Departments

- Assist with coordinating Public Works activities, such as debris removal from:
 - Storm drains
 - Main arterial routes
 - Public right-of-way
 - Dams
 - Other structures, as needed
- Contact local contractors for support, if necessary. Establish contact with private sector partners
- Coordinate with law enforcement agency (Kentville Police and/or Kings RCMP) to provide law enforcement to affected areas (road closures, security, etc.)
- Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement (Finance/Administration Section)

Recovery Phase

- Monitor secondary hazards associated with floods (contamination, damage to bridges/roads, impacts to utility lines/facilities) and maintain on-call personnel to support potential response to these types of hazards
- Deactivate/demobilize the ECC. Deactivate mutual aid resources as soon as possible
- Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/governments plans until normal daily operations can be completely restored
- Implement revisions to the Kings REMO Regional Emergency Management Plan (REMP) and Supporting Plans based on lessons learned and best practices adopted during response
- Offer recommendations to Municipal Government and Public Works departments for changes in planning, zoning, and building code ordinances
- Participate in After Action Reports and critiques
- Submit valuable success stories and/or lessons learned to NS EMO and other County partners

Annex E – Public Service Announcements (PSA) - Hurricanes

Preparing for Hurricane Season

There are basic steps you can take to prepare for hurricane season:

- Learn about the [Kings REMO Regional Emergency Management Plan](#) and EM Support Plans, warning signals, and evacuation routes.
- Know where to find emergency shelters.
- Inform local authorities about anyone with special needs, such as the elderly or bedridden, or anyone with a disability. Don't wait until the hurricane is on its way. Do this now.
- Make plans to ensure your pets' safety. Emergency shelters can not accept pets due to safety and sanitation requirements.
- Locate and secure your important papers, such as insurance policies, wills, licenses, and stocks.
- Post emergency phone numbers at every phone and program these into your cell phone.
- Make sure you have a battery-powered radio on hand. A weather radio can be especially helpful for up-to-the minute reports on weather and location-specific storm watches and warnings.
- Be prepared to turn off electrical power and gas in case you are asked to evacuate.



Before hurricane season, stock your home with supplies. At a minimum, these should include:

- Several clean containers for water—enough to hold two litres of water per person per day for at least three days. This should be enough for drinking and sanitation. You should also have water-purifying supplies on hand, such as chlorine or iodine tablets, or unscented ordinary household chlorine bleach.
- A first aid kit and manual.
- Prescription medicines and special medical supplies.
- Baby food and prepared formula, diapers, and other baby supplies.
- A 3 to 5-day supply of non-perishable food.
- Flashlights and extra batteries.
- Sleeping bags and extra blankets.
- Personal hygiene supplies, such as soap, toothpaste, and sanitary napkins. Baby wipes are useful for the whole family in cases where bathing facilities are not available.
- And an emergency kit for your car with food, flares, booster cables, maps, tools, first aid kit, fire extinguisher, and sleeping bags.



Expect to evacuate and prepare for it. When a [hurricane watch](#) is issued, you should:



- Review your emergency plans and supplies, and check to see if any items are missing. Make sure you have supplies in your home and an emergency kit in your car.
- Turn on the radio or television for weather updates.
- Listen for disaster sirens and warning signals.
- Fill sinks and bathtubs with water as an extra supply for washing.
- Fill your car's gas tank.
- If no vehicle is available, make arrangements with friends or family for transportation.
- Secure any items outside which may cause injury or damage property during high winds—items such as bicycles, grills, propane tanks, lawn furniture, and flowerpots. Secure any structurally unstable buildings and tie down loose building materials.
- Cover windows and doors with plywood or boards, and place large strips of masking tape on the windows to reduce the risk of breakage and flying glass.
- Put livestock and family pets in a safe area.
- If possible, put vehicles under cover.
- Adjust the thermostat on refrigerators and freezers to the coolest possible temperature.

Because of the destructive power of a hurricane, you should never ignore an evacuation order. Authorities will most likely direct you to leave if you are in a low-lying area, or within the greatest potential path of the storm. If a hurricane warning is issued for your area or you are directed by authorities to evacuate:



- Take only essential items with you.
- Make sure you have an emergency kit in your car.
- If you have time, turn off the gas, electricity, and water.
- Unplug appliances to reduce the likelihood of electrical shock when power is restored.
- Follow the designated evacuation routes and expect heavy traffic.

If you are ordered NOT to evacuate, there are things you can do to get through the storm in the safest possible manner:

- Monitor the radio or T.V. for weather conditions.
- Stay indoors until the authorities declare the storm over.
- Even if the weather appears to have calmed—do not go outside. The calm “eye” of the storm can pass quickly, leaving you outside when strong winds resume.
- Stay away from all windows and exterior doors. Take shelter in an interior bathroom or in a basement that will provide protection from high winds and flying debris. Bathtubs can provide shelter, especially if you can cover yourself with plywood or other similar material. These spaces can help assure your safety during a structural collapse.

- Turn off power when there is standing water or fallen power lines.
- Prepare to evacuate to a shelter or to a neighbor's home if your home is damaged, or if you're instructed to do so by emergency personnel.
- Many hurricane-related injuries are cuts caused by flying glass and debris. Other injuries include bone fractures and puncture wounds from exposed nails, metal, or glass.

Learn about the Dangers of Hurricanes

Hurricanes are among nature's fiercest storms. The three greatest dangers hurricanes pose are extreme wind speeds, storm surge and torrential rains.

- **Hurricane-force winds** are 119 kilometres per hour and greater. Even the weakest storms can uproot trees, down power lines and damage buildings. Category 5 storms can cause catastrophic wind damage to residential and commercial buildings.
- When hurricanes come ashore, they push a dome of sea water over the land. This is called **storm surge**. Storm surges may range from a few feet high to more than 3 metres above normal sea level. A storm surge can batter buildings off their foundations and present an extreme drowning danger. It is never safe to "ride out" a hurricane in a surge zone. Do you live in a surge zone?
- Hurricanes bring with them **torrential rainfalls** that often cause severe flooding. Generally, storms that move slowly produce heavier rainfall. Inland areas also are at risk from flooding and flash flooding caused by hurricanes.



Hurricane Evacuation

This is an important message from the Kings County Regional Emergency Management Organization. If a hurricane warning is issued for your area, or authorities tell you to evacuate, take only essential items. If you have time, turn off gas, electricity, and water and disconnect appliances. Make sure your automobile's emergency kit is ready. Be sure to take prescription drugs with you. Follow the designated evacuation routes and expect heavy traffic. To learn more, contact your local emergency management authorities.

Returning Home

- Avoid downed and sagging power lines
 - Report them immediately to the power company, police or fire department
- Be alert for driving restrictions
 - Avoid flooded roads and washed-out bridges and roadways
 - Follow directions provided by public safety officials
- Enter your home with caution
 - Open windows and doors to ventilate and dry out your home
 - Check refrigerated foods for spoilage
 - Use the telephone only for emergency calls
 - Do not use candles or open flames indoors. Use a flashlight to inspect for damage

- Inspect the utilities in your home
 - **Check for gas leaks.** If you smell gas or hear a blowing or hissing noise, open a window and quickly leave the building. Turn off the gas at the outside main valve if you can. From a safe place, call to report a gas leak to your utility provider. If you turn off the gas for any reason, it must be turned back on by a professional
 - Look for **electrical system damage.** If you see sparks, broken or frayed wires, or if you smell something burning, turn off the electricity at the main fuse box or circuit breaker. If you have to step in water to get to the fuse box or circuit breaker, call an electrician for advice
 - Check for **sewage and water line damage.** If you suspect sewage lines are damaged, avoid using the toilets and call a plumber. If water pipes are damaged, contact the water company and void water from the tap.

Power Pointers

- If you see a downed power line, do not touch it. Do not touch tree limbs or other objects touching a power line.
- Do not attempt to tie generators into the house circuit. This can be dangerous to you, your neighbors and to linemen. Plug appliances directly into the generator.
- Should the power go out while you are cooking, remember to turn the stove off and remove any cookware from the cooking surfaces and oven.
- Do not open refrigerators or freezers during an outage unless absolutely necessary.
- Repeated openings cause the cold air to escape and food to thaw more quickly.
- If you smell gas, leave your home immediately, and call the power company.

Safeguarding Your Health

Conditions following hurricanes are uncomfortable and pose numerous health risks. Keep in mind that power outages may last for several days or weeks. Take the following precautions to avoid illness:

- Discard food from your refrigerator if it has reached room temperature. Foods that are still partially frozen or "refrigerator cold" are safe to eat. If in doubt, throw it out.
- Don't drink tap water until authorities say it is safe. Instead, drink bottled water or boil water for at least one minute before drinking. You also can disinfect water with chlorine or iodine (follow package directions) or with ordinary household bleach -- one-eighth teaspoon (about eight drops) per gallon of water. Sterilize water containers and drinking cups with a solution of household bleach.
- Poisoning from carbon monoxide is an avoidable hazard during power outages. Never use generators, camp stoves or charcoal grills inside your home, garage or near open windows, doors or vents. Carbon monoxide is a colorless and odorless gas that can build up and cause sudden illness and death. If you feel dizzy, light-headed or nauseous, seek immediate medical attention.
- Weather conditions following hurricanes are usually very hot and humid. You may not have air conditioning for a long period of time. Avoid heat-related illnesses by drinking plenty of fluids and taking care to not overexert yourself when cleaning up and repairing damage.

- When cleaning up debris, look out for broken glass and exposed nails, a leading cause of tetanus. If you are punctured by a nail or receive a deep wound, get a tetanus shot.
- After a hurricane, it's normal to experience emotional distress. Allow yourself and family members time to grieve. For more information about coping with disaster-related stress, visit the [Canadian Red Cross 'Coping with Crisis' web page](#).

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HURRICANE SAFETY TIPS



Take these steps to prepare yourself, and your loved ones from dangerous weather.

Have An Emergency Plan
Create an emergency plan and review it with everyone in your home. Make sure everyone knows the safest location in the home.



Stock Up On Supplies
Be sure to have the proper necessities, such as: water, blankets, first aid kits, flashlights, batteries, radios, and any pet care items.



Out-Of-Town Contact
Make sure to have an out-of-state friend or family member as a contact, so they can check on your whereabouts.



Follow Emergency Instructions
Follow all instructions from authorities regarding evacuation or other safety protocols. Check radio, television or other media outlets for emergency information.



Have an Evacuation Route
Make sure you know your evacuation route before the hurricane hits and keep a full tank of gas.



Protect Important Documents
Make sure important documents such as ID cards and other vital information are placed in a secured, waterproof container.



Annex G – Protecting Property from High Winds

If the area immediately surrounding your home contains trees, outbuildings, trash cans, yard debris, or other materials that can be moved by the wind, your house will be more likely to be damaged during a hurricane. The wind can topple trees onto your house and can pick up smaller objects and drive them through windows and glass doors.

You should ensure that all trees on your property are far enough away to prevent them from damaging your home if they should fall. The distance between the structure and any nearby tree should always be greater than the height the tree will reach when it is fully grown. All storage sheds and other outbuildings should be securely anchored, either to a permanent foundation or with straps and ground anchors. Smaller objects, such as trash cans, barbecue grills, and outdoor furniture should also be anchored or, if you have adequate warning, moved indoors. You should also clear away any debris, such as fallen tree branches.



Benefits of this Mitigation Strategy:

- Helps to prevent damage to a structure and its contents
- Helps to prevent injuries to occupants

Keep these points in mind during the removal of trees and potential windborne missiles:

- Remove large trees near your property. They can be extremely dangerous for both you and your home. Therefore, this is a job for a skilled contractor.
- Use the straps and ground anchors also used for manufactured homes to anchor outbuildings, especially small garden sheds that are usually not placed on a permanent foundation.
- Secure outdoor furniture and barbecue grills by bolting them to decks or patios or by attaching them to ground anchors with cables or chains.
- Secure trash cans with cables or chains attached to ground anchors or wood posts firmly embedded in the ground. Trash can lids should be attached to cans with cables or chains.
- Contact your local agricultural office to get suggestions on which varieties of trees will be less susceptible to storm damage.
- Contact an arborist for assistance with pruning existing trees properly. Improperly pruning trees or damaging root systems can make them more susceptible to storm damage.

Annex H – Lessons Learned – Hurricane Disasters

- ECC Staffing**
- ECC needs to be activated in advance of disaster - Key staff deployed to ECC prior to disaster
 - Ensure staff is clearly identified for shift work within the ECC to avoid fatigue and unstaffed positions
 - Consider additional staffing depth in key positions
 - Mandate staffing of assigned positions for shift periods
 - Establish a clear delineation for shift changing and transition of duties to next shift
- ECC Planning Process**
- Conduct more training and exercises to establish a “Battle Rhythm” and practice implementing the planning process
- Debris Removal**
- Establish debris disposal site permits prior to the storm
 - Establish debris contracts in place and have signed prior to the storm – beneficial in getting recovery efforts underway early
 - Debris must be properly disposed of to avoid health and environmental issues
 - There needs to be an enhanced public communication plan to provide guidance for the removal of debris from public property
- Environmental Hazards**
- The clean-up effort post-Hurricane impact can be an immense undertaking
 - A Storm’s collective environmental damage can create a potentially hazardous environment for emergency responders and the general public – regional officials need to identify environmental hazards and communicate appropriate warnings to emergency responders and the public
 - There needs to be a comprehensive plan to accurately and quickly communicate critical information to the emergency responders and areas residents who need it
- Public Information**
- Create pre-planned comfort/information stations throughout the County with backup power (potentially at community centers and libraries) that provides residents the opportunity to charge devices, check emails, contact relative and receive information.
 - Evacuation - Informational awareness to residents needs to be improved to provide greater understanding of the hazards being mitigated by responders before re-entry can occur

- Communications**
- Effective emergency management and incident response activities rely on flexible communications and information systems that provide a Common Operating Picture (COP) to emergency management personnel and their affiliated organizations.
 - Develop key messages in advance – many key messages can be written before disaster strikes so they can be quickly disseminated before an event, during the response, and in the recovery stages
 - Identify new Communication Channels – when all primary communication systems and technology fail, communicators must think creatively and adapt to the crisis by identifying new communication channels
- Rescues**
- The requirement may arise to re-direct Operations services staff and contractors with large equipment from protecting infrastructure to conducting rescues
 - Amphibious quads, zodiacs, front-end loaders, rock trucks and combines can be essential to rescue operations
 - Traffic control is vital to rescue and evacuation operations
- Public Health & Medical Support**
- Hurricanes can create enormous public health and medical challenges
 - Residents displaced by the storm and isolated by the flooding can find themselves without access to their usual medications and sources of medical care
 - Immediate challenges may include the identification, triage and treatment of acutely sick and injured patients; the management of chronic medical conditions in large numbers of evacuees with special health care needs; the assessment, communication and mitigation of public health risk; and the provision of assistance to local health officials to quickly re-establish health care delivery systems and public health infrastructures
- Mass Care & Housing**
- An evacuation exodus of people will create an urgent need for suitable shelters
 - Those unable to move due to health reasons or lack of transportation, or who simply did not choose to comply with the Evacuation Order, may have significant difficulty in finding suitable shelter after the hurricane has devastated the region
- Evacuation**
- Not everyone has the physical ability or financial resources to be able to leave, as much as they may want to
 - A common theme when considering failure to evacuate is that people often do not understand or appreciate the nature of the hazard or of the risk
 - A better job must be done when issuing evacuation orders, including using proper language and communications channels to ensure that both coverage and comprehension is optimal.
 - Start evacuations early, especially for those with no means of transportation

**Crisis
Communications**

- Establishing and maintaining credibility of the source and accuracy of information is critical to managing rumours
- Using opportunities to provide printed information to residents such as during evacuee registration can significantly help to supplement other forms of communication
- Anticipate disruptions in communications services, possibly for extended periods of time
- Hurricanes can cause widespread damage that can strand residents without access to working landline or cellular telephone services
- In the absence of direct channels of communication to residents, mass media must be relied upon

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Annex I – Frequently Asked Questions (FAQ)

Source: [Canadian Hurricane Centre – Frequently Asked Questions](#)

How many Hurricanes have hit Canada?

Since 1951, **23 Hurricanes** or hurricane strength post-tropical storms have made landfall in Canada (about 1 every 3 years)¹. Over the last few years, the average number of hurricanes that have entered Canadian Territory have been increasing.

Why does Canada have a Hurricane Centre?

Canada has a hurricane centre because tropical storms, hurricanes and post-tropical storms can have a significant impact on Canadian weather and on Canadians.

These storms often bring severe rainfall and wind speeds and behave differently than other types of storms and can therefore be quite complex and challenging to forecast. The Canadian Hurricane Centre provides the public with the expertise of specially trained forecasters and issues tropical cyclone-specific public warnings to warn the public about these potential weather hazards.

The [Canadian Hurricane Centre](#) (CHC) was created in 1987 after it became clear that Canadians needed an expert source for information that was focused specifically on how tropical cyclones affect Canada. Before the creation of the Centre, Canadians relied largely on forecasts from the United States for hurricane-specific information.

What is meant by a Tropical Storm Watch/Warning?

A **tropical storm watch** is a public announcement for a specific geographic area that tropical storm conditions are a possible threat within 36 hours. This includes sustained winds between 63-118 km/h.

A **tropical storm warning** is a public announcement that tropical storm conditions are expected in a specific geographic area within 24 hours. This includes sustained winds between 63-118 km/h. As tropical storms are usually accompanied by heavy rainfall, local flooding can also be expected.

¹ [Canadian Hurricane Centre](#), as of August 2018

What is meant by a Hurricane Watch/Warning?

A **hurricane watch** is a public announcement for a specific geographic area that hurricane conditions are a possible threat within 36 hours. These conditions include average sustained winds of at least 119 km/h, dangerously high-water levels, or a combination of high water and waves.

A **hurricane warning** is a public announcement that one or both of the following dangerous effects of a hurricane are expected in a specific geographic area in 24 hours or less: (1) average sustained winds of at least 119 km/h; (2) dangerously high water levels, or a combination of dangerously high water levels and exceptionally high waves. This can happen even if expected winds are less than hurricane force. A hurricane also brings the threat of local flooding from heavy rainfall.



How often does the Canadian Hurricane Centre issue Tropical Cyclone Bulletins?

Tropical cyclone bulletins are generally issued every six hours once a storm is forecast to impact Canada or Canadian waters within a 72-hour period. Bulletins are issued at 9:00 p.m., 3:00 a.m., 9:00 a.m., and 3:00 p.m. Atlantic Daylight Time. Tropical cyclone bulletins provide forecast discussions and wind speed information.

Once a storm begins to have a significant impact on Canada or Canadian waters, intermediate bulletins are issued in addition to the regular bulletins above, at 6:00 p.m., 12:00 a.m., 6:00 a.m., and 12:00 p.m.. These bulletins are brief and state the position, movement and intensity of the storm.

How many Hurricane Centres are there?

The World Meteorological Organization recognizes the [National Hurricane Center](#) in the United States as the official lead hurricane agency for the Atlantic Basin. However, many countries, including Canada, have weather offices with meteorologists specializing in tropical cyclones. In Canada, Environment Canada created the [Canadian Hurricane Centre](#) to meet our safety and security needs, and the centre is the only Canadian organization authorized to issue tropical cyclone watches and warnings.

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Annex J – References

Federal

- [Environment & Climate Change Canada – Canadian Hurricane Centre](#)
- [Public Safety Canada - Hurricanes](#)
- [Public Safety Canada: Severe Storms – What To Do?](#)
- [Canadian Red Cross – Coping with Crisis](#)
- [Canadian Red Cross – Hurricanes: Information & Facts](#)

Provincial

- [NS EMO – States of Emergency](#)

Regional

- [Kings REMO Regional Emergency Management Plan \(REMP\)](#)
- [Kings REMO Comfort Centre/Emergency Shelter Policy](#)
- [Kings REMO Regional Emergency Guide](#) (See Severe Weather - Hurricanes)

Annex K – Abbreviations & Acronyms

AREP	Agency Representative
DFAA	Disaster Financial Assistance Arrangements
ECC	Emergency Coordination Centre
ECCC	Environment and Climate Change Canada
ECCMT	Emergency Coordination Centre Management Team
EMO	Emergency Management Office
FPRP	Flood Prevention and Response Plan
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
IO	Information Officer
LO	Liaison Officer
LSC	Logistics Section Chief
MAC	Multiagency Coordination (MAC) Group
OSC	Operations Section Chief
PSC	Planning Section Chief
REMAC	Regional Emergency Management Advisory Committee
REMC	Regional Emergency Management Coordinator
REMP	Regional Emergency Management Plan
REMPC	Regional Emergency Management Planning Committee
SO	Safety Officer
UC	Unified Command

Annex L – Definitions

Cyclone	The word cyclone comes from the Greek word kyllon which means cycle, circle or coil of a snake. In the Northern Hemisphere, the counterclockwise movement of air around and into any low pressure system is called cyclonic circulation. A low which intensifies in the tropics is called a Tropical Cyclone; if the storm's winds reach 120 kilometres per hour or more, the storm is called a hurricane. In the Arabian Sea, Indian Ocean and around Australia, hurricanes are called cyclones (See Hurricane, and Typhoon)
Eye of the Storm	In a severe tropical storm such as a hurricane, there is a roughly circular area right in the centre, between six and 60 kilometres in diameter, where the winds are comparatively light, and the weather is fair. This is called the eye of the storm. (see Hurricane)
Flood/Flooding	A temporary condition caused by the accumulation of runoff from any source, which exceeds the capacity of a natural or man-made drainage system and results in inundation of normally dry land areas.
Floodplain	The area, usually lowlands adjoining a watercourse, which has been, or may be, covered by flood water.
Hurricane	<p>In the Atlantic and eastern Pacific oceans intense tropical storms with wind speeds of 120 kilometres per hour or more are called hurricanes. They are called typhoons in the western Pacific and cyclones in the Arabian Sea, Indian Ocean and around Australia. Whatever their name, these tropical storms can extend up to thousands of square kilometres in area and last for several days.</p> <p>In the North Atlantic, the hurricane season starts June 1, but most occur during August, September and October. On average, hurricanes hit the east coast of Canada less than once a year. The most famous hurricane to strike Ontario was Hurricane Hazel on October 15, 1954. In less than 18 hours, more than 178 millimetres of rain fell causing flash floods in creeks and rivers and killing 80 people. (see Eye of the storm)</p>
Hurricane Season	The portion of the year having a relatively high incidence of hurricanes. The hurricane season in the Atlantic, Caribbean, and Gulf of Mexico runs from June 1 to November 30.
Landfall	The intersection of the surface center of a tropical cyclone with a coastline. Because the strongest winds in a tropical cyclone are not located precisely at the center, it is possible for a cyclone's strongest winds to be experienced over land even if landfall does not occur. Similarly, it is possible for a tropical cyclone to make landfall and have its strongest winds remain over the water. Compare direct hit, indirect hit, and strike.
Saffir-Simpson Hurricane Wind Scale	The Saffir-Simpson Hurricane Wind Scale is a 1 to 5 categorization based on the hurricane's intensity at the indicated time. The scale provides examples of

the type of damage and impacts associated with winds of the indicated intensity.

Storm Drainage System

A drainage system for collecting runoff of stormwater on highways and removing it to appropriate outlets. The system includes inlets, catch basins, storm sewers, drains, reservoirs, pump stations, and detention basins

Storm Surge

This is the abnormal rise in the level of water along the shoreline as a result of strong winds associated with a storm.



Tropical Cyclone

A warm-core non-frontal synoptic-scale cyclone, originating over tropical or subtropical waters, with organized deep convection and a closed surface wind circulation about a well-defined center. Once formed, a tropical cyclone is maintained by the extraction of heat energy from the ocean at high temperature and heat export at the low temperatures of the upper troposphere. In this they differ from extratropical cyclones, which derive their energy from horizontal temperature contrasts in the atmosphere (baroclinic effects).

Tropical Depression

A tropical cyclone in which the maximum sustained surface wind speed is 62 km/hr or less.

Stormwater

Precipitation from rain or snow that accumulates in a natural or man-made watercourse or conveyance system

Watch & Warnings

Environment Canada issues a weather watch when forecasters expect severe and possibility dangerous weather to develop. Forecasters issue weather warnings when severe weather is occurring or about to occur.





TOWN OF
berwick Kentville wolfville
A BREATH OF FRESH AIR

Kings County, NS Heat Advisory & Response System (HARS)

June 2019



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FOREWORD

The development of a Kings County Heat Advisory and Response System (HARS) is paramount to public safety in the case of extreme heat events that may impact the citizens of Kings County, Nova Scotia. The Kings County Heat Advisory and Response System was prepared in consultation with Provincial, County and Municipal stakeholders responsible for everyday management throughout Kings County. It serves as Kings County's response plan to coordinate an integrated approach to extreme heat events.

The Kings County Heat Advisory and Response System is developed as a Support Plan to the [Kings REMO Regional Emergency Management Plan \(REMP\)](#) in order to provide the level of detail required for a comprehensive emergency response to extreme heat events.

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

<hr/> <p>Peter Muttart Mayor Municipality of the County of Kings</p>	<hr/> <p>Don Clarke Mayor Town of Berwick</p>
<hr/> <p>Sandra Snow Mayor Town of Kentville</p>	<hr/> <p>Jeff Cantwell Mayor Town of Wolfville</p>

EXECUTIVE SUMMARY

This Kings REMO Heat Alert and Response System (HARS) is a Support Plan to the [Kings County Regional Emergency Management Plan \(REMP\)](#).

The plan describes Operational Area coordination during heat-related emergencies and provides guidance for Kings County municipal governments (Municipality of the County of Kings, and the Towns of Berwick, Kentville and Wolfville), other governmental agencies, local businesses, community-based organizations, and faith-based organizations, in the preparation for, and response to, emergency incidents of extreme heat.



The plan recognizes the need for Kings County to:

1. Identify when the health of residents may be threatened by extreme heat conditions;
2. Communicate with the public to convey information about resources available for protection against extreme heat emergencies in time to allow for preparations to be made;
3. Communicate and coordinate with Provincial and local agencies;
4. Mobilize resources and initiate actions to augment local resources as needed; and
5. Employ the Incident Command System (ICS) in organizing a response to an extreme heat emergency.



The Kings REMO Heat Advisory & Response System (HARS) recognizes five (5) phases:

- I. Pre-Seasonal Readiness
- II. Heat Advisory
- III. Heat Warning;
- IV. Heat Wave; and
- V. Demobilization

These phases are activated based on the severity of the risk of extreme heat temperatures to vulnerable populations, the general population, and animals. The direct involvement of local agencies to protect individuals increases with the severity of the risk.

The plan contains specific actions to be taken in each of the phases and a checklist to guide actions. The specific action steps include the following:

- Coordinate amongst local agencies and the Province All phases
- Disseminate information All phases
- Identify Cooling Centres Phase I
- Review Plan and confirm roles and responsibilities Phase I
- Connect with Kings REMO Cooling Centres Phase II
- Coordinate and publicize location of Cooling Centres Phase II
- Risk communication and monitoring vulnerable population Phases III and IV
- Determine need and benefit for activating Cooling Centres Phases III and IV
- Transportation assessment Phases III and IV
- Local Government consideration for a [State of Local Emergency](#) Phases IV
- Demobilization Phase V

The Kings REMO HARS plan contains the following:

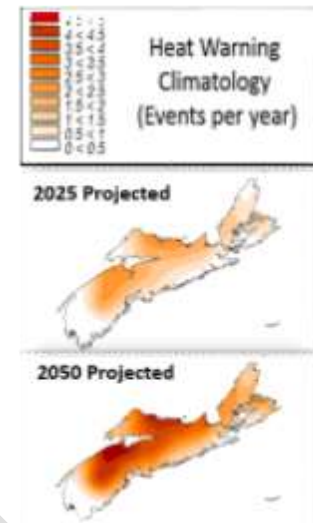
- A description of the purpose and scope of the plan;
- Background information including the history of heat emergencies in Province of Nova Scotia and Kings County;
- Descriptions of the conditions triggering each phase of the plan;
- The responsible local agencies and the actions those agencies will carry out during the different phases of the plan;
- Guidance for coordinating efforts during extreme temperature events; and
- Annexes of supporting information.

1.0 INTRODUCTION

1.1 Background

Climate projections by Environment Canada indicate that the Annapolis Valley region of Nova Scotia can expect extreme heat events of increasing intensity, duration and frequency.

Increasing average temperatures and an increased frequency of extreme heat events have brought attention to the importance of developing heat response plans by and for Canadian communities. Various Canadian municipalities have developed their own extreme heat response plans. These differ in complexity and composition depending on the availability of resources, perceived level of risk and other local factors.



1.2 References

National

- [Heat Alert and Response Systems \(HARS\) to Protect Health: Best Practices Guidebook, 2012](#)
- [Communicating the Health Risks of Extreme Heat Events: Toolkit for Public Health and Emergency Management Officials, 2011](#)
- [Extreme Heat Events Guidelines: Technical Guide for Health Care Workers, 2011](#)

Provincial

- [Nova Scotia Emergency Management Act](#)
- [Nova Scotia Department of Labour and Advanced Education – Health Safety](#)

Regional

- [Kings REMO Regional Emergency Management Plan \(REMP\), 2018-09](#)
- Kings REMO Regional Emergency Evacuation Plan, 2018-12
- Kings REMO Evacuation Operational Guidelines, 2018-05-01
- Kings REMO Emergency Coordination Centre Operational Guidelines, 2018-05-01
- [Kings REMO Policy – Comfort Centres/Emergency Shelters](#)

1.3 Purpose

The Kings REMO Heat Alert and Response System (HARS) is an Emergency Management Support Plan that outlines the actions that will be taken by Kings REMO and local government when an extreme heat event is anticipated, is in the process of occurring, or has occurred.

This plan is designed as a Support Plan to the Kings REMO Regional Emergency Management Plan (REMP) to facilitate preparedness for, and response to, future excessive heat events. It also provides guidance for local government and non-governmental organizations in the preparation of their heat emergency response plans and other related activities.

1.4 Essential Components

The essential components of the Kings REMO Heat Advisory and Response System include public education and preparedness, public warnings and response action plans.

1.4.1 Public Education

- Excessive Heat Awareness & Safety Campaign (May/June);
- Websites & Social Media;
- Information Brochures;
- Public media messaging; and
- Kings REMO Community Outreach program.

Stay Informed



1.4.2 Monitoring

- Monitoring of weather forecasts;
- Identifying weather situations that adversely affect human health; and
- Monitoring vulnerable populations

1.4.3 Response

- Implementing mechanisms for issuing warnings when a weather situation is forecasted which could adversely affect health;
- Promoting public health activities to prevent heat-related illness and death;
- Increased Community Outreach;
- Increased surveillance;
- Dissemination of educational material;
- Distribution of bottled water to vulnerable populations;
- Identify potentially dangerous situations;
- Opening of Cooling Centres when appropriate; and
- Provision of transportation to Cooling Centres.

Stay Cool



1.5 Objectives

The goal of the Kings REMO Heat Advisory and Response System (HARS) is to improve the resiliency among residents of Kings County to extreme heat events. In order to achieve this goal, the overarching objectives of this plan are to:

- To ensure that all agencies working with vulnerable groups are provided with information on what precautions to take when temperatures reach extreme levels;
- To coordinate a community response when temperatures reach extreme levels;
- To ensure that vulnerable populations are cared for when temperatures reach extreme levels;
- To provide cooling centres when appropriate; and
- To activate the Kings County Regional Emergency Management Plan (REMP) when appropriate.

1.6 Aim and Scope

The primary goal of the Kings REMO Heat Advisory and Response System is to provide an integrated planning framework that recognizes the role of individual residents, business owners, emergency responders and the Municipalities of Kings County. Together these individuals, groups and agencies represent the first line of defence in responding to an extreme heat event in Kings County.

This goal is supported by the overarching objective of enhancing public and emergency responder education, emergency preparedness and emergency response policies and procedures. Together these are intended to prevent or reduce loss of life or severe injury and/or damage to property and infrastructure during an extreme heat incident within Kings County.

If the need to relocate impacted residents is apparent, the provisions of the Regional Emergency Evacuation Plan (REEP) shall be implemented. In such events, the Municipality shall discuss the need to declare a [State of Local Emergency \(SOLE\), Annex A](#), if a mandatory evacuation is needed.

DRAFT

2.0 CONCEPT OF OPERATIONS (CONOPS)

2.1 Planning Assumptions

The following assumptions were considered in the development of the Kings County REMO Heat Advisory and Response System (HARS):

- Kings County will experience several, consecutive days of Heat Events throughout the summer months; these are normally accompanied by warm over-night temperatures as well;
- It is anticipated that extreme heat events will become more intense, more frequent, and longer lasting in the future;
- The populations at risk to heat related illnesses is vast and includes many factors including, but not limited to age, pre-existing health conditions, socio-economic factors, religious beliefs, and location;
- Heat stroke is fast setting and has a high mortality rate. Early identification and prevention are essential in prevention; and
- Warning and messaging systems are already established from Kings County REMO using various media outlets (news, radio, websites, social media, and emergency email notification system).

2.2 Situation Overview

Heat waves and emergencies do not cause damage or elicit the immediate response of floods, fires, earthquakes, or other more “typical” disaster scenarios. While heat waves are obviously less dramatic, they are potentially deadlier.



Heat emergencies are often slower to develop, taking several days of continuous, oppressive heat before a significant or quantifiable impact is seen. Heat waves do not strike victims immediately, but rather their cumulative effects slowly take the lives of vulnerable populations. Some of those most impacted may be at special risk because of their own Functional and Access Needs (e.g. physical disabilities, the elderly, medically fragile populations, socially isolated, homeless, etc.).

The precise definition of an Extreme Heat Event (EHE) varies, but always refers to unusually hot temperature and/or high Humidex readings as compared to the typical regional average for that season. EHEs are not new to Canada. Between 1900 and 2005, five major EHEs occurred in Canada - from Ontario to the Atlantic Ocean (1912), Western and Central Canada (1936), Toronto region (1953), Halifax region (1963), Prairie Provinces and Central and Southern Ontario (1988) - causing over 1,200 deaths and many heat-related illnesses. And more recently, more than 90 people are suspected to have died as a result of a July heat wave in Quebec.

Health Canada doesn't keep information about heat-related deaths in Canada because it's not one of the "nationally notifiable" diseases that the provinces must report to federal authorities, nor does it collect the information itself.

Bouts of extreme heat are expected to become more frequent, notes a [2018 report from Canada's federal and provincial Auditors General](#), with their evaluation concluding that governments had under-delivered on commitments to deal with climate change. The report states that "by 2100, the number of days above 30 degrees Celsius in Canadian cities is expected to double, and a one-in-20-year hottest day may become a one-in-two-year event."¹

Extreme heat impacts different people in different ways, depending on their age, underlying medical conditions and how well they are acclimatized to hot conditions. Exposure to extreme heat over prolonged periods of time without access to cooling intervals (such as typically occur at night) makes it hard for the human body to maintain a consistent internal temperature. This stress can result in a rise of internal temperature, and/or increased stress on respiratory and circulatory systems. Either circumstance can result in related health problems or death. Even a short break from the extreme heat helps to reduce this stress.

2.3 Heat Sensitive and Vulnerable Populations

Some groups of people are more vulnerable to hot weather and heat related illness and death. Heat vulnerable groups include²:

- older adults;
- infants and young children;
- people with chronic illness such as asthma, cardiovascular diseases and kidney disease;
- people with mental illness or who are physically impaired;
- people taking certain medications;
- socially disadvantaged or socially isolated individuals and communities;
- newcomers to Canada;
- occupational groups; and
- people who work and recreate outdoors



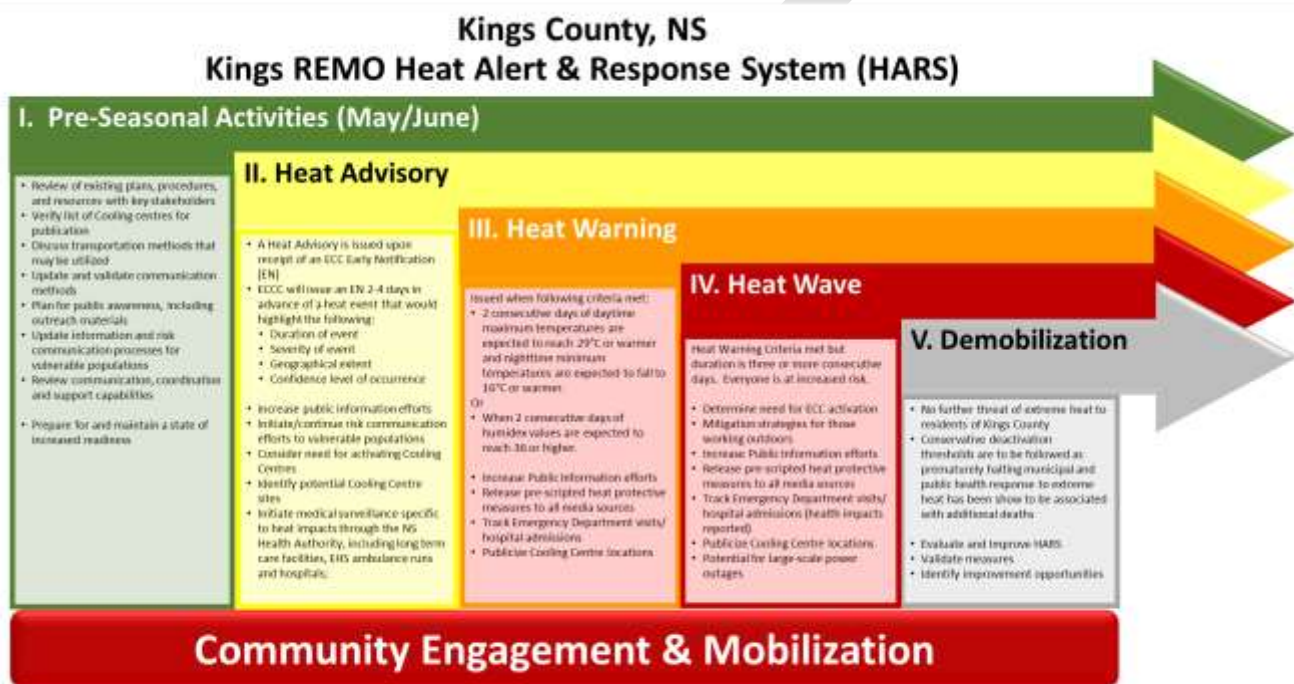
Any individual, regardless of age, sex, or health status can develop heat stress if engaged in intense physical activity and/or exposed to environmental heat (and humidity). If heat exposure exceeds the body's capacity to cool a range of heat-related symptoms and conditions can develop – from relatively minor treatable heat cramps to severe life-threatening heat stroke, which is always an extreme medical emergency. Adequate hydration is critical to avoid development of heat-related illness.

¹ [Perspectives on Climate Change Action in Canada-A Collaborative Report from Auditors General](#), March 2018

² Health Canada (2011). [Adapting to Extreme Heat Events: Guidelines for Assessing Health Vulnerability](#)

2.4 Local Response Phases

To prepare members of the public and government resources for extreme heat conditions, there are a series of five response levels within Kings County, depending upon severity of the threat to public health as well as animals. Severity is determined by a number of factors, including the absolute degree of temperature deviation to the levels that threaten health, contributing factors such as humidity and diurnal (daily) variation, the expected duration of the extreme temperature event, the status of community infrastructure (e.g. utilities, transportation) to allow the public to mitigate the impact of the temperature extremes. The general criteria for gauging the severity of threat posed by a heat emergency are described in this section.



2.4.1 Phase I – Pre-Seasonal Activities

Phase I actions are taken prior to hotter months (usually in May/June) to prepare for and maintain a state of increased readiness. Pre-Seasonal Readiness will be initiated each year in May or early June by the Regional Emergency Management Coordinator (REMC) with the Kings County Regional Emergency Management Planning Committee (REMPC), which includes representatives from Nova Scotia Health Authority, Emergency Social Services, Emergency Health Services, other County Departments, and Non-Governmental Agencies (NGOs).

This includes the following actions:

- Review of existing plans, procedures, and resources with key stakeholders;
- Dissemination of plans to key stakeholders;

- Verify list of Cooling Centres for publication;
- Discuss transportation methods that may be utilized in Phase III and Phase IV for Cooling Centres;
- Update and validate communication methods for response agencies;
- Develop a plan for public awareness including outreach materials that outline steps on how to prepare before extreme heat, what to do during extreme heat and includes web links and phone numbers for more information. Identify and verify list of vulnerable populations and coordinating agencies;
- Update information and risk communication processes for vulnerable populations; and
- Review communication, coordination and support capabilities and methods with local non-governmental and faith-based organizations.

2.4.2 Phase II – Heat Advisory

Heat Advisories for Kings County are issued upon receipt of an Environment Canada and Climate Change (ECCC) Early **Notification for extreme temperatures**. An Early Notification for extreme temperatures will be issued 2-4 days in advance of a heat event and would highlight the following information:

- Duration of event;
- Severity of event;
- Geographical extent; and
- Confidence level of occurrence



Benchmarks for Phase II are monitored by local government and include but are not limited to credible predictions by Environment and Climate Change Canada of excessive heat or of power outages during warmer than normal weather conditions in Kings County. During this phase, contact with local agencies, stakeholders and coordination among Provincial agencies increases.

Specific benchmarks include:

- An Early Notification (EN) from Environment and Climate Change Canada (ECCC), giving an outlook for an extended period of much above average temperatures.

Phase II actions by Kings REMO may include the following:

- Increase Public Information efforts including Social Media and Kings REMO Emergency Email Notification System;
- Release pre-scripted heat protective measures to all media sources;
- Initiate/continue risk communication efforts to vulnerable populations as outlined in Phase I;
- Ensure employees have updated heat emergency materials;
- Coordinate with the managers and owners of any Cooling Centres considered for publication;
- Publicize and communicate Cool Centre locations;

- Consider need for activating Cooling Centres;
- Identify potential Cooling Centre sites; and
- Develop a transportation working group consisting of public, private, volunteer and service organizations to identify and develop a transportation component and procedures to ensure vulnerable populations are provided transportation to Cooling Centres.

2.4.3 Phase III – Heat Warning

Heat Warnings for Kings County will be issued by Environment and Climate Change Canada (ECCC) to inform the public when air temperature and/or humidex are forecast to be above defined criteria for two consecutive days so that the public can take action to protect themselves from the risks associated with extreme heat.



Criteria for issuing a **Heat Warning** in Nova Scotia:

- Issued when 2 or more consecutive days of daytime maximum temperatures are expected to reach 29°C or warmer and nighttime minimum temperatures are expected to fall to 16°C or warmer.
- Or
- Issued when 2 or more consecutive days of humidex values are expected to reach 36 or higher

Specific benchmarks include:

- A **Heat Warning** from Environment and Climate Change Canada, giving an outlook for an extended period of much above average temperatures;
- Increased EHS calls and Emergency Department visits;
- Increased wellness checks by Kings RCMP and Kentville Police Services; and
- Credible predictions of power outages, electrical blackouts, or rotating blackouts are issued during periods of high heat.

During Heat Warnings, everyone may be at increased risk of heat stress and heat stroke:

- People living alone without air conditioning are at high risk especially if the heat wave lasts many days;
- Check regularly on your neighbours and relatives to make sure they are not in danger; and
- Organizers of sport and recreational activities should build in regular water breaks and rest or consider rescheduling activities.

Phase III actions by Kings REMO may include the following:

- Continuing actions identified in Phase II;
- Participate in periodic or daily calls as needed with Provincial agencies (NS EMO) regarding weather and power updates;

- Increase Public Information efforts including Social Media and Kings REMO Emergency Email Notification System;
- Release pre-scripted heat protective measures to all media sources ([Annex E](#) and [Annex F](#));
- Initiate/continue risk communication efforts to vulnerable populations as outlined in Phase II;
- Initiate medical surveillance specific to heat impacts through the NS Health Authority, including long term care facilities, EHS ambulance runs and hospitals;
- Track Emergency Department visits and hospital admissions;
- Ensure employees have updated heat emergency materials;
- Coordinate with local utilities to assess power restrictions or limitations;
- Consider need for activating Cooling Centres and identify potential Cooling Centre sites;
- Publicize and communicate Cooling Centre locations;
- Develop a transportation working group consisting of public, private, volunteer and service organizations to identify and develop a transportation component and procedures to ensure vulnerable populations are provided transportation to Cooling Centres;
- Coordinate with local utilities to assess power restrictions or limitations;
- Coordinate with NS Power / Berwick Electric to identify and develop procedures for the operations of volunteered "Cooling Centres" that could be exempted from rotating blackouts;
- Ensure pet and animal heat impacts are being addressed through special facilities or pet accommodations at Cooling Centres or other locations; and
- Coordinate with local utilities to assess power restrictions or limitations.

2.4.4 Phase IV – Heat Wave

A **Heat Wave** will be issued to residents of Kings County to inform the public when air temperature and/or humidex are forecast to be above defined criteria for three (3) or more consecutive days so that the public can take action to protect themselves from the risks associated with extreme heat.

Criteria for issuing a Heat Wave in Kings County:

- Issued when 3 or more consecutive days of daytime maximum temperatures are expected to reach 29°C or warmer and nighttime minimum temperatures are expected to fall to 16°C or warmer.
- Or
- Issued when 3 or more consecutive days of humidex values are expected to reach 36 or higher

Specific benchmarks include:

- A Heat Warning from Environment and Climate Change Canada, giving an outlook for an extended period of much above average temperatures;
- Increased EHS calls and Emergency Department visits; and
- Credible predictions of power outages, electrical blackouts, or rotating blackouts are issued during periods of high heat.

Phase IV actions by Kings REMO may include the following:

- Continuing actions identified in Phase III;
- Consider activation of the Kings REMO Regional Emergency Coordination Centre (ECC)
- Consider activating community information and public health call lines;
- Conduct bed polling status of hospitals and monitor status of medical facilities;
- Monitor for possible medical impacts of prolonged power outages or rolling blackouts;
- Monitor Cooling Centres providing regular updates on numbers of persons at each, access and functional related needs, support issues, and power availability;
- Track heat related fatalities and medical emergencies; and
- Monitor impacts to agriculture including animal mortality, rendering plant impacts and coordination with industry. Determine potential impacts to landfills due to heat related animal mortality.

2.4.5 Phase V – Demobilization

A Heat Warning Demobilization will be announced by Kings REMO when there is no further threat of extreme heat to the citizens of Kings County. Upon confirmation that the Heat Warning has ended. Kings REMO Regional Emergency Management Coordinator will communicate this information to community partners.

A Heat Warning response should only be deactivated on a day on which Environment and Climate Change Canada's 2-day forecast (i.e., today and tomorrow) does not exceed the thresholds of temperature or humidex. Conservative deactivation thresholds are to be followed as prematurely halting municipal and public health responses to extreme heat has been shown to be associated with additional deaths.

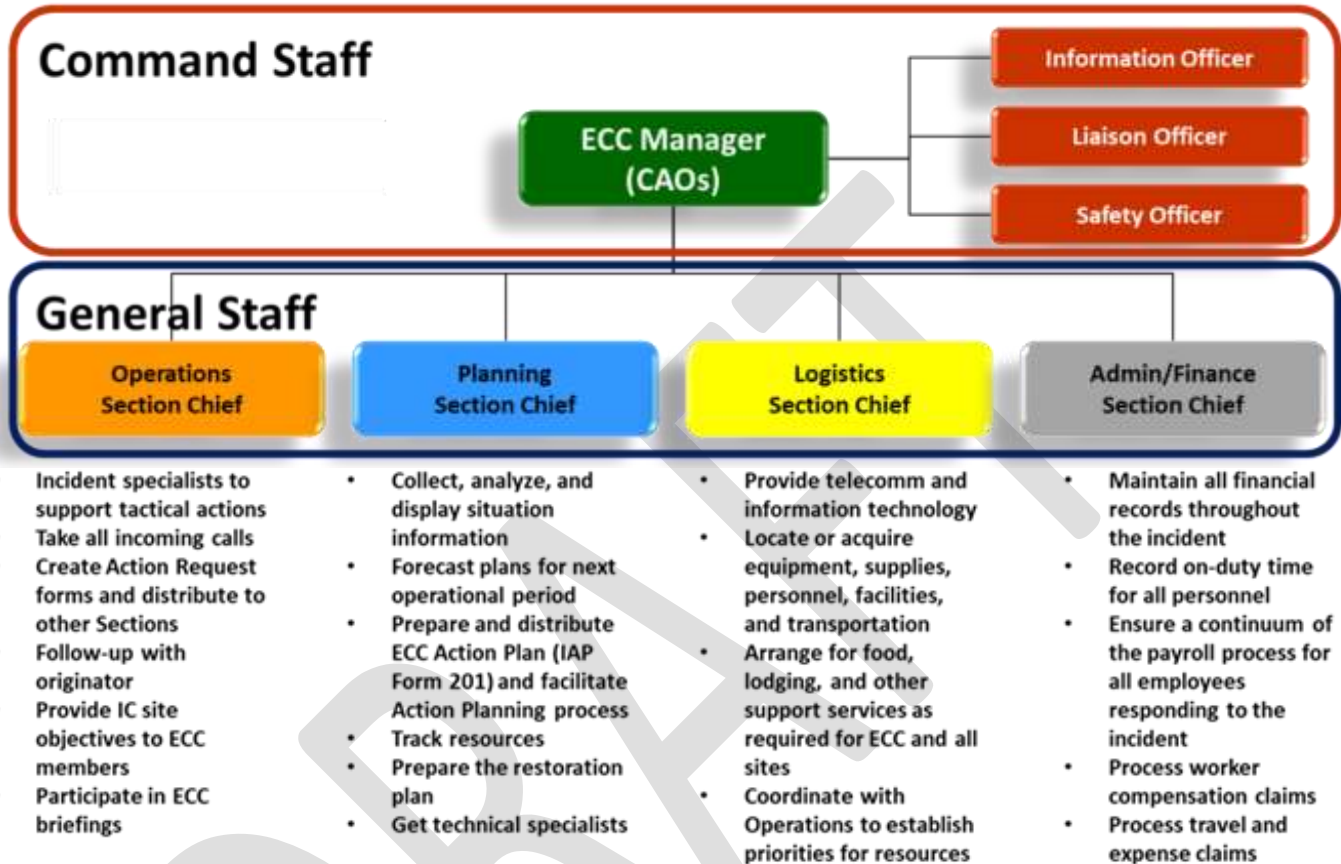
Following confirmation of termination, the ECC Information Officer will issue a news release as approved by the ECC Manager. The news release will:

- Announce the end of the Heat Warning/Heat Wave;
- Specify the criteria upon which the deactivation is based;
- Specify the need for continued vigilance against heat-related health effects within vulnerable populations as there can be a lag period between exposure to heat and ill health effects;
- Provide directions on where the public may obtain additional information; and
- Announce the closure of Cooling Centres.

Kings REMO will monitor the demobilization process as the premature halting of municipal and public health responses to extreme heat has been shown to be associated with additional deaths.

2.5 Extreme Heat Response Organizational Structure

To support an extreme heat incident within Kings County, the Kings REMO Emergency Coordination Centre is structured under the Incident Command System (ICS).



2.6 Municipal Public Warning Strategy

As there are limited audible warning systems within the Municipalities of Kings County, the public will be alerted to extreme heat incidents through local media (radio, television, newspaper) and social media (Facebook, Twitter). Warnings will also be posted on all Municipal websites and distributed through the Kings REMO Emergency Email Notification System. In extreme circumstances, public warning may also be done through vehicle public address systems and/or door-to-door contact by municipal services and/or volunteers.

Municipal Websites:

- [Municipality of the County of Kings](#)
- [Town of Berwick](#)
- [Town of Kentville](#)
- [Town of Wolfville](#)

2.7 Heat Waves and Large Public Events

Summer is a time for people to get outside and enjoy themselves. Large scale public events, such as music and arts festivals; sports events; and national celebrations are held throughout Kings County every summer providing enjoyment to millions of people.

While local agencies are generally well equipped to plan and deal with such events, the effects of excessive heat and sun exposure are sometimes not highlighted enough. Large public events increase exposure to heat and direct sunlight and can make organisational responses more difficult. Individual behaviours often change (for example, people may be reluctant to use the toilet facilities due to the long queues and so purposely reduce fluid intake). At many large events, people get into a good position to see the event and then reduce fluid intake and heat avoidance behaviours so as not to lose their spot. This can lead to heat-related illness, dehydration and/or collapse.

2.7.1 Heatwave advice and Mass Gatherings

The following table provides a quick heat-health checklist that can be used when planning large scale public events (mass gatherings):

Heat-health Risk	Actions to consider
Increased exposure to heat	<ul style="list-style-type: none"><input type="checkbox"/> Provide temporary shaded areas at event locations (umbrellas, tents)<input type="checkbox"/> Reduce the need to line-up (efficient check-in, additional staffing, or staggered ticket entry)<input type="checkbox"/> Provide a water spray/mist area/spraying (showers, garden hose)<input type="checkbox"/> Make available a map of local public air-conditioned spaces where people can have respite from the heat (consider extending opening hours of these venues)<input type="checkbox"/> Divert strenuous activities for cooler days or cooler periods of the day and provide an alternative, less strenuous program for hot days
Communication Barriers	<ul style="list-style-type: none"><input type="checkbox"/> Prepare advice for tourists and distribute around hotels, and transportation hubs<input type="checkbox"/> Produce and distribute heat-health advice printed onto free fans or caps (can be used to fan/protect against sun while containing information on protecting against recognizing heat-related illnesses, and provide emergency phone number in case of identified heat related illness)<input type="checkbox"/> Inform your audience and/or your members about the health risks and possible preventive measures through digital screens/speakers/announcements
Reduced access to Water	<ul style="list-style-type: none"><input type="checkbox"/> Distribute water bottles or temporary water dispensers<input type="checkbox"/> Ensure an adequate supply of drinking water – on hot days it is advisable to provide free drinking water

Heat-health Risk**Actions to consider****Severe Heat Emergency**

- Consider moving date, location or cancel event in extreme heat conditions
- Ensure adequate immediate relief for people in emergency and ensure their transport to the first aid/EHS unit

Medical Needs

- Remember that people with asthma, heart disease and/or other additional chronic conditions are additionally health sensitive to ozone and/or heat
- Keep in mind that alcohol and some (prescription) drugs can worsen effect of heat
- Ensure adequately trained personnel who notify authorities as soon as there are incidents of heat illness observed

Food Needs

- Provide water-rich foods such as salads, yogurt and ensure that food is kept cool to prevent contamination

DRAFT

3.0 RESPONSIBILITIES

3.1 Federal

In December 2007, the Government of Canada committed to help Canadians adapt to the challenges of a changing climate and its impacts.³

Environment and Climate Change Canada (ECCC) are responsible for issuing Special Weather Statements, Early Notifications and Heat Warnings for heat related events. Municipal staff across departments receive regular weather reports, advisories and warnings from Environment Canada weather services. These services are provided by weather meteorologists located in at Nova Scotia EMO Headquarters in Dartmouth, NS

3.2 Provincial

3.2.1 Nova Scotia Emergency Management Office (NS EMO)(DMA)

- [NS EMO](#) takes an “all-hazards” approach to emergency management that recognizes that mitigation, preparedness, response and recovery can be used to address the impact of disasters.
- [NS EMO](#) regional staff (Emergency Management Planning Officers - EMPO’s) work with municipal emergency management coordinators to ensure there are emergency management plans in place for each municipality in Nova Scotia.
- Municipal planning and local knowledge are represented in the development of emergency management plans.
- The [MCCAP](#) process requires municipal emergency management coordinators to work with EMPOs in the development of their respective climate change action plans.

3.2.2 Nova Scotia Health Authority (NSHA)

The Nova Scotia Health Authority developed the ‘[Heat Stress Management](#)’ program to promote a healthy workplace and to comply with legislative requirements. The program provides guidance and direction to staff who may be exposed to conditions which could result in a worker's core body temperature exceeding 38°C (100°F), or conditions which are in excess of the screening criteria values for heat stress exposure.

3.3 Regional – Kings REMO

Kings REMO is responsible for developing and implementing mitigation strategies to prevent or lessen the occurrences and/or severity of extreme heat events.

These strategies include:

- Local partner notification processes
- Public communications and support to public health heat education opportunities
- Making cooling centres and hydration accessible to the public
- Working to address the needs of vulnerable populations

³ Health Canada – [Climate Change and Health: Health Effects](#)

- Responding to impacts on municipally delivered health services such as Emergency Medical Services or Long-Term Care
- Responding to impacts on critical infrastructure such as power supply
- Occupational health and safety for their own workers in hot weather
- Potential activation of Emergency Coordination Centre, and activation of other local emergency response plans/protocols as required

Kings REMO roles may involve a range of various departments/divisions, ranging from recreation to public works to social services, as well as multiple community partners, from the Red Cross and utility companies to landlords, faith-based organizations, and smaller local service organizations

3.4 Role of the Private Sector

3.4.1 Residents

The residents of Kings County play an important role in managing an extreme heat event by ensuring that they and their families are prepared before an event takes place and knowing what to do during an extreme heat event. All residents of Kings County need to be prepared to care of themselves and their family for up to 72 hours or longer.



Nova Scotians are encouraged to be ready to cope on their own for at least the first 72 hours of an emergency.

Resources on how to stay safe when extreme heat threatens are available on the Government of Canada website [Extreme Heat: Heat Waves \(Annex E\)](#)

3.4.2 Businesses

An extreme heat event may negatively impact service provision by businesses as well as affect the health of employees. Preparing the workforce, building safe facilities, investing in supplier relationships, and connecting to the community are essential to building business community resilience. Businesses within Kings County are encouraged to develop and maintain comprehensive business emergency response plans which include a business impact analysis, business continuity plan and a training and exercise schedule to evaluate the recovery strategies and the plan. Information for developing a Business Continuity Plan can be found on the [website of the Department of Public Safety and Emergency Preparedness](#).

3.5 Phase I – Pre-Season Readiness

These Action Checklists may be used when an Extreme Heat Incident is at Phase I – Pre-Season Readiness

KINGS REMO

- Conduct pre-season meeting with stakeholders to review plans and confirm actions.
- Update and validate communication methodologies with stakeholders.
- Monitor Early Notifications and Heat Warnings from Environment Canada throughout the season.
- Coordinate Public Information campaign including updating websites, county-wide social media messages, and preparing handouts for County Departments to distribute.

MUNICIPAL UNITS (Municipality of the County of Kings, Towns of Berwick, Kentville, Wolfville)

- Verify list of Cooling Centres for municipalities
 - o Name of Facility
 - o Address
 - o Hours of Operation
 - o Will facility extend hours during a heat incident
- Coordinate with managers and owners of Cooling Centres that their information may be publicized during a heat incident.
- Identify and discuss transportation methods that may be used in Phase II and Phase III for Cooling Centres.
- Identify communication methodology and transportation methods for local vulnerable populations.
- Participate in providing consistent media campaign messages via webpage, fliers, and social media platforms.

EMERGENCY SOCIAL SERVICES (ESS)

- Verify list of Cooling Centres for County facilities.
 - o Name of Facility
 - o Address
 - o Hours of Operation
 - o Will facility extend hours during a heat incident
- Coordinate with managers and owners of Cooling Centres that their information may be publicized during a heat incident.
- Coordinate with agencies that service people with disabilities and access and functional needs.

NS HEALTH AUTHORITY

- Provide initial risk communication and public information that may be duplicated, and that jurisdictions and agencies may share with vulnerable populations.
- Discuss developing and/or updating public outreach materials.
- Identify information that may be shared via social media.
- Identify and verify list of medically fragile and vulnerable populations (e.g. socially isolated individuals, elderly, outside labourers) and coordinating agencies.

- Coordinate with County Departments that provide services to medically fragile and vulnerable populations.

NON-GOVERNMENT AGENCIES (including but not limited to Canadian Red Cross)

- Identify capabilities to support local government and communities during a heat incident.
- Identify communication and monitoring methods for vulnerable populations that the NGO serves.
- Help identify other partner agencies.

3.6 Phase II – Heat Advisory

These Action Checklists may be used when an Extreme Heat Incident has reached Phase II – Heat Advisory of Extreme Temperatures.

KINGS REMO / ECC MANAGER

- Review Emergency Coordination Centre (ECC) Position Checklists.
- Participate in periodic or daily calls as needed with County agencies regarding weather and power updates.
- Coordinate between Kings County REMO, the NS Health Authority, Emergency Social Services, Department of Community Services, NS Department of Agriculture, Community Based Organizations (CBOs), Faith Based Organizations (FBOs), and First Responder Agencies regarding potential convening of the Regional Emergency Management Planning Committee (REMPC) to consider response actions.

REMPC

- Conduct Threat Assessment

INFORMATION OFFICER

- Review Information Officer Position Checklist in Emergency Coordination Centre.
- Increase public information efforts including Social Media and Municipal websites
- Consider methods to alert and warn vulnerable populations.
- Release pre-scripted heat protective measures to all media sources.
- Publicize and communicate Cooling Centre locations.
- Publicize that fans alone are insufficient for extended periods of excessive indoor heat.
- Publicize request for citizens and agencies to enhance checks on homebound individuals.
- Consider use of 2-1-1 for public phone contact.
- Consider use of Volunteers for public hotline or door-to-door contact.

LIAISON OFFICER

- Review Liaison Officer Position Checklist in Emergency Coordination Centre.
- Ensure employees have updated heat emergency materials.
- Coordinate with NS Power and Berwick Electric to assess power restrictions or limitations.

HEALTH BRANCH

- Review Medical Health Branch Position Checklist in Emergency Coordination Centre.
- Initiate or continue risk communication efforts to vulnerable populations as outlined in Phase I.

- Initiate medical surveillance specific to heat impacts including long-term care facilities, skilled nursing facilities, and dialysis centres.
- Track Emergency Department visits and EHS calls.
- Track heat related fatalities, medical emergencies and ambulance runs.
- Advise at-risk medical facilities to monitor ambient indoor temperature.
- Prepare Public Health staff for possibility of Cooling Centre coordination and support.

AGRICULTURE BRANCH

- Review Agriculture Branch Position Checklist in Emergency Coordination Centre.
- Monitor impacts to agriculture including animal mortality, rendering plant impacts, and coordination with industry

CARE AND SHELTER BRANCH

- Review Care and Shelter Branch Position Checklist in Emergency Coordination Centre.
- Coordinate with the managers and owners of any Cools Centres being considered for publication.
- Consider need for activating Cooling Centres.
- Identify potential Cooling Centre sites and needed staffing.
- Coordinate with Animal Services for care and shelter of pets.
- Coordinate with agencies that service people with disabilities and access and functional needs.

LOGISTICS SECTION

- Review Logistic Section Coordinator Position Checklist in Emergency Coordination Centre.
- Develop a transportation working group consisting of public, private, volunteer and service organizations to identify and develop a transportation component and procedures to ensure vulnerable populations are provided transportation to Cool Centres

PLANNING/INTELLIGENCE SECTION

- Review Planning/Intelligence Section Position Checklist in Emergency Coordination Centre.
- Confirm details of agency participation, staffing.
- Consider long-term planning needs including advanced planning for extended incident.
- Develop ECC Incident Action Plan (IAP)

3.7 Phase III – Heat Warning

These Action Checklists may be used in addition to the Phase II Checklist when a Heat Warning has reached Phase III – Heat Warning.

KINGS REMO / ECC MANAGER

- Review ECC Manager Position Checklist in Emergency Coordination Centre.
- Increase coordinating calls with local, regional and Provincial resources

POLICY GROUP

- Review Kings County Policy.
- Conduct Threat Assessment.
- Determine need to activate the Emergency Coordination Centre (ECC)

- Identify any regulatory or ordinance issues that may need to be suspended

INFORMATION OFFICER

- Review Public Information Officer Position Checklist in Emergency Coordination Centre.
- Increase and continue public information efforts.
- Consider activating community information and public health call lines.

LIAISON OFFICER

- Review Liaison Position Checklist in Emergency Coordination Centre.
- Ensure employees have updated heat emergency materials.

OPERATIONS SECTION

- Review Operations Section Coordinator Position Checklist in Emergency Coordination Centre.
- Determine need for mutual aid resources.

MEDICAL HEALTH BRANCH

- Review Medical Health Branch Position Checklist in Emergency Coordination Centre.
- Conduct bed polling status of hospitals and skilled nursing facilities and monitor status of all medical facilities.
- Track Emergency Department Visits and EHS calls.
- Track heat related fatalities and morbidity.
- Establish communication with local dialysis centres if there is concern regarding potential power outages.
- Monitor for medical impacts of prolonged power outages or rolling blackouts

AGRICULTURE BRANCH

- Review Agriculture Branch Position Checklist in Emergency Coordination Centre.
- Monitor rendering capacity County-wide

CARE AND SHELTER BRANCH

- Review Care and Shelter Branch Position Checklist in Emergency Coordination Centre.
- Consider activating Cooling Centres.
- Coordinate with Canadian Red Cross to open Cooling Centres.
- Coordinate with Animal Services to ensure pet and animal heat impacts are being addressed through special facilities or pet accommodations at Cooling Centres or other locations.
- Monitor Cooling Centres and provide regular updates on numbers of persons at each, access and functional needs, support issues, and power availability.
- Ensure that Cooling Centres know the importance of maximizing fluid dissemination and minimizing food.
- Develop process to check on shut-in or vulnerable populations

LOGISTICS SECTION

- Review Logistic Section Position Checklists in Emergency Coordination Centre.
- Identify transportation resources for Cooling Centres

PLANNING/INTELLIGENCE SECTION

- Review Planning/Intelligence Section Checklists in Emergency Coordination Centre.
- Confirm details of agency participation, staffing.
- Consider GIS function for mapping heat related trends and/or fatalities.
- Develop ECC Incident Action Plan (IAP)

3.8 Phase IV – Heat Wave

These Action Checklists may be used in addition to the Phase III Checklist when a Heat Warning has reached Phase IV – Heat Wave.

KINGS REMO / ECC MANAGER

- Review ECC Manager Position Checklist in Emergency Coordination Centre.
- Review Phase III Checklist.
- Increase coordinating calls with local, regional and Provincial resources
- Determine need / level for ECC Activation
 - Level 1 – Monitoring (Key personnel only)
 - Level 2 – Partial Activation (Key personnel and personnel from responding agencies)
 - Level 3 – Full Activation (all personnel)

POLICY GROUP

- Review Kings County Policy.
- Conduct Threat Assessment.
- Consider declaring a [State of Local Emergency](#)
- Identify any regulatory or ordinance issues that may need to be suspended

INFORMATION OFFICER

- Review Public Information Officer Position Checklist in Emergency Coordination Centre.
- Increase and continue public information efforts.
- Consider activating community information and public health call lines.

LIAISON OFFICER

- Review Liaison Position Checklist in Emergency Coordination Centre.
- Ensure employees have updated heat emergency materials.

OPERATIONS SECTION

- Review Operations Section Coordinator Position Checklist in Emergency Coordination Centre.
- Determine need for mutual aid resources.

MEDICAL HEALTH BRANCH

- Review Medical Health Branch Position Checklist in Emergency Coordination Centre.
- Conduct bed polling status of hospitals and skilled nursing facilities and monitor status of all medical facilities.
- Track Emergency Department Visits and EHS calls.
- Track heat related fatalities and morbidity.

- Establish communication with local dialysis centres if there is concern regarding potential power outages.
- Monitor for medical impacts of prolonged power outages or rolling blackouts

AGRICULTURE BRANCH

- Review Agriculture Branch Position Checklist in Emergency Coordination Centre.
- Monitor rendering capacity County-wide

CARE AND SHELTER BRANCH

- Review Care and Shelter Branch Position Checklist in Emergency Coordination Centre.
- Consider activating Cooling Centres.
- Coordinate with Canadian Red Cross to open Cooling Centres.
- Coordinate with Animal Services to ensure pet and animal heat impacts are being addressed through special facilities or pet accommodations at Cooling Centres or other locations.
- Monitor Cooling Centres and provide regular updates on numbers of persons at each, access and functional needs, support issues, and power availability.
- Ensure that Cooling Centres know the importance of maximizing fluid dissemination and minimizing food.
- Develop process to check on shut-in or vulnerable populations

LOGISTICS SECTION

- Review Logistic Section Position Checklists in Emergency Coordination Centre.
- Identify transportation resources for Cooling Centres

PLANNING/INTELLIGENCE SECTION

- Review Planning/Intelligence Section Checklists in Emergency Coordination Centre.
- Confirm details of agency participation, staffing.
- Consider GIS function for mapping heat related trends and/or fatalities.
- Develop ECC Incident Action Plan (IAP)

3.9 Phase V – Demobilization

KINGS REMO / ECC MANAGER

- Upon confirmation that the Heat Warning/Heat Wave has ended, communicate this information to community partners
- A level II, III or IV response should only be deactivated on a day in which Environment Canada's 2-day forecast (i.e., today and tomorrow) does not exceed the thresholds of temperature or humidex.

POLICY GROUP

- Deactivate the Kings REMO Emergency Coordination Centre

INFORMATION OFFICER

- The demobilization news release will:
 - Announce the end of the Heat Warning/Heat Wave
 - Specify criteria upon which the deactivation is based
 - Specify the need for continued vigilance against heat-related health effects within vulnerable populations as there can be a lag period between exposure to heat and ill health effects
 - Provide directions on where the public may obtain additional information
 - Announce the closure of cooling centres.

LIAISON OFFICER

- Obtain After Action Review information from supporting agencies

OPERATIONS SECTION

- Direct closure of cooling centres

MEDICAL HEALTH BRANCH

- Confirm that hot weather has ended

DRAFT

4.0 PUBLIC EDUCATION & AWARENESS OF EXTREME HEAT INCIDENTS

4.1 Emergency Public Information

Timely and effective communication of information to the public and between participating agencies is critical during a Heat Warning. During or immediately following a public emergency, critical information may be disseminated by the Information Officer (IO) or the Incident Commander through a variety of methods including, but not limited to:

- Press Conferences
- Press Releases
- Operational Area Briefings
- Partner E-mails
- Conference Calls
- Mass Notifications
(Kings REMO Emergency Email Notification System)
- Municipal Websites & Social Media
- Phone banks



Communications materials should be distributed before and during extreme heat events. Municipal Websites may be updated with heat health messaging, including 'look out for each other', and which medications might put people at great risk of heat related complications. Paper materials may also be distributed to senior and community centres, schools, low-income housing areas, pharmacies and medical centres, as well as outdoor events.

Printed materials should inform citizens of the location of cooling centres and public water fountains, and information about transport to get there.

During a heat warning, heat wave, including compounding factors such as power outages, water shortages or boil water advisories, or air quality alerts, should also be sent out to media outlets and internal staff.

Outdoor municipal workers should be alerted that they may be at higher risk for heat illness and be trained to monitor outdoor spaces for people experiencing heat-related illnesses.

4.2 Public Safety Tips

Heat illnesses are preventable. During extreme heat, the most important thing is to keep cool and stay hydrated. The following safety steps can be communicated to the public to protect them and their families in very hot weather.

Know the Risks	<ul style="list-style-type: none">• Hot temperatures can be dangerous• Heat illnesses can affect you quickly and are mainly caused by over-exposure to heat or over-exertion in the heat
Prepare for the Heat	<ul style="list-style-type: none">• Tune in regularly to local weather forecasts & alerts• Arrange for regular visits• If you have an air conditioner, make sure it works properly
Pay Close Attention to how you feel	<ul style="list-style-type: none">• Watch for symptoms of heat illness• Heat stroke is a medical emergency! Call 911 immediately
Stay Hydrated	<ul style="list-style-type: none">• Drink plenty of cool liquids before you feel thirsty• Thirst is not a good indicator of dehydration.
Stay Cool	<ul style="list-style-type: none">• Dress for the weather• Keep your home cool
Avoid Exposure to very Hot Temperatures	<ul style="list-style-type: none">• Never leave people or pets in your care inside a parked vehicle or in direct sunlight• Plan outdoor activities during cooler parts of the day• Avoid sun exposure

4.2.1 Know the Risks

- Hot temperatures can be dangerous
- Heat illnesses can affect you quickly and are mainly caused by over-exposure to heat or over-exertion in the heat.

4.2.2 Prepare for the Heat

- **Tune in regularly to local weather forecasts and alerts** so you know when to take extra care.
- **Arrange for regular visits** by family members, neighbours or friends during very hot days in case you need help. Visitors can help identify signs of heat illness that could be missed over the phone.
- **Find ways to keep cool** before the hot weather starts. If you have an air conditioner, make sure it works properly. If you have ceiling fans or other fans they can help if the humidity isn't high. Find an air-conditioned spot close by where you can cool off for a few hours on very hot days. This will help you cope with the heat.
- **Have cool drinks in your vehicle** and keep your gas tank topped up.

4.2.3 Pay Close Attention to How You – And Those Around You - Feel

Watch for symptoms of heat illness, which include:

- dizziness or fainting
- nausea or vomiting
- headache
- rapid breathing and heartbeat
- extreme thirst (dry mouth or sticky saliva)
- decreased urination with unusually dark yellow urine
- changes of behaviour in children (like sleepiness or temper tantrums)

If you have any of these symptoms during extreme heat, move to a cool place and drink liquids right away. Water is best.

While waiting for help - **cool the person right away by:**

- moving them to a cool place, if you can
- applying cold water to large areas of their skin or clothing
- fanning the person as much as possible

4.2.4 Stay Hydrated

Drink plenty of cool liquids (especially water) before you feel thirsty to decrease your risk of dehydration (not having enough fluids in your body). Thirst is not a good indicator of dehydration.

- Remind yourself to drink water by leaving a glass by the sink.
- Flavouring water with natural fruit juice may make it more appealing.
- Eat more fruits and vegetables as they have a high-water content.
- If you eat less, you may need to drink more water.
- Drink water before, during and after physical activity.

Heat Stroke is a medical emergency!

Call 9-1-1 immediately if you are caring for someone who has a high body temperature and is either unconscious, confused or has stopped sweating

**STAY
HYDRATED.**

During extreme heat, drink plenty of water even if you don't feel thirsty.

4.2.5 Stay Cool

Dress for the weather

- Wear loose-fitting, light-coloured clothing and a wide-brimmed hat made of breathable fabric.
- When you buy sunglasses, make sure they provide protection against both UVA and UVB rays.

Take a break from the heat

- If you must do physical activity in extreme heat, take extra breaks, remove gear to let your body cool off and drink lots of water. Don't expect your usual performance in hot weather. Give your body time to recover after being in the heat.

Keep your home cool

- Make meals that don't need to be cooked in an oven.
- Block the sun by closing awnings, curtains or blinds during the day.
- If safe, open your windows at night to let cooler air into your home.
- If you have an air conditioner with a thermostat, keep it set to the highest setting that is comfortable (somewhere between 22°C/72°F and 26°C/79°F). This will reduce your energy costs and provide you with needed relief. If you are using a window air conditioner, cool only one room where you can go for heat relief.

If your home is extremely hot

- Take cool showers or baths until you feel refreshed.
- Use a fan to help you stay cool and aim the air flow in your direction.
- Spend a few hours in a cool place. It could be a tree-shaded area, swimming facility or an air-conditioned spot like a shopping mall, grocery store, or public library.

Did you know?

Your body is not used to (not acclimatized to) extreme heat at the beginning of the summer. If you are physically active, you are also not acclimatized if you don't exercise regularly during hot weather.

4.2.6 Avoid Exposure to Extreme Heat when Outdoors

Never leave people or pets inside a parked vehicle or in direct sunlight.

- When the outside air temperature is 23°C/73°F, the temperature inside a vehicle can be extremely dangerous - more than 50°C/122°F.

Reschedule or plan outdoor activities during cooler parts of the day.

- Before heading out, check the Air Quality Health Index in your area, if available. Air pollution tends to be at higher levels during very hot days.
- Plan strenuous outdoor activities for cooler days or choose a cooler location like a place with air conditioning or with tree shade.

Avoid sun exposure. Find or bring shade when possible.

- Tree-shaded areas can be as much as 5°C/9°F cooler than the surrounding area.
- Shade yourself by wearing a wide-brimmed, breathable hat, or using an umbrella.
- Wear loose-fitting, light-coloured clothing made of breathable fabric.
- Wear sunglasses that have UVA and UVB protection.
- Use a sunscreen with sun protection factor (SPF) 15 or higher and follow the manufacturer's directions. Don't use sunscreen on a child less than 6 months old

Did you know?

Sunburned skin loses its sweating efficiency. This makes it harder for your body to regulate its temperature.

5.0 PLAN TESTING, REVIEW & MAINTENANCE

5.1 Plan Testing Schedule & Responsibility

The Kings County Regional Emergency Management Coordinator (REMC) is responsible for coordinating the annual testing (in whole or in part) of the Kings REMO Heat Alert and Response System in order to verify its overall effectiveness and provide training to the emergency personnel. The exercise can take the form of a simple tabletop or a more elaborate functional exercise.

5.2 Plan Review & Maintenance

The Kings REMO Heat Alert and Response System (HARS) will be maintained by the Regional Emergency Management Planning Committee (REMPC) and the Regional Emergency Management Coordinator (REMC).

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

REVIEWS

MONTH	DAY	YEAR	BY

PLAN REVISIONS

MONTH	DAY	YEAR	CHANGE	APPROVED

6.0 DISTRIBUTION LIST

Distributed electronically:

Municipal Units:

- [Municipality of the County of Kings](#)
- [Town of Berwick](#)
- [Town of Kentville](#)
- [Town of Wolfville](#)

- [Village of Aylesford](#)
- [Village of Canning](#)
- Village of Cornwallis Square
- [Village of Greenwood](#)
- [Village of Kingston](#)
- [Village of New Minas](#)
- [Village of Port Williams](#)

Fire Departments

- Kings County Fire Departments

Regional Emergency Management Planning Committee (REMPC)

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

Annexes

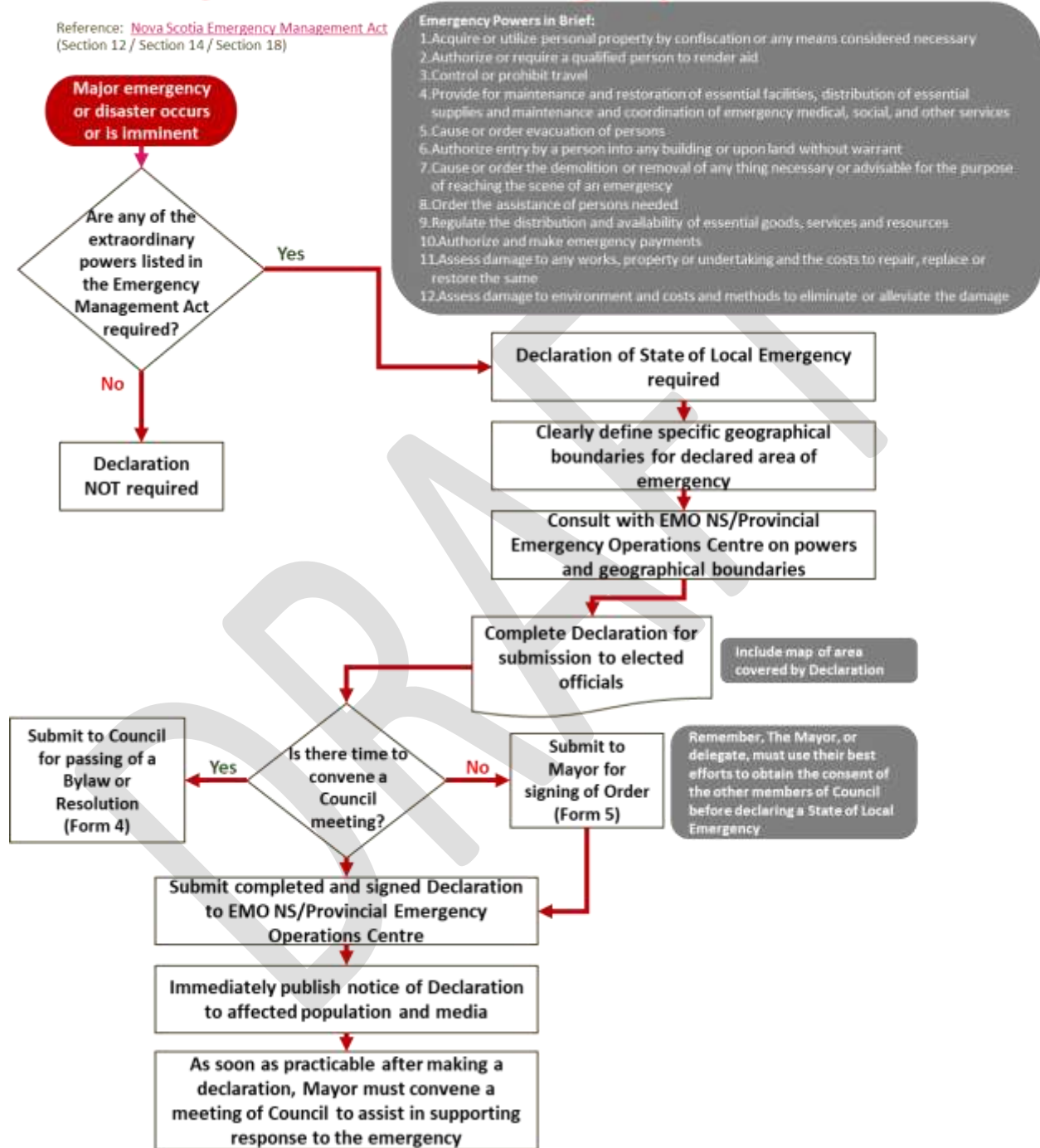
- A [Declaring a State of Local Emergency \(SOLE\)](#)
 - [Form 4 \(Council\)](#)
 - [Form 5 \(Mayor\)](#)
- B [Extreme Heat – Human Vulnerabilities](#)
- C [Extreme Heat – Animal Vulnerabilities](#)
- D [Cooling Centre Checklist](#)
- E [Key Public Health Messages](#)
- F [Heat Health Messages](#)
- G [Public Service Announcements \(Examples\) – Extreme Heat](#)
- H [Abbreviations & Definitions](#)
- I [Frequently Asked Questions \(FAQ\) – Extreme Heat](#)
- J [Resources](#)

DRAFT

Annex A – Declaring a State of Local Emergency (SOLE)

Declaring a State of Local Emergency

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



FORM 4

DECLARATION OF A STATE OF LOCAL EMERGENCY

MUNICIPALITY: _____

Section 12(2) of the *Emergency Management Act*, S.N.S. 1990, c.8

WHEREAS the area herein described is or may soon be encountering an emergency that requires prompt action to protect property or the health, safety or welfare of persons therein;

Emergency Area:

The area general described as:

Province of Nova Scotia (hereafter referred to as the "Designated Area(s)")

Yes

No

Nature of the Emergency:

AND WHEREAS the undersigned is satisfied that an emergency as defined in Section 2(b) of Chapter 8 of the Statutes of Nova Scotia, 1990, the *Emergency Management Act*, exists or may exist in the Designated Area(s) noted above;

THE UNDERSIGNED HEREBY DECLARES pursuant to Section 12(2) of the *Emergency Management Act*, a State of Local Emergency in the Municipality noted above as of and from _____ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20____.

THIS DECLARATION OF STATE OF LOCAL EMERGENCY shall exist until _ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20____, or for a maximum of 7 days from the date and time specified above unless the Declaration is renewed or terminated as provided in Section 20 of the *Emergency Management Act*.

DATED at _____, in the Municipality of _____, Province of Nova Scotia, this _____ day of _____, 20____.

Council, Municipality _____

Name _____

Positions _____

[Authorized by Resolution No. _____ dated the _____ Day of _____, 20____.

FORM 5

DECLARATION OF A STATE OF LOCAL EMERGENCY

MUNICIPALITY: _____

Section 12(2) of the *Emergency Management Act*, S.N.S. 1990, c.8

WHEREAS the area herein described is or may soon be encountering an emergency that requires prompt action to protect property or the health, safety or welfare of persons therein;

Emergency Area:

The area general described as:

[Empty rectangular box for describing the emergency area]

Province of Nova Scotia (hereafter

referred to as the "Designated Area(s)")

Yes

No

Nature of the Emergency:

[Empty rectangular box for describing the nature of the emergency]

AND WHEREAS the undersigned is satisfied that an emergency as defined in Section 2(b) of Chapter 8 of the Statutes of Nova Scotia, 1990, the *Emergency Management Act*, exists or may exist in the Designated Area(s) noted above;

AND WHEREAS the Council of the Municipality is unable to act;

AND WHEREAS the undersigned has (check appropriate box)

(a) Consulted with a majority of the members of the
Municipal Emergency Management Committee

Yes

No

(b) Found it impractical to consult with the majority
of the Municipal Emergency Management Committee

Yes

No

THE UNDERSIGNED HEREBY DECLARES pursuant to Section 12(3) of the *Emergency Management Act*, a State of Local Emergency in the Municipality noted above as of and from ____ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20____.

THIS DECLARATION OF STATE OF LOCAL EMERGENCY shall exist until _ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20____, or for a maximum of 7 days from the date and time specified above unless the Declaration is renewed or terminated as provided in Section 20 of the *Emergency Management Act*.

DATED at _____, in the Municipality of _____, Province of Nova Scotia, this _____ day of _____, 20____.

Mayor's Signature

Municipality of

Annex B – Extreme Heat – Human Vulnerabilities

Heat Fatigue

Signs include impaired performance of skills, mental concentration, or vigilance. Heat fatigue is generally due to the individual not being used to working in heat.

- First Aid - There is no specific treatment except to remove the person to a cooler environment before more serious conditions develop

Heat Rashes

Most common problem. Prickly heat rash shows itself as red bumps normally where clothing is restrictive or chafes. As sweating increases the bumps begin to feel prickly. Prickly heat occurs in skin that is persistently wet from unevaporated sweat. Rash may become infected if not careful.

- First Aid - In most cases heat rash will disappear when the individual returns to a cooler environment.

Heat Collapse

In a collapse or faint, the brain does not receive enough oxygen because blood pools in the extremities. The individual may lose consciousness. The onset of collapse is rapid and unpredictable.

- First Aid - Move to cooler area, loosen clothing, and give fluids

Heat Cramps

Heat Cramps are not immediately dangerous but is a signal of significant stress on the body from heat. It occurs when the salts in the body fluids become out of balance as a result of sweating in an effort to maintain cooler temperatures during hot weather and inadequate fluid and salt replacement.

- Symptoms – Severe painful cramping of the muscles in the arms, legs or abdomen often accompanied by swelling of the legs and feet
- First Aid – Move to a cooler spot and drink electrolyte replacement fluids (juices, non-carbonated sports drinks without caffeine)
- Without intervention – It can lead to heat exhaustion and/or heat stroke

Heat Exhaustion

Heat Exhaustion is more serious and generally includes an elevated core body temperature up to 104°F. It occurs when the body becomes dehydrated with a consequential imbalance of electrolytes (salts). This causes progressive compromise of the circulatory system.

- Symptoms -- Headache, nausea, dizziness, cool and clammy skin, pale face, cramps, weakness, profuse perspiration
- First Aid -- Move to a cooler spot, drink water with a small amount of salt added (one teaspoon per quart) or rehydration solution or sports drinks without caffeine
- Without Intervention -- It can lead to collapse and heat stroke within minutes or hours

Heat Stroke

Heat Stroke is the most serious illness and is a severe and life-threatening failure of the body's ability to cool. It occurs when natural cooling mechanisms are overwhelmed, including perspiration and circulatory reflexes. Brain and nerve functions begin to fail, and the body temperature rises out of control.

- Symptoms – Severe mental status changes, seizures, loss of consciousness, kidney failure, abnormal cardiac rhythm, confusion, rapid pulse, hot and dry skin, shortness of breath, facial flushing with no perspiration, core body temperature over 104°F
- First Aid – Immediately call 9-1-1 for emergency medical assistance. Cool person immediately, move to shade or indoors, wrap in a cool, wet sheet
- Without Intervention -- it can lead to permanent neurological impairment, coma, and death

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Children Vulnerabilities

Did you know there is no safe amount of time to leave any child in a car alone? Every 10 days in the U.S. a child dies when left alone in the car. Avoid heatstroke-related injury and death by never leaving your child alone in a car, not even for a minute. If you see a child alone in a car, call 911. Emergency personnel want you to call. One call could save a life.

The temperature in a car rises rapidly in the first 30 minutes, even on a cool day. Additionally, leaving the car windows open or cracking them open does not allow enough air into the vehicle.

Facts:

Car with window rolled down slightly + windows collecting light, trapping heat inside = pressure cooker effect.

Outside air = 30 degrees Celsius

- After 10 minutes: inside car = 39 degrees Celsius
- After 30 minutes: inside car = 49 degrees Celsius

Outside air = 22 degrees Celsius + humidity

- After 30 minutes: inside car = 40 degrees Celsius
- After 60 minutes: inside car = 44 degrees Celsius

Prevention:

- Never leave children in a car alone
- Call 9-1-1 immediately if you see a child alone in a car or in distress
- It takes only a body temp of 40 degrees Celsius for heat stroke to occur. 42 degrees is usually fatal
- A child's body warms up 3-5 times faster than an adult's body
- Be alert for any sign of heat stress:
- Agitation
- Disorientation
- Dizziness
- Nausea
- Rapid breathing
- Seizure
- Unconsciousness
- Vomiting

Treatment:

- Bring your child to a cooler place indoors, an air-conditioned car, or shady area
- Remove your child's excess clothing
- Encourage your child to drink cool fluids containing salt and sugar, such as sports drinks
- Put a cool, wet cloth or cool water on your child's skin
- Call your doctor for advice

Annex C – Extreme Heat – Animal Vulnerabilities

Pets

Dogs and cats are designed to conserve heat and are less efficient at cooling than humans. They are in danger of heat stroke at 43 degrees Celsius. Sweat glands on pets are located on the nose and footpads, which are inadequate for cooling on hot days. Panting and drinking water help cooling, but if the air temperature is overheated, brain and organ damage can occur in 15 minutes. Risk factors to heat stress include body size, age (young and old), breed (short nosed breeds, such as bulldogs), obesity, and existing metabolic, cardiovascular, or respiratory disease.

Facts:

Car with window rolled down slightly + windows collecting light, trapping heat inside = pressure cooker effect.

Outside air = 29 degrees Celsius

- After 10 minutes: inside car = 39 degrees Celsius
- After 30 minutes: inside car = 49 degrees Celsius

Outside air = 22 degrees Celsius + humidity

- After 30 minutes: inside car = 40 degrees Celsius
- After 60 minutes: inside car = 44 degrees Celsius

Prevention:

- Never leave pets in a car on warm days
- Call animal control or law enforcement immediately if an animal is in distress in a car
- Be alert for any sign of heat stress: heavy panting, glazed eyes, a rapid pulse, unsteadiness, a staggering gait, vomiting, deep red or purple tongue
- Never leave pets tied up without shade, air circulation, and fresh water
- Offer a cool place to rest when temperatures are uncomfortable
- If you are going to take advantage of a local cooling centre and feel the need to bring your pet, always call ahead to find out if they are able accept pets and what preparations are necessary (i.e., leash for dog, cage for cats, etc.)

Treatment:

- Overheated pets must be cooled immediately
- Move pet to shade
- Apply cool water all over body
- Apply ice packs to neck and chest area
- Allow licking ice and small amount of water (large amount will cause vomiting)
- Take to veterinarian immediately for evaluation

Livestock and Poultry

Producers should assure that all livestock and poultry are provided adequate and accessible drinking water, shade, and fans and water-cooling, where feasible.

Many producers have back-up generators for their facilities, which should be inspected to ensure operational condition in the event of rolling or rotating blackouts or power failures. Emergency power should also be available for fans and well pumps. Misters, soakers, and fans should be checked to ensure they are operational. Shade structures (especially shade cloths) should be in good repair.

During an excessive heat emergency, dairy producers have used a variety of temporary cow-cooling methods. Fire hoses can be hooked up to water trucks and used to soak the cattle. Strings of cows can be cooled in sprinkler pens, if they are not in constant use for milking. Temporary soaking lines can be devised using flexible landscaping PVC hose and high-volume emitters positioned over the cattle. Industrial fans have been rented to augment these water-cooling methods. Temporary shade structures have been erected. In general, working cattle should be avoided except in the early morning.

If producers are experiencing difficulties or delays in having dead animals picked up by rendering companies, they should immediately contact the Department of Agriculture, or Environmental Health Department and make them aware of the situation. Local officials are in a position to assist with alternate methods of disposal, including evaluating the need for declaring a State of Local Emergency.

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Annex D – Cooling Centre Checklist

The following is a partial list of suggested criteria for setting up a Cooling Centre. There are no established criteria for Cooling Centres. Additionally, unless a special exemption has been given by the local utilities, facilities used as Cooling Centres are not exempt from rotating blackouts.

Important Criteria

- Cooling Centres should be a pre-identified Canadian Red Cross emergency shelter site
- Cooling or equivalent (temperature maintained at a minimum of 20°C)
- Accessible to people with disabilities
- Ample seating appropriate to the jurisdiction
- Public restrooms accessible to people with disabilities
- Access to potable water (drinking fountain, etc.)
- Access to 911 services (phone or payphone)
- Publicly advertised
- Parking access
- Proximity to public transit
- Need for Security

Suggested Criteria

- Back-up generators
- Area for pets
- Secure, facility has security service
- Communications, phone, internet access, sign-language interpreters
- Child friendly with materials for children to play with while at the Cooling Centre
- Medical personnel such as nurses and/or aides
- Capable of 24-hour, 7 days a week operation
- Large capacity
- Personnel assistance services for people with disabilities
- Available televisions, books, games
- Transportation for those lacking their own, including wheelchair accessible services
- Follow-up procedures for those in need of additional services (health care, social services)
- Adjacent pet housing resources available if needed

Annex E – Key Public Health Messages

Stay out of the Heat:

- Keep out of the sun between 11:00am and 3:00pm
- If you must go out in the heat, walk in the shade, apply sunscreen and wear a hat and light scarf
- Avoid extreme physical exertion
- Wear light, loose-fitting cotton clothes

Cool Yourself Down

- Have plenty of cold drinks, and avoid excess alcohol, caffeine and hot drinks
- Eat cold foods, particularly salads and fruit with a high-water content
- Take a cool shower, bath or body wash
- Sprinkle water over the skin or clothing, or keep a damp cloth on the back of your neck

Keep Your Environment Cool:

- Keeping your living space cool is especially important for infants, the elderly or those with chronic health conditions or who can't look after themselves
- Place a thermometer in your main living room and bedroom to keep a check on the temperature
- Keep windows that are exposed to the sun closed during the day, and open windows at night when the temperature has dropped
- Close curtains that receive morning or afternoon sun, however, care should be taken with metal blinds and dark curtains, as these can absorb heat – consider replacing or putting reflective material in-between them and the window space
- Turn off non-essential lights and electrical equipment – they generate heat
- Keep indoor plants and bowls of water in the house as evaporation helps cool the air
- If possible, move into a cooler room, especially for sleeping
- Electric fans may provide some relief, if temperatures are below 35 deg C

Longer-Term

- Consider putting up external shading outside windows
- Use pale, reflective external paints
- Have your loft and cavity walls insulated – this keeps the heat in when it is cold and out when it is hot
- Grow trees and leafy plants near windows to act as natural air-conditioners

Look Out for Others:

- Keep an eye on isolated, elderly, ill or very young people and make sure they can keep cool
- Ensure that babies, children or elderly people are not left alone in stationary cars
- Check on elderly or sick neighbours, family or friends every day during a heatwave
- Be alert and call a doctor or social services if someone is unwell or further help is needed

If You Have a Health Problem:

- Keep medicines below 25 deg C or in the refrigerator (read the storage instructions on the packaging)
- Seek medical advice if you are suffering from a chronic medical condition or taking multiple medications

If You or Others Feel Unwell:

- Try to get help if you feel dizzy, weak, anxious or have intense thirst and headache; move to a cool place as soon as possible and measure your body temperature
- Drink some water or fruit juice to rehydrate
- Rest immediately in a cool place if you have painful muscle spasms (particularly in the legs, arms or abdomen, in many cases after sustained exercise during very hot weather), and drink oral rehydration solutions containing electrolytes
- Medical attention if needed if heat cramps last more than one hour
- Consult your doctor if you feel unusual symptoms or if symptoms persist

Annex F – Heat Health Messages

Message 1: Heat illnesses are preventable.

Message 2: While extreme heat can put everyone at risk from heat illnesses, health risks are greatest for:

- older adults;
- infants and young children;
- people with chronic illnesses, such as breathing difficulties, heart conditions, or psychiatric illnesses;
- people who work in the heat;
- people who exercise in the heat;
- homeless people; and
- low-income earners.

Message 3: If you are taking medication or have a health condition, ask your doctor or pharmacist if it increases your health risk in the heat and follow their recommendations.

Message 4: Heat illnesses include heat stroke, heat exhaustion, heat fainting, heat edema (swelling of hands, feet and ankles), heat rash and heat cramps (muscle cramps). Watch for symptoms of heat illness, which include:

- dizziness or fainting;
- nausea or vomiting;
- headache;
- rapid breathing and heartbeat;
- extreme thirst; and
- decreased urination with unusually dark yellow urine.

If you experience any of these symptoms during extreme heat, immediately move to a cool place and drink liquids. Water is best.

Message 5: Heat stroke is a medical emergency! Call 911 or your local emergency number immediately if you are caring for someone, such as a neighbour, who has a high body temperature and is either unconscious, confused or has stopped sweating. While waiting for help - cool the person right away by:

- moving them to a cool place, if you can;
- applying cold water to large areas of the skin or clothing; and
- fanning the person as much as possible.

Message 6: Frequently visit neighbours, friends and older family members, especially those who are chronically ill, to make sure that they are cool and hydrated.

Message 7: Drink plenty of cool liquids, especially water, before you feel thirsty to decrease your risk of dehydration. Thirst is not a good indicator of dehydration.

Message 8: Reschedule or plan outdoor activities during cooler parts of the day.

Message 9: Wear loose-fitting, light-coloured clothing made of breathable fabric.

Message 10: Never leave people or pets in your care inside a parked vehicle or in direct sunlight.

Message 11: Take a break from the heat by spending a few hours in a cool place. It could be a tree-shaded area, swimming facility or an air-conditioned spot such as a public building, shopping mall, grocery store, place of worship or public library.

Message 12: Take cool showers or baths until you feel refreshed.

Message 13: Prepare meals that don't need to be cooked in your oven.

Message 14: Block sun out by closing awnings, curtains or blinds during the day.

Message 15: Avoid sun exposure. Shade yourself by wearing a wide-brimmed, breathable hat or using an umbrella.

Supplemental Messages

Message 17 (Heat-Health and Air Quality): Reduce strenuous activity during periods of extreme heat and plan physical activities for cooler parts of the day. Exercise in an air-conditioned place, or a cooler outdoor location such as a tree-shaded area away from high traffic to avoid high levels of air pollution. Pollution levels tend to be higher on hot days; the Air Quality Health Index can be used to determine the air quality in your neighbourhood.

Annex G – Public Service Announcements (Examples) – Extreme Heat

Keeping Cool in a Heat Wave

This is an important message from the Kings Regional Emergency Management Organization. In a heat wave, keeping your cool will keep you healthy. People and animals should stay indoors. If you don't have air-conditioning, go to the mall or the library or a community relief shelter (if activated). Remember to drink more fluids but avoid alcohol and high sugar drinks. When going out, wear light clothing and never leave any persons, especially infants or young children, or animals in a closed, parked vehicle.

Power Failures in Hot Weather

This is an important message from the Kings Regional Emergency Management Organization. In hot weather, power failures can be deadly. When the "heat is on", but the power is out, check on neighbors, relatives and others at risk, including the elderly and young children. To keep yourself and loved ones cool, drink plenty of non-alcoholic fluids, reduce activities, take cool showers or baths, wear light colored clothing and know where to go for emergency relief.

Stay Healthy and Safe in Hot Weather

This is an important message from the Kings Regional Emergency Management Organization. When you must be outdoors in hot weather, take steps to stay cool and healthy. Cut down on exercise and other hard tasks. Drink two to four glasses of cool, non-alcoholic fluids every hour. Rest often in shady areas. Wear light clothing and protect yourself from the sun with a wide brimmed hat, sunglasses and sunscreen - SPF 15 or higher.

Extreme Heat

Heat kills by pushing the human body beyond its limits. In extreme heat and high humidity, evaporation is slowed, and the body must work extra hard to maintain a normal temperature.

Most heat disorders occur because the victim has been overexposed to heat or has over-exercised for his or her age and physical condition. Older adults, young children, and those who are sick, or overweight are more likely to succumb to extreme heat.

During a Heat Wave

What you should do if the weather is extremely hot:

- Stay indoors as much as possible and limit exposure to the sun.
- Stay on the lowest floor out of the sunshine if air conditioning is not available.
- Consider spending the warmest part of the day in public buildings such as libraries, schools, movie theaters, shopping malls, and other community facilities.
- Circulating air can cool the body by increasing the perspiration rate of evaporation.
- Eat well-balanced, light, and regular meals. Avoid using salt tablets unless directed to do so by a physician.
- Drink plenty of water. Persons who have epilepsy or heart, kidney, or liver disease; are on fluid-restricted diets; or have a problem with fluid retention should consult a doctor before increasing liquid intake.
- Limit intake of alcoholic beverages.
- Dress in loose-fitting, lightweight, and light-colored clothes that cover as much skin as possible.
- Protect face and head by wearing a wide-brimmed hat.
- Check on family, friends, and neighbors who do not have air conditioning and who spend much of their time alone.
- Never leave children or pets alone in closed vehicles.
- Avoid strenuous work during the warmest part of the day. Use a buddy system when working in extreme heat and take frequent breaks.

Annex H – Frequently Asked Questions (FAQ) – Extreme Heat

What happens to the body as a result of exposure to extreme heat?

People suffer heat-related illness when the body's temperature control system is overloaded. The body normally cools itself by sweating. But under some conditions, sweating just isn't enough. In such cases, a person's body temperature rises rapidly. Very high body temperatures may damage the brain or other vital organs. Several factors affect the body's ability to cool itself during extremely hot weather. When the humidity is high, sweat will not evaporate as quickly, preventing the body from releasing heat quickly. Other conditions that can limit the ability to regulate temperature include old age, youth (age 0-4), obesity, fever, dehydration, heart disease, mental illness, poor circulation, sunburn, and prescription drug use and alcohol use.

Who is at greatest risk for heat-related illness?

Those at greatest risk for heat-related illness include infants and children up to four years of age, people 65 years of age and older, people who are overweight, and people who are ill or on certain medications.

What is heat stroke?

Heat stroke is the most serious heat-related illness. It occurs when the body becomes unable to control its temperature: the body's temperature rises rapidly, the sweating mechanism fails, and the body is unable to cool down. Body temperature may rise to 40°C or higher within 10 to 15 minutes. Heat stroke can cause death or permanent disability if emergency treatment is not provided.

What are the warning signs of a heat stroke?

Warning signs of heat stroke vary but may include the following:

- An extremely high body temperature (above 39°C)
- Red, hot, and dry skin (no sweating)
- Rapid, strong pulse
- Throbbing headache
- Dizziness
- Nausea
- Confusion
- Unconsciousness



What should I do if I see someone with any of the warning signs of heat stroke?

If you see any of these signs, you may be dealing with a life-threatening emergency. Have someone call for immediate medical assistance while you begin cooling the victim. Do the following:

- Get the victim to a shady area.
- Cool the victim rapidly, using whatever methods you can. For example, immerse the victim in a tub of cool water; place the person in a cool shower; spray the victim with cool water from a garden hose; sponge the person with cool water; or if the humidity is low, wrap the victim in a cool, wet sheet and fan him or her vigorously.
- Monitor body temperature and continue cooling efforts until the body temperature drops to 38-39°C.
- If emergency medical personnel are delayed, call the hospital emergency room for further instructions.
- Do not give the victim alcohol to drink.
- Get medical assistance as soon as possible.

What is heat exhaustion?

Heat exhaustion is a milder form of heat-related illness that can develop after several days of exposure to high temperatures and inadequate or unbalanced replacement of fluids. Those most prone to heat exhaustion are elderly people, those with high blood pressure, and those working or exercising in a hot environment.

Heat Exhaustion



What are the warning signs of heat exhaustion?

The warning signs of heat exhaustion include the following:

- Heavy sweating
- Paleness
- Muscle cramps
- Tiredness
- Weakness
- Dizziness
- Headache
- Nausea or vomiting
- Fainting

The skin may be cool and moist. The pulse rate will be fast and weak, and breathing will be fast and shallow. If heat exhaustion is untreated, it may progress to heat stroke. See medical attention if symptoms worsen or last longer than one hour.

What steps can be taken to cool the body during heat exhaustion?

- Drink cool, non-alcoholic beverages.
- Rest.
- Take a cool shower, bath, or sponge bath.
- Seek an air-conditioned environment.
- Wear lightweight clothing.

What are heat cramps and who is affected?

Heat cramps are muscle pains or spasms – usually in the abdomen, arms, or legs – that may occur in association with strenuous activity. People who sweat a lot during strenuous activity are prone to heat cramps. This sweating depletes the body’s salt and moisture. The low salt level in the muscles causes painful cramps. Heat cramps may also be a symptom of heat exhaustion. If you have heart problems or are on a low-sodium diet, seek medical attention for heat cramps.

What should I do if I have heat cramps?

If medical attention is not necessary, take the following steps:

- Stop all activity and sit quietly in a cool place.
- Drink clear juice or a sports beverage.
- Do not return to strenuous activity for a few hours after the cramps subside because further exertion may lead to heat exhaustion or heat stroke.
- Seek medical attention for heat cramps if they do not subside in 1 hour.

What is heat rash?

Heat rash is a skin irritation caused by excessive sweating during hot, humid weather. It can occur at any age but is most common in young children. Heat rash looks like a red cluster of pimples or small blisters. It is more likely to occur on the neck and upper chest, in the groin, under the breasts, and in elbow creases.

What is the best treatment for heat rash?

The best treatment for heat rash is to provide a cooler, less humid environment. Keep the affected area dry. Dusting powder may be used to increase comfort.

Can medications increase the risk of heat-related illness?

The risk for heat-related illness and death may increase among people using the following drugs: (1) psychotropics, which affect psychic function, behavior, or experience (e.g. haloperidol or chlorpromazine); (2) medications for Parkinson’s disease, because they can inhibit perspiration; (3) tranquilizers such as phenothiazines, butyrophenones, and thiozanthenes; and (4) diuretic medications or “water pills” that affect fluid balance in the body.

How effective are electric fans in preventing heat-related illness?

Electric fans may provide comfort, but when the temperature is in the high 30s, fans will not prevent heat-related illness. Taking a cool shower or bath or moving to an air-conditioned place is a much better way to cool off. Air conditioning is the strongest protective factor against heat-related illness. Exposure to air conditioning for even a few hours a day will reduce the risk for heat-related illness. Consider visiting a shopping mall or public library for a few hours.

How can people protect their health when temperatures are extremely high?

Remember to keep cool and use common sense. Drink plenty of fluid, replace salts and minerals, wear appropriate clothing and sunscreen, pace yourself, stay cool indoors, schedule outdoor activities carefully, use a buddy system, monitor those at risk, and adjust to the environment.

How much should I drink during hot weather?

During hot weather you will need to increase your fluid intake, regardless of your activity level. Don't wait until you're thirsty to drink. During heavy exercise in a hot environment, drink enough non-alcoholic cool fluids each hour to maintain normal color and amount of urine output.

Should I take salt tablets during hot weather?

Do not take salt tablets unless directed by your doctor. Heavy sweating removes salt and minerals from the body. These are necessary for your body and must be replaced. The easiest and safest way to do this is through your diet. Drink fruit juice or a sports beverage when you exercise or work in the heat.

What is the best clothing for hot weather or a heat wave?

Wear as little clothing as possible when you are at home. Choose lightweight, light-colored, loose-fitting clothing. In the hot sun, a wide-brimmed hat will provide shade and keep the head cool. If you must go outdoors, be sure to apply sunscreen 30 minutes prior to going out and continue to reapply according to the package directions. Sunburn affects your body's ability to cool itself and causes a loss of body fluids. It also causes pain and damages the skin.

What should I do if I work in a hot environment?

Pace yourself. If you are not accustomed to working or exercising in a hot environment, start slowly and pick up the pace gradually. If exertion in the heat makes your heart pound and leaves you gasping for breath, STOP all activity. Get into a cool area or at least in the shade, and rest, especially if you become lightheaded, confused, weak, or faint.

Annex I – Glossary of Terms & Definitions

Advisory	Means actual or expected weather conditions may cause general inconvenience or concern, but do not pose a serious enough threat to warrant a weather warning. Examples of advisories include Air Quality Advisory, Humidex Advisory, Dust Storm Advisory, and Cold Wave Advisory. An advisory may also be used when conditions show signs of becoming favourable for severe weather when the situation is not definite enough or too far in the future to justify a warning.
Cooling Centre	A Cooling Centre is a temporary air-conditioned public space set up by local authorities to deal with the health effects of extreme heat over an extended period of time. Cooling Centres are meant to prevent hyperthermia, especially among the elderly without air conditioning at home. Cooling Centres provide shade, water, and sometimes medical attention, along with referrals to social services.
ECCC	Environment and Climate Change Canada
Excessive Heat Wave	Term used by some public health authorities in Canada, to designate excessive heat over two to three days or more that can cause a high risk of excess mortality and other potential health impacts.
Heat Cramps	Painful and often incapacitating cramps in muscles. Heat cramps are caused by depletion of salt in the body as a result of heavy sweating, and ingestion of water without replacing salt.
Heat Exhaustion	Weakness, lassitude, dizziness, visual disturbance, feeling of intense thirst and heat, nausea, vomiting, palpitations, tingling and numbness of extremities after exposure to a hot environment.
Heat Stroke	Acute illness caused by overexposure to heat. Symptoms are dry, hot skin, high body temperature (usually over 40 deg C) and mental dysfunction.
Heat Warning	<p>Issued by Environment and Climate Change Canada to inform the public when air temperature and/or humidex are forecast to be above defined criteria for tow consecutive days so that the public can take action to protect themselves from the risks associated with extreme heat.</p> <p>Criteria for issuing a Heat Warning in Nova Scotia:</p> <ul style="list-style-type: none">• Issued when 2 or more consecutive days of daytime maximum temperatures are expected to reach 29°C or warmer and nighttime minimum temperatures are expected to fall to 16°C or warmer.Or• Issued when 2 or more consecutive days of humidex values are expected to reach 36 or higher.

Humidex

This is a way of expressing what hot, humid weather really feels like. The air of a given temperature and humidity is equated in terms of comfort to air with a higher temperature and low humidity. Some people are uncomfortable when the humidex is 30°C. Most people are uncomfortable when the humidex is above 40°C or 45°C.

Environment Canada uses humidex ratings to inform the general public when conditions of heat and humidity are possibly uncomfortable:

Humidex Range Degree of Comfort

20-29	Comfortable
30-39	Some Discomfort
40-45	Great Discomfort; Avoid Exertion
Above 45	Dangerous; Heat Stroke Possible

Humidity

The humidity is the measure of how much water vapour the air contains.

Tmax

Maximum daily temperature

Tmin

Minimum daily temperature

DRAFT

Annex J – Resources

Federal

- Health Canada
 - [Protect Yourself from Extreme Heat](#)
 - [Heat Alert and Response Systems to Protect Health: Best Practices Guidebook](#)
 - [It's Way too Hot – Protect Yourself from Extreme Heat](#)
 - [Keep Children Cool – Protect Your Child from Extreme Heat](#)
 - [You're Active in the Heat. You're at Risk – Protect Yourself from Extreme Heat](#)
 - [Acute Care during Extreme Heat: Recommendations and Information for Health Care Workers](#)
 - [Health Facilities Preparation for Extreme Heat: Recommendations for Retirement and Care Facility Managers](#)
 - [Infographic: Staying Healthy in the Heat](#)

Provincial

- [Province adopts new Heat Alert System, June 29, 2018](#)

Articles

- [Heat Alert and Response Systems in Urban and Rural Canada](#)
- [Climate change, extreme heat and health – Protecting Canadians from the health impacts of extreme heat](#), Science media Centre of Canada





ITEM: SPECIAL PROJECTS REQUEST

TO: Mayor Snow & Kentville Town Council

SUBMITTED BY: KBC Board of Directors, Zach Best

DATE: September 4, 2019

SUBJECT: Special Projects Request for 2019/20 Fiscal

ORIGIN

The Special Projects Committee is a sub-committee of the Kentville Business Community (KBC) and was created and given a mandate at the last Annual General Meeting.

BACKGROUND

The KBC Special Projects Committee was formed for the purpose of generating ideas, planning for, and execution of special projects that support and promote the successful implementation of the strategic plan of KBC.

The special projects committee held an initial brainstorming session on July 24th. At that meeting the committee generated a list of viable options and sorted them into categories based on the estimated timelines required for full implementation. Individual potential projects from the list were then researched by members of the committee, and a follow up meeting was held on August 7th, where the committee further refined the list and selected a project for recommendation to the KBC Board.

The KBC Board received the special projects committee project recommendation at the August 20th board meeting. After discussion and deliberation, the KBC Board unanimously approved the recommendation.

DISCUSSION

This project is one which the KBC Board believes supports the mandate of KBC, fits within the Strategic Plan and the definition of Special Projects dictated by the funding agreement with the Town, directly aligns with KBC's top priorities for 2019/2020, and is possible to execute within the allotted timeframe for completion, which is March 31st 2020.

There are 2 components to this project. Both components will work together to meet the following goals:

- Increased brand recognition for KBC among the business community and the general public
- Increased engagement and follower recruitment for KBC social media channels and website
- Alignment with the KBC Strategic Plan (Marketing, Business Retention and Attraction)
- Alignment with the funding agreement with the Town of Kentville
- Fits within a maximum budget of \$25,000
- Easy to explain and advocate for to Council, the KBC Membership, and other stakeholders



Kentville Business COMMUNITY

Project component 1: A video series professionally produced by a contractor that promotes 2 key messages about Kentville. Message one: Kentville is a vibrant thriving town in which to do business, a focus on investment readiness and business retention and attraction. Message two: Kentville is a vibrant thriving town that supports a variety of activities that make it an ideal place for young couples, professionals, and families to visit, work in, or move to.

The KBC Board, Special Projects Committee, Executive Director, and contracted company will work together to create the message expressed in these videos. This message will work to reflect the thriving business community within Kentville and reinforce Kentville & KBC's brand.

Project component 2: KBC Branded re-useable shopping bags that are sent out to individual households and businesses. The bags will be featured visually in the produced videos in order to provide continuity with the video portion of the project. They will not simply be a giveaway but will be used as a symbol to help solidify KBC's message within project component 1, as well as be a driver of continued change and need for environmental sustainability.

BUDGET IMPLICATION

Component 1

Brainstorming / Content Creation: \$750

Video production: 2 x \$3,485 = \$6,970

Distribution: \$3,000

Total: \$10,720 + HST = \$12,328

Component 2

5,000 Reusable bags production: \$4,750

Greeting Card: \$500

distribution: \$1,500

Total: \$6,750 + HST = \$7,763

Total Special Project Request: \$20,091

POLICY IMPLICATIONS

As reported above, the KBC Board believes this project to be in alignment with both the strategic plan of KBC and the Funding Agreement with the Town of Kentville.

ATTACHMENTS

KBC Membership Survey results



Kentville Business COMMUNITY

Request

That Council approve the \$20,091 in special projects funding for the purposes of executing KBC's 2019 Special Project as presented.

Respectfully Submitted,

Zach Best

Zach Best

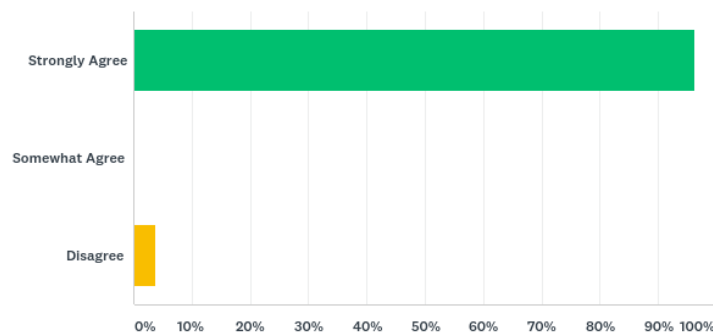
Executive Director, KBC



Membership Survey Results

On Monday August 12th a survey was sent out to the Kentville Business Community membership asking the following question:

Q1 Do you agree or disagree with the following statement:KBC should take an active role in promoting the Town as a destination to families, couples, and millennials to encourage spending time and enjoying the diverse shops, restaurants and amenities downtown.



- 27 responses were received
- 96% (26) of respondents Strongly Agreed
- 4% (1) of respondents Disagreed

A thoughts and suggestions section was also included in the survey. Some of these suggestions are listed below:

- Excellent Idea, should certainly focus on all the new businesses having recently opened downtown.
- Should be KBC's primary goal and activity. Their existence should be for the promotion of Kentville's resources, amenities, facilities and business diversity in an overall strategy to attract future potential residents and businesses to our town, utilizing an overall emphasis on, but not limited to the attraction of visitors and customers to our downtown core.
- I think a well done promotional video would be great for Kentville! We have seen so many changes happening downtown, but people who don't already come here on a regular basis really don't know what they are missing!
- Yes Kentville has show significant growth over the past couple of years and is certainly proven itself to be a top destination and attraction for families to live here and raise their children. Lots to do!
- Kentville needs a niche that separates us from the other communities. Every town offers restaurants, shops and parks, but what is it about Kentville that makes us unique?
- Including businesses that aren't in the downtown core
- Spend equal amount of time promoting commercial development downtown.

TO: Chief Administrative Officer Mark Phillips

SUBMITTED BY: Jennifer West, Executive Assistant

DATE: September 9, 2019

SUBJECT: Request for Arts and Culture Space

ORIGIN

During the September 9th 2019 Council Advisory Committee meeting, Mr. Bob Hainstock made a presentation to council regarding the creation of an arts centre in the town-owned Calkin Building on Cornwallis Street.

BACKGROUND

The Town of Kentville currently offers a space in the Calkin Building to the Kentville Art Gallery Society (Hardware Gallery) for \$10 a month. This was granted to KAGS through a lease which was approved by Council on January 29, 2018. This lease was to expire on April 30, 2019.

On February 11, 2019, Council gave direction to the Chief Administrative Officer to sell the building.

On April 29, 2019, KAGS requested an extension of this lease to the end of September 2019 and this was granted by Council. The Hardware Gallery lease will expire on September 30, 2019.

DISCUSSION

Mr. Bob Hainstock is requesting that Council consider the possibility of developing an arts and culture centre in the Calkin Building. This would be supported by a committee of staff and community groups, and would also require the reconsideration of the sale of the Calkin Building.

Mr. Hainstock has 2 points for Council to consider:

1. That Council consider a 2-year lease to a new art gallery organization in unit 3 (currently the Hardware Gallery) based on the business plan in the attached document.
2. That Council consider the development of an ad-hoc committee with this arts group and the business community to evaluate opportunities and cost benefits of a creative centre in the basement and second floor of the Calkin Building.

POLICY IMPLICATIONS

None

BUDGET IMPLICATION

n/a

ATTACHMENTS

Presentation and Document from Bob Hainstock

RECOMMENDATION

That Council discuss the requests presented around a lease agreement and an ad hoc committee associated with the Calkin Building by Mr. Bob Hainstock in the attached documents.

Council Advisory Committee
Town of Kentville

Thank you for the opportunity to present our revised business plan for the gallery space in the Calkin Building. We will also outline a proposal for a joint evaluation of a potential Creative Centre for the second floor of the same building, a mixture of education and production facilities that can provide activities and stimulation for the community. Such a centre can assure an environment in which other cultural projects become more plausible and welcome.

We wish to emphasize our priority today -- to demonstrate a strong and immediate viability for an artist gallery in Kentville, and secure a two-year lease for that space currently used by Hardware Gallery. In these documents we refer to the new operations by its working title, "The New Gallery", although no final decision has been made regarding names

We also ask council to consider forming an ad hoc committee with our group and other interested organizations, to evaluate opportunities and cost benefits of a creative centre in the downtown building. The evaluation team should report back to CAC by the end of November.

It is worthwhile noting in our proposal, a shift in responsibility to artists themselves. Artist members will now pay 94% of all annual operating expenses – a show of confidence and commitment made even before the first day of business. All they ask in return is a positive partnership with the Town and business community with which to present strong visual examples of local, regional and provincial culture.

Thank you.

Kentville Art Gallery Society
Sept. 9, 2019

Request #1

The New Gallery Business Plan 2020-2021

Membership, Staffing & Management

- 1) The co-op gallery will be composed of 10-12 two-dimensional artist members (painters, printmakers, etc.) and 5-6 three-dimensional artist members (sculptors/carvers, pottery, jewelry, fibre artists, etc.).
- 2) Members will be selected from applications submitted by artists from the Kings County, Valley and nearby regions, with preference given to established artists in the Kings and Valley regions.
- 3) Each member will pay an annual membership fee of \$100/month, although there will be a limited number of shared memberships, each with a fee of \$60/ month. Memberships are available only on a one-year commitment basis, although they can be paid on monthly, quarterly or annually.
- 4) Each full member position will staff the gallery 1.5 days per month in the busy period and, if not available, arrange for substitute staffing at the artist's own expense. Volunteer members would staff the gallery an average of 3-4 days per month, and receive preference for any paid hours.
- 5) Each two-dimensional artist will have approximately 8'-10' of linear wall space with which to hang his or her work, or to be shared with a half partner. Each three-dimensional artist will have 4-6 plyths on which to display their work, or share with a partner member. Artists will rotate monthly through the various display spaces.
- 6) Members will hold a monthly meeting to conduct co-op business, but most important, to move to new locations and replace existing work with new or recent work. These meetings/rehangs will take place at the end of the business day, the first Wednesday of each month.
- 7) The Gallery would be open regular hours six days per week during the busy season (mid-May to late Sept) and would feature the rotating work of all gallery artists. The off-season would feature solo and two-person shows, based on shorter operating hours and open only 3-4 days per week. Members will be assured of a solo or two-person exhibition at least once every two years. They will set their exhibition hours and be required to staff the gallery during their solo exhibition.
- 8) All sales of members' work will be subject to a 20% commission, half of which will go into the operating accounts, and half into the Fair Share account. At the end of each calendar year, the accumulated Fair Share for the year will be divided equally among full memberships or equivalents.
- 9) The gallery will operate on the principles of an artist co-operative, but within the existing structure of the non-profit, community organization, KAGS. Gallery artists will become board members of KAGS and also hold positions on KAGS executive committee.

Other Gallery Activities

In developing a new business plan for The New Gallery the past few months, it became apparent that floor space and wall space can become issues for attracting a viable number of established artist members, or more important, developing revenue opportunities from activities such as boutique-type gift shop, regular art lessons, or art rentals for home and office. The ability of the community and gallery to offer exhibition opportunities to new and emerging artists has also disappeared with the rental of adjacent space to the gallery. Because artist members now will directly pay 94% of all operating expenses before earning one cent of offsetting revenue, their continued support of the co-op gallery concept will eventually hinge on reasonable sales, or at least, reasonable expectations.

- 1) The Gallery will attempt to operate an attractive gift boutique for smaller work by member artists, generally priced below \$100. A 20% commission will apply. The co-op will consider work from non-members if space allows, but will require a commission of 40%.
- 2) The gallery will launch a more effective art rental program for work by member artists, with potential opportunity for non-member artists as well. Commission rates similar to those above would apply.
- 3) The Gallery would attempt to provide public classes or workshops January through March. Gallery artists would be given preference for the teaching opportunities. However, current gallery space and utilities may not be appropriate for some educational programs and other spaces in the building may be requested.
- 4) It is anticipated that the gallery will hold a year-end gala and auction as a fund-raising activity. These funds would normally be earmarked for special projects or capital projects. Also, KAGS is expected to explore the process of seeking charitable organization status with the benefit of tax deductible receipts for donations. Also KAGS is now eligible to apply for certain government grants that have not been available to it until now. These are normally designed for special educational or exhibition projects.

Marketing/Communication

The following budget figures underline the commitment by The New Gallery to spend a considerable portion of its relatively meagre resources on attracting new cultural traffic to downtown Kentville. This is a "must-win" challenge. Without increased traffic of arts/culture consumers from Kings County and well beyond our immediate boundaries, the new business model will struggle to maintain quality of membership and exhibited work. The possibility more nearby spaces for arts and crafts products and activities will make a substantial difference in shared promotion programs and expenses. Emphasis will be placed on introducing our outstanding artists to the Kings community, as well as special events within the gallery. Attention will be given to highway signage, as well as expanded signage/poster/ town information sites within the immediate region and increased communication will be aimed at area B&B's and other tourist accommodation sites. Direct communication with households will become a high priority.

Operating Revenue-Expense Projection

The following projections are based on experiences in other art co-ops and rural galleries, and generally reflect a modest expectation in sales, but maximum expectation in expenses. For example, costs such as cleaning, website, etc. will likely be absorbed by volunteering members.

<u>Expenses</u>	<u>2020</u>	<u>2021</u>
Rental Rates	\$5.50/ sq.ft. \$480/month	\$6.50/sq. ft. \$570/month
Annual Rent	\$5,775	\$6,825
Utilities	\$1,300	\$1,300
Insurance, clean, phone, supplies, website, etc.	\$4,200	\$4,400
Marketing	\$6,500	\$6,000
<u>Total Expense</u>	<u>\$17,775</u>	<u>\$18,525</u>

Revenues

Memberships : 10@\$100	\$12,000	\$12,000
6@\$60	4,320	4,320
Commissions on art & boutique sales, rentals	3,700	5,300
<u>Total Revenue*</u>	<u>\$20,020</u>	<u>\$21,620</u>
Net Operating	\$2,245	\$3,095

* does not include grants, fund raising, etc.

Request #2

The Calkin Building

A Creative Centre -- Viable or Not?

The basement and second floors of the Calkin Building offer almost 5,000 sq. ft. of lower value, but useable space; exactly the unique, critical combination of inexpensive space and location that arts-related enterprises need to establish roots and grow into major community assets. We believe many such enterprises would come into existence in the next six months if the right conditions are offered. The Calkin Building could operate very profitably for the Town of Kentville and its citizens.

In 2017, it appeared that the Town wished to own the recently-gifted building for at least four years, during which time it would make necessary safety and maintenance improvements. It would also attempt to find suitable tenants in this four-year period, including a hub-style incubator development on the second level for start-up businesses or community activities, much like the concept of a Creative Centre. Today, the new goal is to sell.

We request that council and staff consider a brief pause in a goal to sell quickly. We ask that the Town, business community, and KAGS form an ad hoc committee to critically evaluate the potential and viability of a Creative Centre within the Calkin Building. That committee would report back to CAC by the end of the current calendar year.

As part of our own evaluation of opportunities and challenges facing art galleries in our area and rural Nova Scotia generally, we have identified several opportunities for the Calkin building. They include a printmaking co-op of 900-1,200 sq. ft. that would provide working space to 15-20 printmakers, as well as a small exhibition/sales space. Similar space would be needed for pottery co-op production and exhibition. Similar space would be required for an arts education co-op that specialized in regular classes and specialized workshops.

There are many other opportunities to be critically explored for this area of downtown Kentville. Together, they represent an extremely strong concentration of cultural products and services, and a critical mass that can make related activities like art galleries, cafes, or craft/antique services, much more viable and marketing efficient.

A Way Forward For Rural Art Galleries

This discussion paper was prepared in recognition of the 17th anniversary of Peer Gallery of Lunenburg, a thriving contemporary artist co-op that has withstood the roller-coaster forces of the past 17 years while more than 30 rural galleries have closed in that time.

By Bob Hainstock
Peer Gallery Member

As shrinking rural populations in North America continue a downward slide towards further economic and cultural disadvantage, visual artists in rural Nova Scotia have a growing list of reasons to worry about the razor-thin viability of an important element in the character of their creative worlds – the brick-n-mortar art gallery.

Whether seen as an important source of sales or early career stepping stones for professional artists, or perhaps as a necessary exhibition place and education centre for passionate amateurs, the traditional business models for arts or craft galleries will soon need a major rethink. This will include an upgrade in the concept of artist co-ops and non-profit enterprise, perhaps in sync with new thinking by municipal governments in their competitions to attract younger populations and fill empty commercial space with strong cultural characteristics for their community.

At the heart of the problem is a continuing loss of population in almost all areas of rural Nova Scotia. The Ivany Report a few years ago suggested an overall decline of 5% in Nova Scotia's general population within 20 years. Other experts suggest that major urban centres like Halifax will hold steady or grow slightly, but that the rural populations will fall 8-10%, and coastal communities even more dramatically. The rural tax base is expected to be burdened with added service costs of assisting the largest and oldest sector of their populations. Can these increased costs be paid from a weaker industrial and commercial rural tax base?

The future problems of rural communities are clear in census numbers that compare the populations of towns, cities, and municipalities in 2011 and 2016. In that time, Halifax grew by 13,100 people, a upward trend established over recent decades. The only towns that grew in that same period were Berwick, Bridgewater, Kentville, Mahone Bay, Middleton, Oxford, Shelburne and Truro. And they grew by a total of only 775 people collectively. All other town populations continued to shrink.

If we step back to look at global patterns, we find that in 2014, a majority of the world (54%) lived in cities for the first time in human history. The UN says this will rise to 66% by 2050, with North America having 82% of its population living in cities. Those kinds of numbers represent a runaway social freight train fueled by globalization and rural-to-urban migration. The scale of international policies needed to slow or stop that train over a long period of time are massive and costly, and tiny pieces of the puzzle like “rural artist”, “rural culture”, “rural gallery” will have to be left to local or individual actions.

Another part of that puzzle will be the farm population and its effect on nearby towns/villages. Across North America, the “middle class” of farming is disappearing as small farms focus on local markets, and others either get very big to achieve international efficiency, or get out.

The Internet is another major factor that will impact the rural artist in both a positive and a negative manner. Estimated international online art sales were \$1.57 Billion in 2013, \$3.5 Billion in 2016, and expected to hit \$9.14 Billion by 2021. That’s good news for all visual artists who can now reach international art markets with their artwork – doesn’t matter where each artist lives or works.

But experts say the brick-n-mortar galleries, rural and urban, will not maintain traditional market share in that booming market even as they scramble to build internet sales into their business practice. The problem, they suggest, is the loss of future clientele as young art consumers gravitate towards online art sellers. For example, 51% of art collectors age 25-34 years currently purchase art online, compared to only 33% of older collectors 35-54 years. But the younger collectors are the ones that brick-n-mortar galleries will need for future viability and getting in front of that accelerating online “curve” is difficult.

And will internet sales take a bite from tourist art purchases, another critical revenue plank for rural art galleries and their stables of visual and craft artists. Some suggest that internet sales will not harm craft arts because of the local contact required for authenticity and uniqueness of history or location.

There are no hard statistical projections for the province’s creative communities of the future. There are 380-390 individual professional visual artists or craft artists said to be currently working in Nova Scotia, 94% of them file regular tax returns as self-employed artists. About 49% of them work in Halifax, while 26% reside in the southern region, 14% in the Annapolis Valley, and 10% in northern regions or Cape Breton.

Almost 70% of visual artists in rural Nova Scotia are 45 years of age or older, a potential issue in other industries but not in visual arts where most individuals work well past normal retirement age, often because they are self-employed and have no formal pension plans or company benefits. However, this awkward ratio of older-to-young artists is also reflected in the larger general population and will produce a difficult ratio of visual art producers-to-consumers in the next 10-20 years.

There is another set of ratio figures that do not favor rural artists. In recent Stats Canada figures, almost 30% of urban residents say they visited a public art gallery in the previous 12-month period, compared to only 19% of rural residents of visited a public art gallery. Perhaps a reflection of incomes, education or opportunity?

It has been suggested that for every professional artist in a rural region, there are at least another 30-50 amateur artists who sell an occasional piece of artwork or craft locally. This number fluctuates greatly through economic cycles and age distributions. The lack of long term success over the years by rural art and craft supply stores is a visual indicator of the wild swings in revenues by visual artists, but also a reflection of the impact of online supply competitors, a trend not expected to change.

In terms of sales venues such as rural galleries or craft shops, there is an estimated 50-75 brick-n-mortar businesses, most of them located in or near towns with strong tourist traffic from beyond the immediate region. The tourism department has recently listed 31 artisan/artist studios, as well as 125 galleries and craft shops in Nova Scotia, mostly in the rural area. Of the 59 visual art galleries listed with Visual Arts Nova Scotia, more than 30 are outside major urban centres.

There is said to be a constant turnover of such retail operations because of extremely low profit margins, but also because many of the operations were originally created on the personal passions of one or two individuals who often accept starvation wages and long hours in order to keep art alive in their community. Many of the retiring owners or co-ordinators of rural art enterprises are of the same generation and overdue for retirement.

If one quickly scans the rural art gallery scene since the year 2000 through an informal survey of artist friends around the province, we find a minimum of 30 galleries having closed their doors. That does not include many areas of the province such as Cape Breton and northern Nova Scotia, nor does it include the multitude of small, one-artist galleries that spring up and disappear every year from our back roads and side streets.

But while that may seem like a big number of closures, there are almost as many new gallery enterprises opening their doors in the same period – almost.

The South Shore of Nova Scotia seems a good example of a gallery scene in constant flux. In the last 17 years we have lost The Moorings, Windy's Gallery, Amber Inn Gallery, The Lost Gallery, Trees Gallery, Art Choices Gallery, Black Duck Gallery, Houston North Gallery, Dis.cord Gallery, Moxie Gallery, the Pentz studio/gallery, Above The Water Gallery, At The Sign of the Whale Gallery (now an online presence), and more galleries in Liverpool, Shelburne, and Chester.

In the Valley and eastern shore regions, we have lost Carriage House Gallery, ArtCan Gallery (since re-opened), Kempt Gallery, Edgemere Gallery, Neville Gallery, Denise Comeau's gallery-frame shop near Church Point, David Lacey Gallery, Copper Fox Gallery, Harris & Co. Gallery, Ravens Gallery, Lyghtsome Gallery, Swoon Gallery, and Utata Gallery amongst others.

And while doors were closing, almost as many doors were opening.

In Lunenburg, for example, there are now 22 galleries listed, more than any other centre outside of metro Halifax. These include Peer Gallery, a contemporary artist co-op founded in 2002, and based on the co-op model of Viewpoint Gallery in Halifax (originally known as Art Street Gallery Co-operative).

Some of the founding members or current members of Peer Gallery were part of the launching of Viewpoint 18 years ago.

During the Peer Gallery time, there have been many gallery closures in Lunenburg area, an average of almost one a year. But there have been many new openings, coming in bursts of two or three new galleries some years. For example, The Swan, Skull Douggery, LaHave Weaving Studio, Cranston Gallery, Paul Secord's Gallery, Lunenburg School of the Arts, and Carmen Jaeger Studio all opened in recent years.

Other artist co-ops or non-profit community enterprises to open in rural Nova Scotia in that period include; Waterfront Gallery in Yarmouth, Jack's Gallery in Wolfville, Studio Lab Gallery in New Glasgow, Visual Voice in Truro, Old School Art Gallery in Musquodoboit, Makers Gallery in Windsor, Craft Co-op at Le Have Bakery, Lucky Rabbit & Co. Artist House in Annapolis Royal, Elephant Grass Print Co-op in Parkers Cove, Hardware Gallery in Kentville, Oxford Riverside Gallery in Oxford, Art2Sea Gallery in Pictou, The Art House in Pictou, or, Town Hall Cultural Space in Liverpool.

The Main & Station Nonesuch multi-discipline cultural developments in Parrsboro is perhaps one of the most vivid examples anywhere of cultural enterprise having a major economic impact on a small, struggling community. The Hardware Gallery in Kentville offers an excellent example of non-profit community cultural enterprise working closely with town officials to help revitalize downtown space that has lay vacant in recent years.

In addition, there are numerous commercial galleries opened in rural Nova Scotia in that time, including: Murray Manor Art & Culture House in Yarmouth, Galerie Beaucoup in Wedgeport, Red Sky Gallery in Antigonish, Osprey Gallery on South Shore, or, Harvest Gallery in Wolfville. Westcote Bell Pottery opened seven years ago next door to Le Have Bakery, and this year opened a second nearby gallery, Westcote Bell Arts.

The passions and energies needed to launch a creative enterprise are the same no matter the geographic location – urban or rural – but are particularly pronounced in areas or populations that would not otherwise be served by galleries, theatres, festivals, or community communications (radio stations, newspapers, etc). These creative enterprises often come in the form of co-ops and non-profits because of individual commitment to local or regional needs and values.

In 2015, there were almost 40 creative co-ops in Nova Scotia, a large majority in rural areas and many of them disguised in the co-operative statistics as “worker co-ops”. The economic importance of art venues to a province like Nova Scotia can be readily seen in the fact that 37% of Americans consider “culture” as a vital factor in vacation planning. The list of cultural attractions can include the expected festivals, performance venues, museums, and heritage sites, but also the tourist appetite for well organized, clearly identified areas and destinations, along with transportation routes for visual art and craft galleries and studios.

It leads one to wonder if it's time to revive the idea of one or two major “Art Trails” in rural Nova Scotia; a concept of packaging and promoting cultural tourism through visual arts maps and seasonal trails that

connect dozens and dozens of galleries and studios. The difference this time might be the participation of towns and municipalities in promoting and encouraging art and craft destinations within their areas.

Rural cultural co-ops are expected to increase in numbers when shrinking populations threaten the viability of traditional business models, most often because many artist co-ops can neutralize two major problems facing traditional budgets – labor costs and predictable cash flow.

Studies in several provinces suggest that the failure rate for co-op start-ups is significantly lower compared to commercial enterprise, partly because most co-ops are rural based and are often created to fill a community need. Researchers further suggest that the level of competition may be lower in those rural situations, thus leading to a higher survival rate, but also that “opportunity costs” of riding out a stretch of poor business performance are greater in major urban centres (i.e. more options to exit a bad urban business situation, into other opportunities, thus creating a higher exit rate).

Another way of looking at “opportunity” versus “need” is to examine the population of credit unions in Nova Scotia almost 10 years ago. Of the 82 credit unions in the province, 30 were located in communities where no other financial institution was available.

There have been many studies in Canada and the U.S. in recent years, attempting to gauge the importance of cultural development and creative industries in rural North America. These studies have been carried out not so much with the idea of establishing past values, but rather, defining the critical role of arts, culture and creative enterprise in stabilizing rural populations and strengthening future economies. The researchers describe arts, heritage and culture not as amenities to improve the quality of life, but rather the essential foundation upon which the future of small rural communities rests.

One study identifies several factors that make cultural development in these communities significantly different and many times more difficult than larger urban areas. The first recognizes the limitations and strengths of small populations that usually produce small organizations with limited resources. It acknowledges that rural areas often have an arts and culture history that celebrates self-improvement or self-education, but that importing “outside” expertise is often seen as the most direct route to meeting that self-improvement.

The study also suggests potential problems of ruralism -- the predominantly negative rural self-image and historic external bias against small, rural communities. This is sometimes expressed in communities that raise large amounts of money to bring in “outside” cultural instruction or performance but the community can’t or won’t support local arts and cultural needs. It is also based on false assumptions that when it comes to arts and culture, rural communities are not capable of doing what needs to be done and have no confidence in their own talents or history.

The co-operative model is regarded as perhaps the most effective community weapon with which to deal with most of these potential problems, and also turn local and regional arts/culture strengths into economic drivers.

Recent studies suggest that art co-ops come together for one of three reasons: 1) marketing strength; 2) operating a venue; or, 3) purchasing strength or sharing the cost of expensive equipment or resources. But they do face funding issues from traditional lenders and some granting agencies that often prefer to support non-profit arts organizations. And because most art co-ops are built on the shoulders and shared resources of individual artists, there is rarely any accumulated capital for expansion, innovation or major equipment.

Art co-ops come in many shapes, sizes and names. Some craft co-ops operate as worker co-operatives, while some publishing or performance co-ops operate as production co-ops. There are many forms of real estate co-ops but in the art world, studio co-ops are crucial in large cities. Many private art galleries operate with 30-45 individual artists represented, while most artist co-op galleries limit their stable to 10-20 individuals. Some art co-ops are controlled by artists only, while many art co-ops aggressively seek broader community representation on their board of directors, or board of advisors.

There are an estimated 128 co-op art galleries in Canada, according to provincial stats, although many consider this official figure to be a very low estimate because many co-op galleries do not formally join provincial associations.

Perhaps there is need for our rural cultural co-ops and non-profit cultural enterprises to sit together annually or even more often, to discuss how we can play a real role in making rural communities stronger economically and culturally. In that frightening thing called, "the future", it's an almost guaranteed bet, that provincial and national policy makers will have their attentions and resources taken up with so-called bigger problems and strategies.

As is often the case in rural regions, we'll have to once again Do-It-Ourselves, one co-operative project at a time.

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Researched and written for Peer Gallery by gallery member Bob Hainstock, a former daily newspaper journalist and award-winning author-illustrator of a book on rural architectural heritage. For many years he was editor-publisher of one of Western Canada's largest rural newspapers. He is a former manager of the Kentville downtown development program, and owner of a downtown retail business.