

INTERIM IMSA BOARD OF DIRECTORS
Wednesday, March 27, 2024 – 10:00 a.m.
Hybrid Meeting
MINUTES

A meeting of the Interim Intermunicipal Service Agreement (IMSA) Board of Directors was held on Wednesday, March 27, 2024, at 10:00am via videoconference and in-person attendance in the Council Chambers at the Municipality of the County of Kings.

Attendees:

Board Members

Municipality of Annapolis County:	Brad Redden, Deputy Warden
Town of Annapolis Royal:	Amery Boyer, Mayor
Town of Berwick:	Don Clarke, Mayor
Town of Kentville:	Sandra Snow, Mayor
Municipality of the County of Kings:	Peter Muttart, Mayor
Town of Middleton:	Sylvester Atkinson, Mayor
Town of Wolfville:	Wendy Donovan, Mayor

Also in Attendance:

Town of Berwick:	Jennifer Boyd, CAO
Town of Kentville:	Jeff Lawrence, CAO
Municipality of the County of Kings:	Scott Conrod, Greg Barr, Councillor Martha Armstrong and Councillor Dick Killam
Town of Wolfville:	Rob Simonds CAO, Councillor Jodi MacKay, Councillor Isobel Madeira-Voss, Deputy Mayor Wendy Elliott, Councillor Jennifer Ingham, Devin Lake and Alex DeSousa
Municipality of Digby:	Jeff Sunderland
Valley Public Transit Riders Association:	Ann Morow and Franciska Vanderwel
Joint Regional Transportation Agency:	Mark Peck and Tanya Davis – to provide a presentation
WSP:	David McCusker – to provide a presentation
IMSA Executive Director:	Dwight Whynot
Valley Waste:	Andrew Garrett, Interim General Manager
Kings Transit and Valley Waste	Dan L’Abbe
MNP:	Sonny MacDougall
IMSA:	Dan McDougall
Recording Secretary:	Brenda Davidson with assistance by Andrea Gibson-Garrett

Agenda Item No. 1 – Call To Order

Chair Muttart welcomed everyone calling the meeting to order at 10:00am. The additional meeting attendees, due to the subject matter to be discussed, were acknowledged with it being noted that every effort will be made to allow for the time required to address questions arising from the information and presentations to be provided.

Agenda Item No. 2 – Approval of Agenda

It was moved by Wendy Donovan and seconded by Sandra Snow that the Interim Intermunicipal Services Agreement Board of Directors approve the March 27, 2024 Agenda, as circulated.

Motion Carried.

Agenda Item No. 3 – Approval of the Minutes, February 21, 2024

It was moved by Sandra Snow and seconded by Amery Boyer that the Interim Intermunicipal Services Agreement Board of Directors approve the February 21, 2024 Minutes, with a correction to the wording used under Agenda Item No. 6.1, as noted, for clarification purposes.

Motion Carried.

Agenda Item No. 4 – Joint Regional Transportation Agency Presentation

Mr. Mark Peck and Ms. Tanya Davis provided a comprehensive presentation, as circulated and attached to these minutes, regarding the Joint Regional Transportation Agency (JRTA), the work being undertaken by the Agency and how that work may tie into future decision making and ultimately service levels provided by local municipalities through Kings Transit and other locally based transit organizations.

It was stressed during the presentation, that the work of the JRTA is based on a broadband collaborative outreach approach, seeking input from many similar service providers both on a large and small scale. Every effort has been made to augment an intuitive approach with science-based evidence to ensure decision making confidence and the overall goal is the efficient movement of people and goods across the province. It was further noted that the draft Regional Transportation Plan will be released for further engagement by service providers prior to its finalization.

On a final note, it was indicated that additional information is available on the JRTA website at www.jrta.ca.

Chair Muttart thanked Mr. Peck and Ms. Davis for the presentation opening the floor to questions.

In response to the question, it was noted that the JRTA has investigated and studied the work completed by the city of Vancouver and recognized that walking is a mandated priority under their plan. From a Canadian perspective, the approach of the City of Vancouver is something to be emulated and while walking may not be mandated in Nova Scotia, active transportation including walking will play a key role in final recommendations.

In response to the question, it was noted that it is difficult to compare transportation needs when trying to move people from less urban areas in the Valley to Halifax. Connectivity will be an issue due to the distances involved, essentially requiring the use of cars. JRTA representatives explained that they do acknowledge the rural factor. In developing a regional system with community transit providers, an active transportation link from Kings Transit with connectivity to services into the city is a high priority and that they will work collaboratively with municipalities to determine the best path forward.

Chair Muttart noted that he is sure the information provided today will lead to more questions with Mr. Peck and Ms. Davis indicating that anyone with further questions is welcome to reach out directly to them and questions can be submitted directly from the JRTA website by using the inform@jrta.ca e-mail.

In closing, and in response to the question, it was noted that the JRTA presentation can be circulated to Board representatives for easy reference.

Agenda Item No. 5 – Kings Transit Authority – WSP Presentation

Mr. David McCusker provided the Kings Transit Strategic Plan 90% presentation as associated with the Kings Transit Authority Strategic Plan 90% Report, both as circulated and attached to these minutes. It was stressed that the presentation today focusses on the concept and philosophical approach to the study, noting that details within the Report can be addressed if questions arise. Mr. McCusker further stressed that the information being provided today is not final and is to be considered preliminary and should not be circulated as or considered to be a “fait accompli”.

Mr. McCusker noted the project objectives: of strengthening the environment within which transit operates to better to connect people to jobs, services, recreation, and each other; implementing transit solutions that reduce the need for auto trips and reduce the cost of travel and finally to adopt new technologies to reduce greenhouse gas emissions.

To reach the goals above, a variety of public outreach events were held including open house sessions and an on-line survey. The results of the public outreach noted challenges, as per the presentation, resulting in the issues to be evaluated. At the same time, it was noted that people value the current service and love the drivers. Mr. McCusker explained the potential approaches to route trimming by looking at fixed or dynamic routing which would respond to user needs on demand.

A unified governance and funding model was also discussed suggesting that all participating municipalities are equal partners with Kings Transit owning the buses and operating the service on behalf of the partners and that operating costs could be based on value received by considering a proposed formula that blends pay-by-minute with pay-by-boarding.

Stand-pat and move forward approaches were discussed explaining the impact of the two options. The suggestion to move Kings Transit operations to a centralized hub in Berwick was also explained. Mr. McCusker also touched on the value of achieving higher frequency in high ridership areas under the current, stand-pat and move-forward approaches and the value of combining the three west routes into a single route.

On a final note, the importance of transition planning to electric buses was noted which will require a replacement schedule for buses beyond, or at, useful service life, a cost-benefit analysis for capital and operating costs and the quantification of greenhouse gas emission reduction with a staged strategy approach for the bus replacement transition plan being recommended.

Chair Muttart thanked Mr. McCusker for the presentation opening the floor to questions.

A number of questions were raised with the responses as follow:

- The word “interlining” used in the Report will be replaced with the word “overlapping” for clarity;
- Regulatory requirements falling under the UARB will be considered;
- Any recommendations in the WSP Report will be made directly to the Board and it will be up to the Board from that point to share information with the JRTA. It was further noted that the Report, when final, will be shared with the JRTA and it is hoped that the Board will be able to work with the JRTA to

reduce overall cost impacts such as implementing new technologies and reducing base costs such as insurance;

- It was confirmed that the public will continue to have a voice as the Report moves toward finalization with a second round of public consultation. Attendees are encouraged to share contact information for any community groups who may like to participate;
- While a number of identified mechanisms were considered with regard to the funding formula, it was felt that considering a “by service” approach may be better than a “milage travelled” approach;
- First Nations communities were included in the consultation process.

As there were no further questions, Chair Muttart thanked Mr. McCusker for the presentation. Participants were again reminded that the information provided today is not to be considered final and that additional questions are anticipated as the process moves forward.

ON MOTION OF SANDRA SNOW AND SECONDED BY WENDY DONOVAN THAT THE INTERIM INTERMUNICIPAL SERVICES AGREEMENTS BOARD RECEIVE THE JOINT REGIONAL TRANSPORTATION AGENCY AND WSP PRESENTATIONS.

MOTION CARRIED.

As it was indicated that Mr. Sonny MacDougall must leave the meeting by 12:00pm, it was decided to move forward with the Cost Model presentation at this time.

AGENDA ITEM NO. 6.4 – MNP – COST MODEL PRESENTATION

Mr. MacDougall provided the Board with a presentation regarding the status of the cost model development for Valley Waste-Resource Management, a base copy of which was circulated and attached to these minutes. It was noted that the presentation had been provided to Party CAO’s and financial representatives last week with positive feedback received as a result.

Mr. MacDougall reviewed the background, the cost model approach, the allocation levels, the model output capabilities and the next steps during his presentation. The assumptions used throughout the process were noted along with the purpose of the project being to conduct a cost accounting exercise to understand the cost structure and cost drivers of Valley Waste and diversion streams to support decision-making to improve cost efficiencies.

The Model overview was presented noting the four key cost-model levels developed as follow:

- Management Centre Costing
- Waste Stream Costing
- User Level Costing
- Municipality Level Costing.

It was stressed that the model, as it stands today, does not include capital acquisition impacts but they will be drawn into the model when capital planning is complete. It was further noted that, when final, the excel-based cost model will be provided to the management team at Valley Waste for use in augmenting the decision-making process and that the model is being fine-tuned to simplify data entry for future use. On a final note, it was indicated that a final Report will be presented to the Board responding to the initial output requests when available.

Mayor Muttart thanked Mr. MacDougall for his presentation noting the impressive work that has been undertaken opening the floor to questions.

In response to the question, it was indicated that there will be Policy impact and further that when Policies are presented next month a Policy for using the Model will be included.

In response to the question, it was noted that it is only necessary to know where waste comes from when arriving at the scale for the intended purpose of the cost model, and that it is difficult to confirm if waste is being delivered from an apartment or a home by a visitor crossing the scale.

Mr. MacDougall reminded all again that capital costs are not currently included in the Model with more details to be provided in the future.

It was noted that the Model should be of help in developing a final funding formula for Valley Waste into the future by considering factors other than the blend of uniform assessment and population that is currently in place. It was further noted that the impending implementation of extended producer responsibility legislation will have a significant impact on the model.

Mr. MacDougall, Mayor Atkinson and Brad Redden left the meeting at this time.

Agenda Item No. 6 – Progress Update and Discussion

Agenda Item No. 6.1 – Mr. Whynot – Review Updated Progress Report

Mr. Whynot referred to the IMSA Pilot Project – Progress Report, as circulated and attached to these minutes noting that the presentations enhanced the information provided.

In response to the question, it was noted that the opportunities around micro-transit such as Kings Point to Point can be incorporated into the WSP Study.

Agenda Item No. 6.2 – Request For Direction – Request for Decision/Direction Guideline for Staff

Mr. Dan McDougall referred to the Request for Direction – Request for Decision/Direction Guideline RFD Report, as circulated and attached to these minutes. Mr. McDougall noted that many municipal party representatives will be familiar with the use of the Request for Decision and/or Direction documents as a tool to ensure that comprehensive recommendations, options and alternatives are made available to enhance the decision-making process for Board representatives. It was stressed that the approach being presented today is intended to be a guideline for use by General Managers at both Valley Waste and Kings Transit to assist in securing substantive decisions by the Board.

ON MOTION OF WENDY DONOVAN AND SECONDED BY SANDRA SNOW THAT THE INTERIM INTERMUNICIPAL SERVICES AGREEMENTS BOARD OF DIRECTORS ENDORSE THE USE OF A REQUEST FOR DECISION/DIRECTION GUIDELINE, AS PRESENTED, AND DIRECT VALLEY WASTE AND KINGS TRANSIT STAFF TO USE THIS FORM OF DECISION DOCUMENT WHEN BRINGING FORWARD INITIATIVES THAT REQUIRE BOARD CONSIDERATION, DEBATE AND APPROVAL OR DIRECTION.

MOTION CARRIED.

Agenda Item No. 6.3 – MNP Board Update on Deliverables

As Mr. MacDougall had left the meeting, Mr. Whynot referred to, and provided an overview of, the MNP Board Update on Deliverables as circulated and attached to these minutes.

Agenda Item No. 7 – Valley Waste

Agenda Item No. 7.1 – General Manager’s Report

Mr. Garrett referred to the Valley Waste-Resource Management – General Manager’s Report, as circulated and attached to these minutes, highlighting the following key items:

- The Request for Proposals for the provision of curbside collection and transportation services closed on March 19th. Three competitive bids were received and are now under evaluation. A special meeting of the Board may be needed to award this key contract.
- Work around the impending implementation of the extended producer regulations continues. Circular Materials (the Producer Responsibility Organization – PRO) has now reached out to request a meeting with municipal representatives in the Valley Region. This is a technical meeting at the staff level; however, if a Board member or the Chair in particular wishes to attend an invitation can be extended.
- The replacement of the tipping floor at the East Management Centre went extremely well with Mr. Garrett showing the board a cross-section piece of the floor that was removed and the extent to which it was worn.

Agenda Item No. 8 – Kings Transit

Agenda Item No. 8.1 – General Manager’s Report

Mr. Whynot referred to the KTA General Manager’s Report, as circulated and attached to these minutes, stressing the necessary repairs to the current fleet, including the frames on some vehicles with a sample of a deteriorated frame shown. These issues are resulting in challenges in keeping the fleet on the road and meeting routing requirements.

In response to the question, it was confirmed that there is a comprehensive preventive maintenance program in place, but the steps involved do not necessarily identify issues as was the case when an Inspector recently identified serious frame issues with one of the units.

Mayor Donovan expressed frustration over the length of time the process has been to replace the fleet, noting that funds have been approved to replace aging equipment but no formal steps have been taken to date to order new equipment. It was requested that a formal Request For Decision to purchase new equipment be brought before the Board during the April meeting. Mr. Whynot explained that moving forward with the purchase of equipment before having the final move-forward plan in place is a challenge and that having the final WSP Report in place will provide the decision-making information needed to move forward.

ON MOTION OF DON CLARKE AND SECONDED BY AMERY BOYER THAT THE INTERIM INTERMUNICIPAL SERVICES AGREEMENT BOARD RECEIVE THE STAFF REPORTS AS PRESENTED ABOVE.

MOTION CARRIED.

New Item – IMSA Audit Committee Report

Mayor Snow referred to the IMSA Audit Committee Report, as circulated and attached to these minutes, noting that the Report has been provided for information purposes requesting that the motion above include the provision of the Report. Chair Muttart apologized for omitting the addition of this Item when the Agenda was approved.

Prior to moving to Adjournment, Chair Muttart asked if there was any further business to bring forward. Mayor Donovan suggested that it would be helpful if a list of motions, addressed during each meeting, be added to future meeting packages for quick reference.

Agenda Item No. 9 – Next Meeting

The next meeting of the Interim Intermunicipal Services Agreements Board will be held April 17, 2024, beginning at 10:00am based in the Valley Waste-Resource Management Boardroom with the virtual attendance option, in keeping with the normal meeting schedule.

Agenda Item No. 9 – Adjournment

It was moved by Amery Boyer and seconded by Sandra Snow that there being no further business, the meeting adjourned at 12:20pm.

Respectfully submitted,

Brenda Davidson
Recording Secretary
Administration and Policy Manager
Valley Waste-Resource Management