

**INTERIM IMSA BOARD OF DIRECTORS**

Special Meeting

**Wednesday, June 12, 2024**

10:00am

**Hybrid Meeting**

**MINUTES**

A Special Meeting of the Interim Intermunicipal Service Agreement (IMSA) Board of Directors was held on Wednesday, June 12, 2024, at 10:00am based in the Valley Waste-Resource Management Boardroom with a virtual attendance option.

**Attendees:**

**Board Members**

|                                      |                            |
|--------------------------------------|----------------------------|
| Municipality of Annapolis County:    | Brad Redden, Deputy Warden |
| Town of Annapolis Royal:             | Amery Boyer, Mayor         |
| Town of Berwick:                     |                            |
| 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 Annapolis Royal:             | Sandi Millett-Campbell |
| Town of Berwick:                     | Jen Boyd, CAO          |
| Town of Kentville:                   | Jeff Lawrence, CAO     |
| Town of Middleton:                   | Ashley Crocker, CAO    |
| Town of Wolfville:                   | Rob Simonds, CAO       |
| Municipality of the County of Kings: | Scott Conrod, CAO      |
| Municipality of Annapolis County:    | Chris McNeill, CAO     |
| Municipality of Digby:               | Jeff Sunderland, CAO   |

|                                |   |
|--------------------------------|---|
| 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                         |

**Agenda Item No. 1 – Call To Order**

---

Chair Muttart welcomed everyone calling the meeting to order at 10:00am.

**Agenda Item No. 2 - Approval of Agenda**

---

Chair Muttart noted that an Agenda has been circulated and the meeting has been called to deal with one item only, a Presentation regarding Governance, Administration and Funding Options for the Valley Region Solid Waste-Resource Management Authority and the Kings Transit Authority. It is anticipated that the topic will generate conversation and questions.

---

**IT WAS MOVED BY WENDY DONOVAN AND SECONDED BY SANDRA SNOW THAT THE INTERIM INTERMUNICIPAL SERVICES AGREEMENTS BOARD OF DIRECTORS APPROVE THE JUNE 12, 2024 SPECIAL MEETING AGENDA, AS CIRCULATED**

**MOTION CARRIED.**

**Agenda Item No. 3 – Presentation of Report: Governance, Administration and Funding Options for Valley Waste-Resource Management and the Kings Transit Authority**

---

Dan McDougall explained that a number of team members have participated in the development of the presentation with Dan L'Abbe, Andrew Garrett and Sonny MacDougall to provide supporting information throughout. The Board was invited to ask questions at any time with it being stressed that the topics to be addressed require good discussion, debate and inquiry in order to allow the Board to ultimately make informed decisions. A copy of the Presentation is attached to these minutes.

Mr. McDougall noted that the key items addressed in the presentation are:

- **Owner or Purchase Service**
- **Governance**
- **Administration**
- **Funding Formula**
- **Multi-Year Financial Statements**
- **Path Forward and Phased Decision Making**

**Owner or Purchase Service**

In the case of both Valley Waste and Kings Transit, the preferred option of having all participating municipalities as Parties under the Intermunicipal Services Agreement was discussed. This would require approval by those municipal units to do so resulting in 7 participating municipal parties for Valley Waste and 9 participating parties for Kings Transit. Considerations in taking the preferred approach were explained as were other options that the Board could consider.

**Governance**

The preferred governance option of having one Intermunicipal Services Agreements Board for both Valley Waste and Kings Transit was explained along with the suggested weighted voting options especially as they relate to any issues requiring “special resolutions”. The weighted voting approach is a working method in place now in New Brunswick. A chart detailing potential weighted options was presented. Mr. McDougall explained that the Board would focus attention on strategy, programs and policy and that it is preferred that the Mayor/Warden be designated to serve on the Board. It was further noted that under the preferred method, the annual operating and capital budgets would be ultimately approved by the Board with front-end engagement in place with municipal staff and Councils. Other governance options were presented for consideration.

**Administration**

The preferred administration option of having one parent corporation with one administrative head for both Valley Waste and Kings Transit was discussed including the potential for shared services between the 2 organizations and perhaps beyond to municipal parties. Under this option, it is suggested that there would be one set of financial statements and there is the opportunity to have other services under other current Intermunicipal Services Agreements to be added to the one master Agreement. Other options such as implementing a Managing Party were discussed as well.

---

### **Funding Formula**

The current funding formulas were discussed with it being noted the preferred method for Valley Waste-Resource Management be to continue based on the blended 50% uniform assessment and 50% population formula. It was noted that the cost sharing formula for Kings Transit was put in place in 1996, with the WSP Report recommendation and options noted. It was suggested that it may be of value to establish a CAO Sub-Committee to further evaluate the WSP recommendations to determine the best path forward.

### **Multi-Year Financial Statements**

Mayor Muttart took a moment to recognize Mr. Whynot's significant involvement in the development of the presentation being provided by Mr. McDougall and the associated financial modeling.

Mr. L'Abbe provided a financial model for the Kings Transit Authority where both Digby and Annapolis Royal are considered to be parties under the service provision. Mr. L'Abbe explained the impact of implementing the WSP funding recommendation noting that numbers are based on only 3 weeks of ridership data adding that capital financing has been incorporated to include building a reserve for future bus purchases. It was further noted that the estimated 1 million in reserve will not fund future bus requirements with Mr. L'Abbe noting that this can be addressed through long-range planning.

Mr. L'Abbe further noted that staff have considered the WSP recommendation regarding bus use and routing and the route use of electric buses where the electric buses could be deployed across the service area in a more equitable manner. A discussion was held regarding the required charging facilities and equipment.

Mr. L'Abbe noted an issue with the financial modeling spreadsheet which will be corrected, and it was further noted that the slide deck can be shared with the Board.

Chair Muttart then moved the meeting to an In Camera session in keeping with Section 22(2)(e) of the Municipal Government Act with only core members to participate.

The Special Meeting resumed at 12:02pm with those asked to leave during the In Camera session invited back to the meeting. It was noted that Jen Boyd, and Amery Boyer had left the meeting due to other commitments with others indicating they will have to leave soon.

### **Path Forward**

Mr. McDougall continued the presentation, noting the recommended steps for the WSP Report and MNP multi-year budget analysis. He highlighted the approach to financial smoothing and the upcoming financial policy work to be undertaken.

The short term "now", mid term "next" and long term "later" recommendations were discussed.

Mayor Muttart thanked Mr. McDougall for the presentation.

A short discussion was held regarding timelines as they relate to the quickly approaching summer months and impending municipal elections in October. It was the consensus that the short-term decisions be made as soon as possible with Chair Muttart indicating that the information provided today will be taken under advisement with further discussions with Chief Administrative Officers to secure final recommendations for the consideration of the Board. The presentation, and financial modeling information for both Kings Transit and Valley Waste will be shared with all. It was further noted that a meeting with Annapolis County representatives

will follow this meeting to share the financial modeling information related to their returning under the Intermunicipal Services Agreement as a Party to the Agreement.

**Agenda Item No. 9 – Adjournment**

---

**Chair Muttart adjourned the meeting at 12:17pm.**

Respectfully submitted,

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