

**MUNICIPALITY OF THE COUNTY OF**  
**ANTIGONISH**

**COMMITTEE OF THE WHOLE AGENDA**

**Tuesday, July 25<sup>th</sup>, 2017 @ 5:30 pm**

**Municipal Administration Centre**

- 1) Call to Order – Chairman, Warden Owen McCarron
- 2) Approval of Agenda
- 3) Approval of June 20<sup>th</sup>, 2017 Committee of the Whole Minutes
- 4) Business Arising from the Minutes
- 5) In-Camera – Contract Negotiations (Update and Next Steps on Cellular Connectivity)
- 6) In-Camera – Acquisition, Sale, Lease, and Security of Municipal Property (Discussion of an Antigonish County Business Park)
- 7) Asset Management: Update and Proposed Next Steps
- 8) Consideration of an Antigonish Bid for the 2019 Nova Scotia 55+ Games
- 9) Request to Write-off Arrears Taxes (AAN
- 10) Request to Write-off Arrears Taxes (AAN 10661765 & 10661749)
- 11) Procurement
  - a. County Court House
  - b. Municipal Office Roof
- 12) Provincial Road Maintenance
- 13) Staff Reports
- 14) Adjournment

**TO:** COMMITTEE MEMBERS  
**FROM:** STAFF  
**SUBJECT:** *COMMITTEE OF THE WHOLE MEMO*  
**DATE:** JULY 25<sup>TH</sup>, 2017

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**IN-CAMERA – CONTRACT NEGOTIATIONS - UPDATE AND NEXT STEPS ON CELLULAR CONNECTIVITY**

This subject matter falls within Section 22(2) of the Municipal Government Act as that which a committee may discuss in a closed session. It is recommended a motion be made to initiate an in-camera session. Materials will be provided at the meeting.

**IN-CAMERA - ACQUISITION, SALE, LEASE, AND SECURITY OF MUNICIPAL PROPERTY - DISCUSSION OF AN ANTIGONISH COUNTY BUSINESS PARK (For Discussion)**

This subject matter falls within Section 22(2) of the Municipal Government Act as that which a committee may discuss in a closed session. It is recommended a motion be made to initiate an in-camera session. Materials will be provided at the meeting.

**ASSET MANAGEMENT: UPDATE AND PROPOSED NEXT STEPS (For Decision)**

Please see the attached memo.

**CONSIDERATION OF AN ANTIGONISH BID FOR THE 2019 NOVA SCOTIA 55+ GAMES (For Decision)**

Further to the presentation to Town and County councils re the 2019 Nova Scotia 55+ Games staff from both units met to discuss the proposed bid submission. In addition, staff had a meeting with two previous hosts to learn about their experiences and contributions to the games. (Colchester County 2013 and Pictou 2015)

In both instances (the 2013 and 2015), the games were for the most part 100% the host unit's responsibility. The provincial organization provides guidance and support while the municipalities assumed the responsibility of the organization and delivery of the games. In Pictou County, the DEANS coordinator was actively involved and played a big role in the organization of the games. The coordinator is available and willing to assume similar responsibilities if Antigonish host the 2019 games. That being said, there was also a substantial amount of municipal staff time allocated to the games for the organization and implementation. The initial time commitment is monthly meetings plus the follow-up work from each meeting. Then for the month or two prior to the games, the staff time commitment increases substantially with the bulk of their time spent on the games.

Both the 2013 & 2015 host committees planned events and activities based on the projected revenue sources and adjusted their budgets accordingly to ensure no deficit was incurred. The host is also responsible for recruiting all sponsorship. In both these games, each unit ran a small surplus which was then set up as a legacy funds and invested back into the community for seniors programs.

**TAX WRITE-OFF FOR AAN 05229669 (For Decision)**

A request has been received to retro-actively adjust the tax account for AAN 05229669 to reflect a reduced assessment. The property owner appealed the assessed value of his property in 2017. The property assessment was reduced as a result. In reducing the assessed value of the property in

2017, PVSC has not adjusted the previous year's assessments; only this year and forward. The assessments for the property are as follows:

Year	Assessment
2017	\$133.90
2016	\$531.48
2015	\$530.45
2014	\$520.15

The Municipality has received similar requests under similar circumstances in the past and has not granted a retro-active tax adjustment. The current year's tax bill is reflective of the reduced assessment. The onus is on the property owner to review their property assessment and appeal.

**TAX WRITE-OFF FOR AAN 10661765 & 10661749 (For Decision)**

A concern was raised with the Finance Department over three property tax invoices produced for one property in 2016/17. In order to fully understand the situation one must review it over four fiscal years; please see the table below.

<b>Same Property Over Four Fiscal Years</b>			
<b>2015/16</b>	<b>2016/17</b>	<b>2017/18 (This Year)</b>	<b>2018/19 (Next Year)</b>
AAN 1) 05096448 (Resource Non-Tax)	AAN 1) 05096448 (Resource Non-Tax) AAN 2) 10661749 (Resource Tax) AAN 3) 10661765 (Resource Tax)	AAN 2)10661749 (Resource Tax) AAN 3) 10661765 (Resource Tax)	AAN TBD (Resource Non-Tax)
Received Assessment Notice for #1	Received Assessment Notice for #1 Did not receive assessment notice for #2 & #3	Received Assessment Notice for #2 & #3	Will receive Assessment Notice for Accounts
Received Tax Bill	Tax bills produced and sent for all three accounts.	Tax bills produced and send for #2 & #3.	Will produce tax bills for accounts.
Paid Taxes	Paid Taxes for #1	<b>Has not paid taxes until the arrears from F16/17 are figured out</b>	Will pay taxes for accounts.

In 2016/17, PVSC created two new assessment accounts (10661746 & 10661765) on the tax roll for an existing property (05096448). PVSC also changed the tax code to Resource TAXABLE on the two new accounts. Account 05096448 has been resource non-taxable in our records back to 1995.

In 2016/17, the property owner maintains that he received an assessment notice for only account 05096448. He did not receive an assessment notices for the two new accounts and therefore did not know they existed. He paid the taxes for the original account 05096448 but the taxes for accounts 10661746 & 10661765 were not paid and remain in arrears.

Remember, account 05096448 and accounts 10661746 & 10661765 are the same property.

We believe the reason the new accounts were created was because the neighboring property obtained and recorded a survey, which inadvertently affected this property. The new property was briefly recorded in the name of the neighbor, during the time that the roll closed and the assessment notice were circulated. Shortly thereafter, the property was then recorded in the proper name.

In 2017/18, the property owner received assessment notices for accounts 10661746 & 10661765. However, not realizing that they were associated property he did not submit an appeal. He received tax bills for each account. When he came to the Municipal Office to investigate why he had not received a tax bill for account 05096448 the issue was confirmed. The property owner recognized the deadline to appeal his assessment for 2017/18 has passed and will pay the associated taxes on all three accounts.

When the property owner realized there was an error it was raised with PVSC. PVSC has since corrected the error for 2018/19 tax roll: this property will be taxed as Resource Non-Taxable. As the Committee is aware, PVSC does not go back to correct errors, it only goes forward.

Given the situation, the property owner has requested that the 2016/17 arrears for accounts 10661746 & 10661765 be written off. Again, taxes on this property were paid under account 05096448.

Staff is recommending that Council write off the F16/17 outstanding balances on account 10661765 & 10661749 in the combined amount of \$411.87.

### **PROCUREMENT (For Decision)**

**County Course House:** Please see the attached staff memo.

**Municipal Office Roof Replacement:** Staff has prepared a tender to solicit bids to re-shingle the roof at the Municipal Office and is seeking the Committee's permission to tender publically.

### **PROVINCIAL ROAD MAINTANANCE (For Discussion)**

Over the course of the last few years the number of supervisors in Antigonish County has been reduced from 4 to 3 to 2. Councillor Mattie would like to see a letter sent to Minister Hines to reverse these budget reductions and reinstate an appropriate number of road supervisors for this area. Councillor Mattie will speak more to the issue during the meeting.

### **STAFF REPORTS (For Information)**

#### *Finance*

- More than half way through the F17/18 Tax billing 30 day cycle. The tax office is working very hard on serving the customers at the counter and over the phone, filling out low income seniors rebate forms, addressing any property issues with PVSC, processing mortgage payments from the various mortgage companies, making any assessment changes or other changes in our property tax module from PVSC.
- A water billing was prepared and mailed so payments or inquiries are being processed along with the property tax payments.
- Cross-training – Tracey is training Vera on all the functions of accounts payable. Vera has been training Jacqueline on Fire Departments, grant forms, etc.
- The audit was postponed this year so audit prep is in full force.
- Jacqueline is here now so she is being trained on various functions in the Finance Department (Diamond, Financial Statements, front counter, etc.). Training for Jacqueline will be ongoing for a while from various members of the Finance Dept.
- Inter-municipal Group has met several times regarding our support from Diamond. A meeting is going to be scheduled with Diamond and inter-municipal group to discuss an action plan going forward.

- Regular day to day operations during this busy time in Finance.

#### *Recreation*

- The recreation department kicked off the summer with yet another successful Canada Celebration. Plans for the 150 Outdoor Pavilion project are under way and about to enter the design phase.
- Summer programs are in full swing at various locations throughout the county. Camps include: Active Start (3-5 years); day camps (3 -12 years); nature based camps; and new this year a partnership with the Societe Sainte Croix to offer French camps.
- Through the ever popular Equipment Accessibility Program staff is lending out equipment almost on a daily basis. Staff can barely keep up with PFD loans and even with the purchase of 34 new PFDs, some days there aren't enough to go around. New this year, is adaptive equipment for the department's canoes which include stabilizing bars to join and balance two canoes together, drop in seats for individuals who have difficulty kneeling in canoes; as well as pontoon to stabilise a single canoe. Another exciting piece of equipment which is gaining a lot of attention and popularity is a Freedom concept tricycle for individuals unable to use a traditional bike.

#### *Administration*

- Update on the Solar Electricity for community Buildings program; the program has restarted, after the announcement and launch at our building in April it was put on hiatus because of provincial election. The program will start intake on July 31st with no closing date announced at the time of this report. A submission will be completed over the coming weeks.
- Accessibility Day was held on June 19th with eighteen participants who covered huge grounds in our community. Powerful sharing during meeting at the end. Based on conversations with the organizing committee; Councillor Mattie, Mr. Rogers and Mr. Stubburt we will bring participants back together in early fall to reflect, share and plan an initiative or two collectively.
  - A 2 page news spread will be forthcoming in the Casket, due to space issues the release of this story has been delayed.
  - Huge thank-you to all that participated, as well to Councillor Mattie, John Rogers, Clary Stubburt and Antigonish Community Transit, Lawtons Drugs and Pharmasave for support in making this day happen and for facilitating an opportunity for conversation and change.
- Based on Council initiative the OHS committee will become the OHS and Wellness Committee and is working on a Wellness Policy and a program for the 2017-18 year. This will include the ongoing items and new ones. More details to come in September.
- CEDI
  - Attending interagency meetings at Paqtnkek Health Center on the 3rd Thursday of the month, looking at energy options for future projects.
  - Preparation for working group meeting on July 27th, 2017. Working on TOR and a friendship accord, and a reconciliation workshop (perhaps Blanket Exercise).

MUNICIPALITY OF THE COUNTY OF  
**ANTIGONISH**

**COMMITTEE OF THE WHOLE MEETING MINUTES**

A Committee of the Whole Meeting was held Monday, June 20<sup>th</sup>, 2017 at 5:30pm in the Council Chambers of the Municipal Administrative Centre, 285 Beech Hill Road, Antigonish NS.

Present were:           Warden Owen McCarron, Chair  
                              Deputy Warden Hughie Stewart  
                              Councillor Mary MacLellan  
                              Councillor Donnie MacDonald  
                              Councillor Vaughan Chisholm  
                              Councillor Rémi Deveau  
                              Councillor John Dunbar  
                              Councillor Gary Mattie  
                              Councillor Bill MacFarlane

Glenn Horne, Municipal Clerk/Treasurer  
Beth Schumacher, Deputy Municipal Clerk  
Allison Duggan, Director of Finance

Regrets:                   None

**CALL TO ORDER**

The meeting of the Committee of the Whole was called to order by the Chair, Warden McCarron, at 5:34pm.

**APPROVAL OF AGENDA**

Mr. Horne noted that item 6, *Further Discussion of Proposed C&D Changes*, was to be deleted from the agenda.

*Moved by Councillor MacDonald and seconded by Councillor MacLellan that the agenda be approved as amended. Motion carried.*

**APPROVAL OF MINUTES**

Warden McCarron called three times for any errors or omissions in both in the June 6<sup>th</sup> 2017 and June 12<sup>th</sup> 2017 Committee of the Whole minutes.

*Moved by Councillor MacDonald and seconded by Deputy Warden Stewart that the Committee of the Whole minutes of June 6<sup>th</sup> and June 12<sup>th</sup> be approved as presented. Motion carried.*

**BUSINESS ARISING FROM THE MINUTES**

Councillor MacFarlane requested an update from Mr. Horne regarding the request from Guysborough for the Chedabucto Lifestyle Complex. Mr. Horne noted that he was unable to get the exact amount that Guysborough had given for the Keating Centre at the University, but guessed the figure to be about \$50,000. Staff did not ask representatives from Guysborough what their expectation for a donation from the County might be; that amount was for the Council to determine. Other projects that the County has contributed to, which are outside of the boundaries but have benefits for County-residents

include the Port Hawkesbury Civic Centre and the Port Hawkesbury Airport. Further discussion followed.

*Moved by Councillor Deveau and seconded by Deputy Warden Stewart that the Committee recommends that Municipal Council approve a contribution of \$50,000 (\$10,000 a year over five (5) years) to the Chedabucto Lifestyle Complex in Guysborough. Motion carried.*

Councillor MacDonald provided the Committee with an update regarding the direction given at June 6<sup>th</sup> Committee of the Whole meeting. Councillor MacDonald noted that this business was discussed at the June OHS meeting, and the OHS Committee supports the idea. They are looking into developing a policy using examples from AMANS, and anticipate that work to take place in July.

Mr. Horne then asked the Committee whether there were any follow-up questions regarding the budget deliberations that occurred at the June 12<sup>th</sup> Committee of the Whole meeting. The Warden and Council expressed their thanks to staff for the work done to prepare the budget, and complimented Allison Duggan, Director of Finance, for her comprehensive presentation regarding the budget.

Mr. Horne noted that the Council stipends have not been reviewed in fifteen years, and staff is in a position for reviewing stipends and compensation to provide an update of where the County of Antigonish stands provincially with respect to this, providing an update later in the fall. Staff was given the go-ahead by the Committee to proceed with undertaking a review.

## **PRESENTATIONS**

### **Antigonish Culture Alive**

Sarah O'Toole and Fenn Martin, on behalf of Antigonish Culture Alive, provided the Committee with an overview the economic impact of local arts initiatives (Antigonight, Art Fair, the ASAP Artist-Run Centre) over the past few years, and noted that, when looking comprehensively at the arts and cultural scene, the area was missing a dedicated staff person to support the cultural development interests of the community, and was without a dedicated Community Performing Arts Centre. The presentation before the Committee tonight was to introduce the idea of *establishing the position of a Cultural Coordinator in the community who would research, coordinate, support, enhance, and develop the burgeoning creative sector in Antigonish*. A copy of the proposal submitted to the Committee is attached.

Questions asked by the Committee following the presentation included the structure of the position (anticipated to be a full-time position with either the Town or County), and a question regarding how many different arts groups are operating in the area. The example of the Inverness County Centre for the Arts was also discussed. Ms. O'Toole and Mr. Martin were thanked for their presentations, and the Committee was treated to a brief slideshow of community art festivals and installations that have taken place in the past few years.

## **CONSIDERATION OF AN APPROACH TO THE DISPOSAL OF DEAD WHALES**

Mr. Horne reviewed the staff memo provided for the Committee's consideration, which provided a summary of the 2016 experience with dead whales washing up on beaches within the County and offering options for dealing with similar situations going forward. Discussion followed regarding how whales have been dealt with in past years, the challenges of balancing the environmental considerations

of protected beaches vs. the realities of rotting whale carcasses, and the range of costs that could be incurred during the disposal of a whale depending on the species and location of a beaching.

Staff recommends that the Committee endorse the second option provided in the memo; that the Municipality deny responsibility for the removal and disposal of dead whales and/or mammals when they are reported. It is further recommended that the County work with other municipalities and the UNSM to see the province take responsibility for the disposal of such carcasses, when reported.

*Moved by Councillor Chisholm and seconded by Deputy Warden Stewart that the Committee recommends that Municipal Council reinforces that the Municipality is not responsible for the removal and disposal of dead whales on public beaches and lobby the provincial government to take this responsibility. Motion carried.*

### **DISCUSSION OF A MEMORIAL INITIATIVE FOR WARDEN BOUCHER**

The Committee discussed options for a memorial bursary or scholarship in memory of Warden Boucher. The group noted that a bursary is already provided to the Eastern Antigonish Education Centre, where Warden Boucher was once a student, and that the amount of this award could be increased. Mr. Horne stated that he would speak to a representative from the school about this option, as well as Warden Boucher's family, in advance of the graduation ceremony taking place at the school on June 28<sup>th</sup>. Further consideration of naming this award and/or setting selection criteria for recipients can be further discussed for future years. Consensus to proceed in this manner was provided by the Committee.

### **ARENA COMMISSION APPOINTMENT**

Mr. Horne requested nominations for a member of Council to replace Warden Boucher on the Arena Commission.

*Moved by Councillor Deveau and seconded by Councillor Chisholm that the Committee recommends that Deputy Warden Stewart be appointed to the Antigonish Building for Youth Commission (Arena Commission). Motion carried.*

### **IN-CAMERA: PERSONNEL MATTERS**

This subject matter falls within Section 22(2) of the Municipal Government Act as a matter that a committee may discuss in a closed session. It is recommended a motion be made to initiate an in-camera session.

*Moved by Councillor MacDonald and seconded by Councillor Dunbar that the Committee of the Whole Meeting be adjourned to an In-Camera Session at 6:32pm to discuss Personnel Matters. Motion carried.*

*Moved by Councillor MacFarlane and seconded by Councillor Mattie that the Committee recommends that Municipal Council appoint Linda Arsenault as Returning Officer until August 25, 2017. Motion carried*

*Moved by Councillor Deveau and seconded by Councillor MacLellan that the In-Camera session be adjourned at 7:53pm. Motion carried.*

### **STAFF REPORTS**

Mr. Horne reviewed the staff reports noted in the Committee memo that accompanied the agenda, with particular mention of the Asset Management information and link provided.

Councillor MacLellan brought forward correspondence from the 4 Valleys Volunteer Fire Department, which she was copied on, regarding a request to the Minister of Transportation and Infrastructure Renewal to purchase trucks deemed surplus by that provincial department. Councillor MacLellan requested that a letter be provided by the Municipality expressing support for the Fire Department's request to purchase this equipment.

*Moved by Councillor MacLellan and seconded by Councillor MacDonald that the Committee recommends that Municipal Council provide a letter of support to the 4 Valleys Volunteer Fire Department as they seek to purchase a surplus vehicle from the Department of Transportation and Infrastructure Renewal. Motion carried.*

Councillor MacLellan also brought forward a request for the Municipality to provide gravel for the Municipally-owned Burnham Morrill Lane in Arisaig, which would be spread by the local harbor authority. The Committee agreed by consensus that this gravel would be provided.

### **ADJOURNMENT**

*Moved by Councillor Chisholm and seconded by Councillor MacFarlane that the Committee of the Whole meeting be adjourned at 7:02pm. Motion carried.*

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Warden Owen McCarron

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Glenn Horne, Municipal Clerk/Treasurer

**MUNICIPALITY OF THE COUNTY OF**  
**ANTIGONISH**

**MEMO FOR DECISION**

**TO:** MUNICIPAL COUNCIL  
**FROM:** GLENN HORNE, MUNICIPAL CLERK TREASURER  
ALLISON DUGGAN, DIRECTOR OF FINANCE  
DARYL MYERS, DIRECTOR OF PUBLIC WORKS  
**SUBJECT:** *ASSET MANAGEMENT: UPDATE AND PROPOSED NEXT STEPS*  
**DATE:** JULY 5, 2017

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**SUMMARY**

All municipalities own, operate and maintain a wide variety of capital assets that residents have come to depend on. Municipal Council is responsible to see that these assets are maintained properly and meet the service levels residents expect.

Asset Management is the process of making decisions about the use and care of the Municipality's capital assets to deliver services that meet current and future needs. It facilitates an awareness of the state of the municipality's assets that will prevent service disruptions, provide more predictable results and lower the life-cycle costs of assets while extending their useful life.

This memo presents an update on activities related to asset management and provides Council with proposed next steps to ensure they are positioned to exercise accountability for the Municipality's capital assets. Specifically, the approval of a policy that will guide activities related to Asset Management and the striking of an Asset Management Committee of Council, similar to the former Operational Services Committee.

**BACKGROUND**

All municipalities own, operate and maintain a wide variety of capital assets that residents have come to depend on. In Antigonish County these assets include, but are not limited to 12 kms of roads, two water treatment plants, five sewage treatment plants, 40 kms of water and sewer conveyance systems, vehicle and equipment fleets, and multiple municipal facilities. These assets are expected to function efficiently and effectively for many years.

All of these capital assets have a defined service life. As these assets age and deteriorate through use, the Municipality must determine how to manage them in such a way to ensure that the full service life is reached. It must also have a plan in place to enable their repair and eventual replacement.

The Province of Alberta has described asset management as, "... the process of making decisions about the use and care of infrastructure to deliver services for current and future needs." These decisions are informed by sound technical, financial and social information. At its most basic level, asset management improves the information used to make capital investment decisions. This permits a municipality to prevent service disruptions, provide more predictable results and lower the life-cycle costs of assets while extending their useful life.

In general terms, it is the process of determining:

- What capital assets the Municipality owns (buildings, water & wastewater systems and facilities, roads, landfills, culverts, street lights, etc...);
- The condition of these capital assets;
- If assets meet the current and future service needs of the Municipality;
- How assets are prioritized (what assets need to be fixed or replaced first); and,
- If there are sufficient resources available to operate, maintain, renew and replace these assets.

To learn more about asset management, the [FCM has produced a very informative short video you can view here](#).

## CONSIDERATIONS

The role of a Municipality is to ensure that residents receive services that sustain and improve their quality of life like clean water, sanitation, transportation, solid waste collection and recreation. Our capital assets are critical to deliver these services. Age, growth, changes in technology, environmental and safety standards, and climate change impacts are putting pressure on our capital assets.

Any organization that owns physical assets (such as property, equipment or infrastructure) engages in some form of asset management when caring and planning for those assets. Most local governments across Canada are highly dependent on a small number of key individuals. These individuals are of significant value to the municipality as they hold a significant amount of information about its assets. The challenge arises in that a great deal of this information is either not formally recorded, or recorded in such a way that it does not lend itself to analysis. This becomes a significant risk for municipalities when you consider that many of these individuals are long-standing and may be approaching retirement. Antigonish County is no exception.

Local governments with an asset management program have chosen a structured approach to asset management — a specific way of doing business that continually balances expenditure with performance and risk. The ultimate aim is to ensure that the Municipality invests resources well and meets its expressed service standards for present and future residents.

Potential benefits with a structured approach to Asset Management include:

- Creating a single point of accurate and up-to-date information on the condition of capital assets.
  - Permits the tracking and measuring of data collected;
  - Supports informed decision-making with quality data.
- Improving understanding of infrastructure requirements and costs by providing decision makers with high quality information;
- Provides an opportunity to have informed discussions about service levels while balancing sustainability of infrastructure & service;
- Supports the ability to meet regulatory requirements.
- Extends the life of infrastructure through an informed and long-term maintenance, rehabilitation and replacement schedule;
- Maximizes the benefits of assets and improving the overall return on investments.

- Providing predictable tax rates from sound operational and financial planning.
- Reducing risks and improving safety of infrastructure.

The renewed 2014-24 Gas Tax Fund (GTF) places a greater emphasis on long-term capital planning and asset management. In the agreement signed between the federal and provincial governments for this fund, the Province of Nova Scotia committed to continuing the requirement of annual Capital Investment Plans (CIP) from each municipality as well as developing a province-wide asset management strategy for municipal infrastructure. The system the Province is currently developing is expected to include, at a minimum, an inventory of assets and a condition of infrastructure.

With competing demands at all levels of government, spending on municipal infrastructure has declined across the country. One-third of all municipal infrastructure is said to be in “fair, poor or very poor condition, greatly increasing the risk associated with service delivery.” Nova Scotia boasts the oldest average age of infrastructure in Canada. These trends are not presented to make any association with infrastructure in Antigonish County. Rather, they are presented to reinforce the reality that other government funding has become less and more competitive.

### **An Example of Asset Management at Work**

“QDS – The Safety Administrator” is best described as a tracking program that is primarily designed to manage safety activities. However, the Public Works Department has been using QDS to track maintenance on all of the Municipal equipment and vehicles.

Prior to using this program, tracking of maintenance on the vehicles was very cumbersome. QDS makes it very straight forward; all invoices are scanned and attached to each maintenance record. With this program we have the ability to review the maintenance history for a particular vehicle within a specific time frame and the ability to review by vendor and prepare a report listing all work done by a particular vendor on all vehicles. Managing our assets in this manner has proven very valuable – allowing the Department to head off mechanical issues and informing expenditures. These same principles can be extended to all capital assets.

### **NEXT STEPS**

A Municipality that chooses to engage in Asset Management as described here will be tasked with considering a number of strategic and inter-related questions. What is the condition of our assets? What is the current capacity of our assets? What level of service do we wish to provide? Can our assets provide that level of service? If new assets are needed, what are their life-cycle costs and how will they be financed?

These questions cannot be answered all at once or in isolation. Asset Management provides Municipal Council with an ongoing and proactive process to address these challenging questions. Consideration of these questions would be done in a holistic and integrated manner and Council will be positioned to choose the best long-term options for the Municipality. It would better position the Municipality to support our local economy and contribute to residents’ quality of life in a sustainable manner.

Specific next steps include:

**Consideration of an Asset Management Policy:** The attached policy articulates Municipal Council’s commitment to asset management and provides policy statements to guide staff in the development of plans. Asset management policies are typically general in nature and contain broad principles. However, this policy identifies specific roles and responsibilities for implementation.

Once an asset management policy is adopted by a council, it is expected that staff implements the policy by systematically assessing the condition of capital assets and developing plans for consideration by Council.

**Striking an Asset Management Committee:** Included in the policy is consideration for striking a committee to discuss, consider, advise and make recommendations to Municipal Council concerning asset management and asset management planning. This Committee would meet at regular intervals to discuss exclusively the Municipality’s existing capital assets. It would also be responsible for consideration of municipal system expansions. The Committee would operate similar to the former Operational Services Committee, however with the addition a financial lens at the table. Specific terms are provided in the policy.

**Provincial Asset Management Pilot Program:** The Province plans to initiate a pilot project this summer with 2- 3 municipalities to test data collection templates for linear assets (including water pipes, sewer lines, roads and sidewalks/trails). Through lessons learned and best practices established from working with the pilot municipalities, the Province will develop a standardized methodology for collecting data and assessing the condition of assets. Through staff discussions the Municipality is being considered as one of the pilot municipalities. There is no cost to this process.

**FCM Municipal Asset Management Program:** This FCM program provides funding to enhance asset management practices. The FCM may provide funding for up to 80 per cent of total eligible project costs, to a maximum of \$50,000. The remaining 20 per cent can be funded through Gas Tax funding. A proposal is currently being developed to access this funding.

## **MOTION(S)**

If the Committee deemed it appropriate the following motion is in order:

***The Committee recommends to Municipal Council that the Asset Management Policy be approved and Municipal Staff begin preparations to develop an Asset Management Plan.***

MUNICIPALITY OF THE COUNTY OF  
**ANTIGONISH**

<b>TOPIC:</b>	<b>A policy to provide direction on matters related to asset management</b>
<b>POLICY NUMBER:</b>	<b>##</b>
<b>DATE APPROVED:</b>	<b>2017</b>
<b>DATE REVISED:</b>	

**1. TITLE:**

- 1.1. This Policy may be cited as the “Asset Management Policy” of the Municipality of the County of Antigonish.

**2. PURPOSE:**

- 2.1. The purpose of this policy is to consider regulatory requirements, long-term community objectives, and financial impacts on future generations and full life-cycle costs of asset ownership in making decisions about infrastructure priorities.
- 2.2. This policy derives authority from Sections 23 (1)(c), 24 & 48 of the Municipal Government Act.

**3. DEFINITIONS**

- 3.1. “Asset & Capital Asset” means municipal infrastructure, systems, facilities and equipment.
- 3.2. “Asset Management” means the process of making decisions about the use and care of infrastructure to deliver services for current and future needs;
- 3.3. “Asset Management Plan” means a structured approach to asset management that balances expenditure with service levels, performance, and risk;
- 3.4. “Life-cycle cost” means consideration of all costs including design, construction, commissioning, operating, maintaining, repairing, modifying, replacing and decommissioning/disposal of physical and infrastructure assets;
- 3.5. “Municipality” means the Municipality of the County of Antigonish.

**4. POLICY:**

- 4.1. Asset management plans will be developed for major service / asset categories.
- 4.2. All relevant legislative requirements will be considered in asset management.
- 4.3. Political, social and economic environments will be considered in asset management plans and practices.
- 4.4. Asset management plans will be informed by Council policy and priorities, land use plans and long range financial plans.

- 4.5. Asset management principles will be integrated throughout planning and operational processes.
- 4.6. Asset renewals and service levels will be identified in asset management plans.
- 4.7. Annual budget deliberations will be informed by consideration of new capital assets, asset renewal options, along with associated operating, maintenance and capital budget impacts.
- 4.8. Asset Management Plans will be used to update the long-term financial plan.
- 4.9. The Municipality shall make informed and sustainable decisions based on life-cycle costs of capital investments.
- 4.10. The Municipality will pursue best practice in asset management when appropriate.
- 4.11. The Municipality will report the performance of the asset management program to taxpayers annually.

## **5. ROLES AND RESPONSIBILITIES**

### 5.1. Municipal Council will:

- i) Adopt policies and ensure that sufficient resources are applied to manage the publicly owned assets;
- ii) Incorporate the Asset Management Policy into both its strategic planning and long-term financial planning process;
- iii) Approve plans and budgets associated with the management of the Municipality's assets.
- iv) Provide community input into the asset management process.

### 5.2. Municipal Staff will:

- i) Work collaboratively to develop plans and budgets for the management of the Municipality's capital assets;
- ii) Maintain an inventory of assets by major service / asset category;
- iii) Assess the condition, use and performance of municipal assets;
- iv) Maintain assets to provide the identified service level and dispose of assets; and
- v) Develop guidelines and practices for the management, financing and operation of current and future assets and the delivery of services.

## **6. ASSET MANAGEMENT COMMITTEE**

- 6.1. Municipal Council hereby establishes the "Asset Management Committee" (hereafter referred to as "the Committee") as a standing committee of Municipal Council.

- 6.2. Municipal Council exercises its roles and responsibilities for asset management through the Committee.
- 6.3. The mandate of the Committee is to discuss, consider, advise and make recommendations to Municipal Council concerning asset management and asset management planning.
- 6.4. The Committee consists of all members of Municipal Council and membership on the Committee automatically extends to members without the necessity of formal appointment. Membership automatically terminates upon termination of a person's status as Municipal Council member.
  - 6.4.1. The Chair of the Committee shall be selected from among the members.
    - i. In the absence of the Chair the Deputy Chair shall so serve. The Deputy Chair shall be selected in the same manner as the Chair.
  - 6.4.2. The Committee will be supported by the Municipal Clerk Treasurer, the Director of Public Works and the Director of Finance.
  - 6.4.3. A Secretary for the Committee shall be arranged by the Municipal Clerk Treasurer.
- 6.5. The Committee shall meet on the first Tuesday of September, October, November, January, March & May. Additional meetings may be convened as deemed necessary by the Chair in consultation with the Municipal Clerk Treasurer.

**TO:** Committee of the Whole  
**FROM:** Beth Schumacher, Deputy Municipal Clerk  
**SUBJECT:** *COUNTY COURT HOUSE TENDER 2017*  
**DATE:** July 25, 2017

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### **Summary**

Three bids were received on the tender for exterior repairs to be done at the County Court House. Staff is recommending that Council reject the tenders received and issue a Request for Proposals for a revised scope of work to be completed before the end of this fiscal year. Further, staff is seeking direction regarding advance planning for work to be done next year, to ensure that necessary information is available to inform future funding applications and the 2018-2019 budget process.

### **Background**

In early June 2017, a tender was posted soliciting bids on exterior construction work to be done at the Antigonish County Court House. The scope of the work advertised was based on the recommendations of a 2015 building audit done by CJ MacLellan and Associates Inc. (SNC Lavalin), and the work outlined in the post-inspection pre-certification report for the National Cost-Sharing Program for Heritage Places. The tender closed on Friday, June 30<sup>th</sup>, 2017. Three bids were received; one delivered by hand, and the other two being submitted electronically.

### **Considerations**

Upon review of all of the bids received, staff cannot recommend any of them for approval. All of the bids submitted exceeded the budgeted amounts for their respective components of the repair project, working from the cost-sharing agreement breakdown that was based on figures provided in the 2015 Building Audit. One of the bids proposed materials that our Parks Canada Representative has already indicated would invalidate that component of work from receiving the cost sharing funds. One bid only partially addressed one of the components of work, leaving a great deal of “unknown” expenditures that would require an additional external contractor to be secured. The final bid covered all of the aspects of work, but as noted above, exceeded the budget set by Council for capital expenditures on the Court House during this fiscal year, as well as the amount of eligible expenses in our agreement with Parks Canada.

### **Next Steps**

The County Court House is still in dire need of exterior repair, and the cost-sharing agreement is still in effect for work completed before the end of the fiscal year.

### Short-Term Solutions

Only July 19, 2017, staff met with the Parks Canada Representative at the Court House to discuss the bids received, the condition of the building since the last site visit (late October 2016), and steps going forward. The Parks Canada representative will be going back to the program administrator to request whether the funding formula in the agreement can be pooled to permit the most critical work to be done this year and maximize the benefit of the conditional cost-sharing. The Municipality should look to issue a Request for Proposals for the woodwork and linseed paint work for specific locations on the building, noting the budgetary constraints and the requirement for the work to be completed before March 31, 2017.

### Long-Term Solutions

The Building Audit done in 2015 looked at critical and short-term repairs, and did not consider the requirements of the *Standards and Guidelines for the Conservation of Historic Places in Canada, Second Edition*, in its recommendations. Further, the estimates provided in that audit were “Class D”, and appear to be quite a bit lower than the actual cost of work, based on the bid responses received in the last two years.

In the interest of assisting staff with the capital project budgeting process for this asset, staff is recommending that a request for proposals soliciting ideas for a conservation plan, or similar document, be issued during the fall of 2017 for work to be done in the 2018-2019 fiscal year, subject to funding support. The Parks Canada Heritage Cost-Sharing Program has an application category specifically targeting this kind of work. Issuing an RFP in the fall of 2017 for work to be done in the following fiscal year would provide staff with the necessary cost estimates to populate the federal funding application, and to accurately budget to for the proposed work.

Some information that we would look for the conversation plan to address, but not be limited to, include:

- A detailed assessment of the current condition of the building;
- A prioritized list of repairs;
- Minimum Class C estimates for any work suggested in the next two fiscal years;
- Code and Accessibility Upgrades;
- Future uses of the structure;
- A consolidated heritage background of the building, including previous upgrades and repairs.

Undertaking such a study would demonstrate a pro-active approach to our asset management with respect to this heritage building in our municipal real estate portfolio; we would have an informed plan for capital spending and maintenance that would assist us with funding applications and budgets.

### **Motions**

If the Committee deems it appropriate, the following motion is in order:

- ***The Committee recommends to Municipal Council that no contract is awarded for the Antigonish County Court House – Tender 2017.***

The following motions are also proposed:

- ***The Committee recommends to Municipal Council that staff prepare and advertise a Request for Proposals for exterior woodwork to be done at the Antigonish County Court House in the fiscal year 2017-2018.***
- ***The Committee recommends to Municipal Council that staff is directed to prepare the following:***
  - ***A Request for Proposals for a Conservation Plan, or similar document, for the County Court House, to be completed in the 2017-2018 budget year, subject to Parks Canada funding support; and,***
  - ***An application for the Parks Canada National Cost Sharing Program for Heritage Places, for a Category One (Preparatory Assistance Projects), to be submitted when the program is open in early 2018.***