

MUNICIPALITY OF THE COUNTY OF
ANTIGONISH

Asset Management Committee

Tuesday, July 17th, 2018 @ 5:30pm

Municipal Administration Centre

1. Call to Order
2. Approval of Agenda
3. Approval of May 1st Asset Management Committee Minutes
4. Business Arising from the Minutes
5. Update on Fed/Prov Infrastructure Funding Opportunities
6. Beech Hill Waterline Extension
7. Local Improvement Options for West River Sewer
8. Asset Management Cohort Program
9. Adjournment

TO: COMMITTEE MEMBERS
FROM: STAFF
SUBJECT: *ASSET MANAGEMENT MEMO*
DATE: MAY 1ST, 2018

UPDATE ON FED / PROV INFRASTRUCTURE FUNDING OPPORTUNITIES

Staff will provide the latest update on funding opportunities, including the Provincial Capital Assistance Program (PCAP), Investing in Canadian Infrastructure Program (ICIP), and Provincial Beautification.

BEECH HILL WATERLINE EXTENSION

As discussed at previous meetings, three property owners immediately adjacent to the Municipal Office have indicated interest in connecting to municipal water. This change in scope can be accommodated within our existing work to connect the Municipal Office to water and sewer. A waterline would be extended along the shoulder of the road just beyond the Municipality's southern property line.

The estimate incremental cost of the expanded project is \$27,500 + HST. The three property owners have agreed to contribute a local improvement charge of 20% or \$1,920 each (total = \$5,750). Approval from Council is required to move forward with the expanded project scope.

LOCAL IMPROVEMENT OPTIONS FOR WEST RIVER SEWER

Council has asked that staff look into options to include the cost of on-site e-One pumps for nine (9) properties that may require them as part of the proposed sewer line extension in West River. An e-One pump is estimated to cost \$10,000, installed.

Background

For background on the project and local improvement charges, please see the attached Powerpoint presentation that was provided to property owners on June 13, 2018. To date we have invited property owners to attend an information session and Council has directed that this project only move forward if federal and provincial funding is secured. Letters are being prepared to further inform property owners of the project and determine the level of support. These letters are on hold until a decision is made on this issue.

Options for Discussion

1 – Each Property Owner Pays for their On-Site Pump: The property owners who require on-site pumps pay for them themselves, over and above the LIC. This is how the Municipality has approached this scenario to date and is referenced in the attached Powerpoint. The property owner bears the entire cost and coordination. This is consistent with the Municipality's approach to property owners accessing municipal services with one notable exception: the Pomquet sewer system.

2 – All Property Owners Pay: The Municipality can include the cost of the on-site pumps in the overall project and all 42 property owners contribute to this property-specific cost. This has the benefit of potentially securing Fed/Prov funding for the on-site pumps, where option 1 would not. However, it would increase the stated cost of the project to the Municipality and property owners, which was shared during a public meeting on June 13.

If federal and provincial funding were secured the Municipality is required to submit claims based on invoices for reimbursement. This means that in order to include the pumps in the overall project they must be purchased and installed as part of the project. For those reasons it is also important that each property owner agrees to connect to municipal sewer upon completion of the project. It is further advisable that the Municipality ensure the property owners understand that once installed the pump is owned by the property owner; the Municipality is not responsible for any issues or maintenance.

3 – Separate e-One Capital Rate: The Municipality sets one LIC for all 42 property owners, and another separate additional capital charge for the nine properties that require an e-One pump. In this scenario the Municipality would bring the \$90,000 estimate cost for the e-One pumps into the scope of the project for the purpose of obtaining Fed/Prov funding. If secured, cost sharing would bring the cost to property owners from approximately \$10,000 to approximately \$2,700 per unit, installed. This \$2,700 would be an addition but separate charge to those property owners that needed it.

Similar to Option 2, it would also increase the overall coordination to the Municipality. However, it would not change the cost estimate for the main project which was share with all 42 property owners. If federal and provincial funding were secured the Municipality is required to report on all expenditures to be reimbursed for funds. This means that in order to include the pumps in the overall project they must be purchased and installed as part of the project. For those reasons it is also important that each property owner agrees to connect to municipal sewer upon completion of the project. It is further advisable that the Municipality ensure the property owners understand that once installed the pump is the property of the property owner and the Municipality is not responsible for any issues or maintenance.

ASSET MANAGEMENT COHORT PROGRAM

Please see the attached documents. Staff recommend the Municipality's participation in this program.

MUNICIPALITY OF THE COUNTY OF
ANTIGONISH

ASSET MANAGEMENT COMMITTEE MEETING MINUTES

An Asset Management Committee Meeting was held Tuesday, May 1st, 2018 at 5:30pm in the Council Chambers of the Municipal Administrative Centre, 285 Beech Hill Road, Antigonish NS.

Present were: Councillor Bill MacFarlane, Chair
 Warden Owen McCarron
 Deputy Warden Hughie Stewart
 Councillor Mary MacLellan
 Councillor Donnie MacDonald
 Councillor Vaughan Chisholm
 Councillor Remi Deveau
 Councillor Gary Mattie
 Councillor Neil Corbett

 Glenn Horne, Municipal Clerk/Treasurer
 Beth Schumacher, Deputy Clerk
 Allison Duggan, Director of Finance
 Daryl Myers, Director of Public Works

Regrets: Councillor John Dunbar

CALL TO ORDER

The meeting of the Asset Management Committee was called to order by the Chair, Councillor MacFarlane, at 5:31pm.

APPROVAL OF AGENDA

Moved by Councillor MacDonald and seconded by Councillor Chisholm that the agenda be approved. Motion carried.

APPROVAL OF MINUTES

Moved by Councillor Deveau and seconded by Councillor Chisholm that the April 3rd, 2018 Asset Management Committee minutes be approved. Motion carried.

BUSINESS ARISING FROM MINUTES

There was no business arising from the minutes

REVIEW OF CAPITAL PRIORITIES FOR FISCAL YEAR 2018/19

Mr. Horne provided a review of the updated table provided in the agenda package. He noted that the Sylvan Valley project was removed from the list to allow for a year of monitoring supporting an infrastructure funding application next year. Mr. Horne noted that staff was waiting for the call for applications for funding, and staff is looking for Council to identify and/or prioritize the projects listed, to assist staff with preparing any infrastructure funding applications. Discussion took place regarding what funding programs are available that could cover different projects, and at what level of support. Consensus was provided by the group to

look at the North Grant Water as a project to seek infrastructure funds for, as well as the waterline looping project.

Moved by Councillor MacDonald and Seconded by Councillor Mattie that the Committee recommends that Municipal Council short-list the North Grant Waterline Extension and the Church Street to Beech Hill Waterline Looping projects as priorities for a 2018/19 infrastructure funding opportunity. Motion carried.

PROVINCIAL CAPITAL ASSISTANCE PROGRAM APPLICATION

Mrs. Duggan provided a brief overview of the PCAP application included in the application package, for a project to install curb and gutter along a portion of Appleseed Drive, to reduce the occurrences of flooding into homes along that stretch of roadway.

Moved by Councillor Chisholm and seconded by Councillor Deveau that the Committee recommends that Municipal Council approve the PCAP application for Appleseed Drive Curb Stormwater Management Project. Motion carried.

APPROVAL OF J-CLASS ROADS COST-SHARE

Mr. Horne provided an update regarding the status of the J-Class road cost sharing program for paving during fiscal year 2018-2019. Sections of West River Cross Road and Old South River Road have been approved for the program by DTIR. Further, Mr. Horne noted that the necessary resident support has been received to undertake the West River Cross Road repaving as a Local Improvements project.

Moved by Councillor Chisholm and seconded by Deputy Warden Stewart that the Committee recommends that Municipal Council approve the list of approved projects and cost estimates for the Cost Shared Program for Paving of Subdivision (J Class) Streets for fiscal year 2018-2019. Motion carried.

APPROVAL OF TENDERS – EXCAVATOR PURCHASE

Mr. Myers reviewed the summary of the bids received and noted in the agenda package, recommending that Strongco be awarded the tender, for the purchase of an EC160E Volvo Excavator.

Moved by Councillor MacLellan, seconded by Councillor MacDonald that the Committee recommends that Municipal Council award Strongco the tender for the purchase of an EC160E Volvo Excavator. Motion carried.

COUNTY COURTHOUSE – NEXT STEPS

Mrs. Schumacher asked members of the Committee for direction regarding the “next steps” with the County Court House, now that there has been the opportunity to review the Condition Assessment and Master Plan. A number of options were discussed; staff was directed to look at getting an appraisal of the building done, to speak to the Town about whether they might want the building, and to consider preparing an expression of interest for the structure. It was noted that there will be repairs that need to be made to the building in this upcoming fiscal year; provision has been made for these in the budget.

STAFF REPORTS

Mr. Horne provided the Committee with a brief overview of a meeting between some members of Senior Staff and Tjaart Van den Berg of the Atlantic Infrastructure Management (AIM) Network, as noted in the agenda package.

ADJOURNMENT

Moved by Councillor Chisholm and seconded by Warden McCarron that the Asset Management Meeting be adjourned at 6:16pm. Motion carried.

Councillor Bill MacFarlane, Chair

Glenn Horne, Municipal Clerk/Treasurer

West River Sewer Extension

Presentation for Property Owners

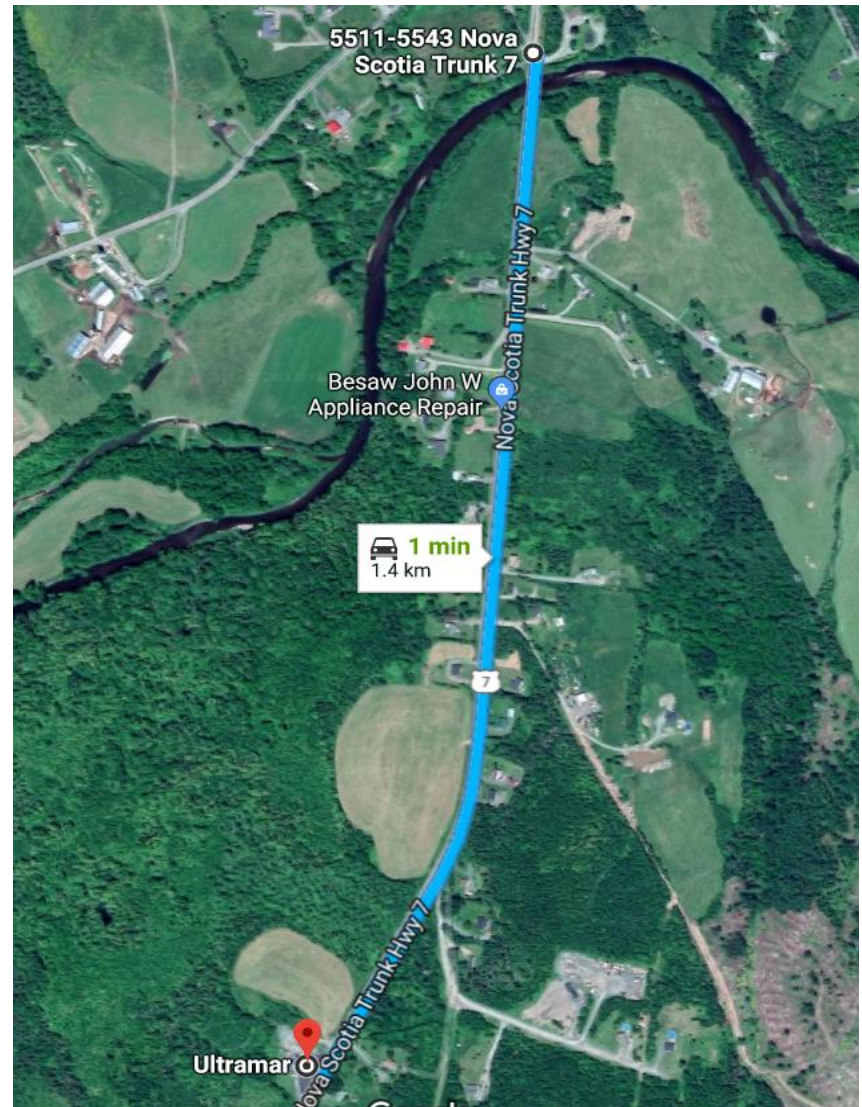
13 June 2018

Summary

- Review of the Proposed Project
- Local Improvement Charges
- Q&A
- Next Steps

Proposed Project

- Extend the existing municipal sewer line from the West River to Ultramar Service Station.
 - 1.7km, combination of gravity and pressure sewer lines.
 - Cost estimate = \$1,125,275.



Proposed Project

- What's included?
 - Main collection line,
 - Central system pumps,
 - Pre-service connections at the main (stub).
- What's not included?
 - Service laterals from the main to any structure on a lot.
 - Any pump required from a structure to the main.

Local Improvement Charges

- A local improvement is a new or extension to an existing municipal water, sewer, storm water (curb & gutter) systems, or street improvement.
- A Local Improvement Charge (LIC) is the cost to the property owner receiving benefit from the improvement.
 - long been used by municipalities to help cover the costs of area-specific infrastructure.
 - Antigonish County has embraced the approach of “user pay” in many areas of municipal service such as street lights, fire protection, road improvements, and water and sewer systems... particularly appropriate for rural municipalities where service levels vary among communities and residents.
 - LICs are used as a means of directly connecting the costs of capital improvements to those who enjoy them.
 - This practice reflects the reality we face: costs are rising and municipalities require revenue beyond general taxation and infrastructure funding from other levels of government to support growth.

LIC for the Proposed Project

- Property owners are required to contribute up to 20% of the project cost.
- \$4,860 per assessment account.
- If provincial / federal funding is secured the residents share of the project costs will go down to a minimum of 12%.

ESTIMATED COST OF HIGHWAY 7 SEWER EXTN	\$978,500
+ HST 15%	\$146,775
TOTAL ESTIMATED COST	\$1,125,275
LESS: HST RECOVERABLE AMOUNT	\$104,797
Total Cost for Resident Portion Calculation	\$1,020,477
Resident percentage of total project costs	20%
Total Residents Cost	\$204,095
Properties Eligible for LIC	42
Total LIC Per Property	\$4,860
Total LIC Per Property / Year (10 Years)	\$486

Frequently Asked Questions

Q: Who pays a LIC?

A: All properties that front a road on which a municipal service is being installed or extended will be levied a LIC. If a new lot is created on that same road in the area of the municipal service, they too will be levied a LIC.

Q: How is a LIC calculated?

A: The LIC can be calculated in a number of ways: uniform amount for each property, property frontage, property use, area, assessed value, or any combination of two or more methods. In each instance the Municipality tries to calculate the charge in a manner most appropriate for the location.

Frequently Asked Questions

Q: Do I get an opportunity to comment on a proposed local improvement?

A: Yes. All property owners affected by a local improvement have an opportunity to comment on the proposal, either through a petition or direct communication with the Municipality.

Q: What level of support is required for the Municipality to consider a local improvement?

A: The Municipality requires 2/3 of the property owners affected by a proposed local improvement to express support before it will be considered.

Frequently Asked Questions

Q: If I am in the 1/3 of property owners who do not support the local improvement do I still have to pay the LIC?

A: Yes. The LIC constitutes a first lien on property in the same manner as property taxes under the Assessment Act.

Q: If I am responsible for a LIC, how long do I have to pay?

A: You can pay the LIC in one lump sum or in equal installments over ten years in the case of water or sewer, and five years in the case of storm water or street improvements. The LIC will be added to your annual tax bill and carries the same 6% interest calculation.

Frequently Asked Questions

Q: If a local improvement is completed am I responsible for any other charges or costs associated with the municipal service?

A: Yes. In the case of sewer service the property owner is also responsible for a connection fee, the cost of the lateral to the main and the annual sewer bill. If pumping or pressure systems are required to bring the service to any specific location on the property those costs are also the responsibility of the property owner.

Q: My property doesn't have road frontage but I would like to connect to municipal water or sewer extended as a result of a local improvement. Do I have to pay the LIC?

Yes. You are also required to pay the other associated costs mentioned above.

Frequently Asked Questions

Q: If I subdivide my property after the LIC has been calculated and billed, do I have to pay the LIC on the subdivided properties?

Yes. The same LIC is levied on new properties created after the fact.

Q: What happens if I sell my property while still making payments on the LIC?

If you sell a property subject to a LIC prior to paying the full amount, the entire balance becomes due prior to closing of the sale.

Are there any questions or comments?

Next Steps

- A letter will be sent to each property owner, sharing the same information, requesting whether or not you support or do not support this proposed project.
- This letter is the official “vote”.
- If property owners provide 2 / 3 support for the project and LIC, Municipal Council will consider if / when the project moves forward.



Asset Management Cohort Program for Nova Scotia Municipalities

AIM Network is pleased to announce the offering of an **Asset Management Cohort Program** to municipalities in Nova Scotia, Fall 2018 – Fall 2019.

This initiative will be offered through the Municipal Asset Management Program (MAMP), which is delivered by the Federation of Canadian Municipalities and funded by the Government of Canada.

AIM Network is the asset management community of practice for Atlantic Canada with a mandate to guide and support the advancement of the practice of municipal asset management. AIM is an incorporated not-for-profit organization. Our guiding principles are:

- ✓ Align with Provincial approach and work collaboratively with other municipal associations
- ✓ Grow asset management knowledge and practice through staff engagement
- ✓ Provide easy-to-use, cost-effective methodologies and tools appropriate for smaller communities or those getting started on their asset management journey.

For more information visit our website at www.aimnetwork.ca

AIM Network is an implementing partner of the FCM Municipal Asset Management Program. Phase One of this Program was focused on Awareness activities – a series of one-day workshops across each of the four Atlantic Provinces for Municipal Staff and a separate series focused on elected officials. These workshops took place in Nova Scotia during fall 2017.

“The next phase of FCM’s Municipal Asset Management Program (MAMP) is focused on technical assistance – activities or programs offered to “do” asset management with real data or information. Participants apply knowledge while receiving coaching and feedback. The outcome of technical assistance activities or programs is the integration of change in asset management practices within the municipality as well as an increase in the skills of the individuals involved. Technical assistance is the priority for this RFP.” (Source: FCM MAMP RFP – Round 2)

An Asset Management Cohort Group is a group of small to mid-sized municipalities from a region, having commonalities such as being at a similar stage in asset management or similar in size, who will participate in a series of facilitated technical assistance workshops **to learn and ‘do’ asset management together** in a peer-to-peer learning environment using their own data and information.

The purpose of a Cohort Program is to facilitate the integration of asset management practices by providing resources and support to get started on the program activities. Participating municipalities then apply these templates and procedures to complete activities started in the workshops and in other aspects of their asset management program.

Each Cohort Group will consist of 6 – 8 municipalities with an average 3-5 participants from each municipality.

MAMP Program Learning Objectives:

- *Participants will provide evidence of their municipality's progress on **achieving at least one new outcome of one competency** on the MAMP Readiness Scale*
- *Participants will identify **at least one skill** that they have acquired or further developed that will support an increase in AM capacity within their municipality.*
- *Participants will identify their potential next step(s) to continue implementing better AM practices and improving AM capacity within their municipality.*

Criteria for Cohort Group formation/participation:

1. **REQUIRED:** Target characteristics of the cohort are appropriate for the anticipated learning outcomes (e.g. Currently at a similar stage in asset management, size or type of municipality, location etc.)
2. **REQUIRED:** Curriculum adapted to the context of adult learning (e.g. not just lectures, but practical exercise with each municipality using its own real data/information, case studies and an emphasis on sharing experience among peers in the group.
3. **REQUIRED: Commitment to attendance at all workshops in the Program and to completion of the activities/outcomes associated with each workshop.**

Other desired characteristics for Cohort Groups include:

4. Regionality: Clusters of municipalities located within a region where travel between locations to attend workshops is not a barrier to participation.
5. High level of commitment by municipal leadership (e.g. CAO/Town Manager and Council) to integration of asset management planning and practices within the municipality's operations and in being an **active and committed** working group participant.
6. Willingness to work collaboratively with other group participants in a peer-to-peer learning and sharing environment enabling the group to move forward together.
7. Is excited to be part of a team providing leadership in advancing asset management in their province and sharing its work with others.

The Program:

The **Core Program** is comprised of:

Part One - technical assistance workshops in two areas -

1. Organizational Capacity Building
2. Prioritization of Infrastructure for Renewal and Replacement: Based on risk, level of service, community needs and the impact of climate change.

Part Two: Awareness and Knowledge Mobilization:

The Non-Core Program:

PART THREE: Community Engagement (by Christina Benty): A series of 3 workshops.

- Develop a workplan to engage your community in asset management planning
- Undertake one community engagement activity
- Evaluate results and lessons learned.

Detailed description of all activities is shown below.

Roles and Responsibilities:

AIM Network will:

- develop the program resources,
- guide and facilitate municipalities in doing asset management activities in a workshop environment,
- provide help-desk support following workshops to facilitate completion of activities.

Cohort Group participants will be responsible for the completion of activities (deliverables) for each technical assistance workshop. Participants will also, upon request, contribute to awareness activities related to the Awareness and Knowledge Mobilization component of the Core Program to share their experience and showcase their outcomes including participation in a Provincial Asset Awareness Day to be held in Nova Scotia at or near end of the Program (Fall 2019).

Other Information:

Program Planning Implementation Notes:

- Cohort Groups identified by July 27, 2018.
- Technical Assistance workshops in the Organizational Capacity Building component of the Core Program will begin Fall 2018.
- Prioritization of Infrastructure Renewal and Replacement workshops are expected to begin in December 2018 - January 2019.
- Workshops will take place in the Cohort Group's region of the Province.
- Dates of workshop will be decided considering factors such as time between workshops to complete activities, availability of participants and facilitators, etc.
- Participants will be advised in advance of information or material they should bring from their own municipality in preparation for each workshop.

Program Cost:

Core Program: The FCM Municipal Asset Management Program provides partial funding for this Program. The unfunded portion and cost per municipality is \$3000 which includes the following:

- Five Technical Assistance Workshops in the region for each Cohort Group presented by professional facilitators.
- Templates, procedural guidelines, and/or training materials as appropriate to support implementation of workshop activities by the individual participating municipality.
- Help-desk support by workshop facilitators and/or other technical assistants between sessions to assist participants with implementation or completion of the activities associated with each workshop.
- Workshop facilities, food and audio-visual.
- Registration fee for up to 3 participants from each Cohort Group municipality to attend the NS Provincial Asset Management Day.

Non-Core Program: The unfunded portion and cost per municipality is \$950 which includes:

- Three Technical Assistance Workshops in the region for each Cohort Group presented by Christina Benty.



- Communications materials as appropriate to support implementation of workshop activities by the individual participating municipality.
- One touch point with each Cohort Group after Workshop Two for coaching on development of their community engagement strategy via Conference Call.
- Workshop facilities, food and audio-visual.
- Registration fee for up to 2 participants from each Cohort Group municipality to attend the NS Provincial Asset Management Day.

***For further information, please contact Daisy Foster, AIM Network Managing Director,
Ph. (902) 412-3328 or email dfoster@aimnetwork.ca***

NS ASSET MANAGEMENT COHORT PROGRAM

CORE PROGRAM DESCRIPTION

Part One:

Organizational Capacity Building – 2 one-day workshop

Prioritization of Asset Renewal and Replacement – 3 one-day workshops

Organizational Capacity Building Workshops:

Participants: The ideal group would consist of 3-5 individuals from each municipality including at minimum the CAO/Town Manager and One Council Member. Additional staff persons or elected official may be included as deemed appropriate by the municipality.

Workshop One (Two Activities):

- **Activity One: Self-Assessment.** Participants will assess their individual municipality's current state of preparedness to implement asset management practices, identify gaps, specific actions required and next steps. The assessment will include areas such as infrastructure data, financial information, their people and overall organizational capacity.

Deliverable: Each municipality will

- prepare a short term workplan (e.g. 12 – 18 mo.) to support integration of asset management planning and practices. A municipality may also
- Identify an asset management team to guide and oversee implementation of the workplan.

FCM Readiness Scale Outcomes addressed: People & Leadership: Level 1

- **Activity Two: Asset Management Policy.** Participating municipalities will be provided guidance and a template to draft an asset management policy for Council endorsement to confirm the commitment of their municipality to asset management planning, accountability to the principles and formation of a culture that values asset management and makes it a priority.

Deliverable: A draft Asset Management Policy for Council adoption.

FCM Readiness Scale Outcomes addressed: Policy & Governance: Level (1 and 2).

Workshop Two:

- **Services and Levels of Service.** Participants will be provided with procedures, guidelines and templates for documenting the services provided by their municipality, the current scope or existing level of each service, and the target service levels where there is a demand for change. Major infrastructure relied on to deliver the service will be linked to each service along with actual or estimated cost to provide the service. This activity will enable staff to begin the process of linking services, levels of service and costs. It will also enable staff and council to identify gaps between existing and expected levels of service and develop a plan to address them.

FCM Readiness Scale Outcomes addressed: Data and Information: (Performance data Level)



Prioritization of Asset Renewal and Replacement Workshops:

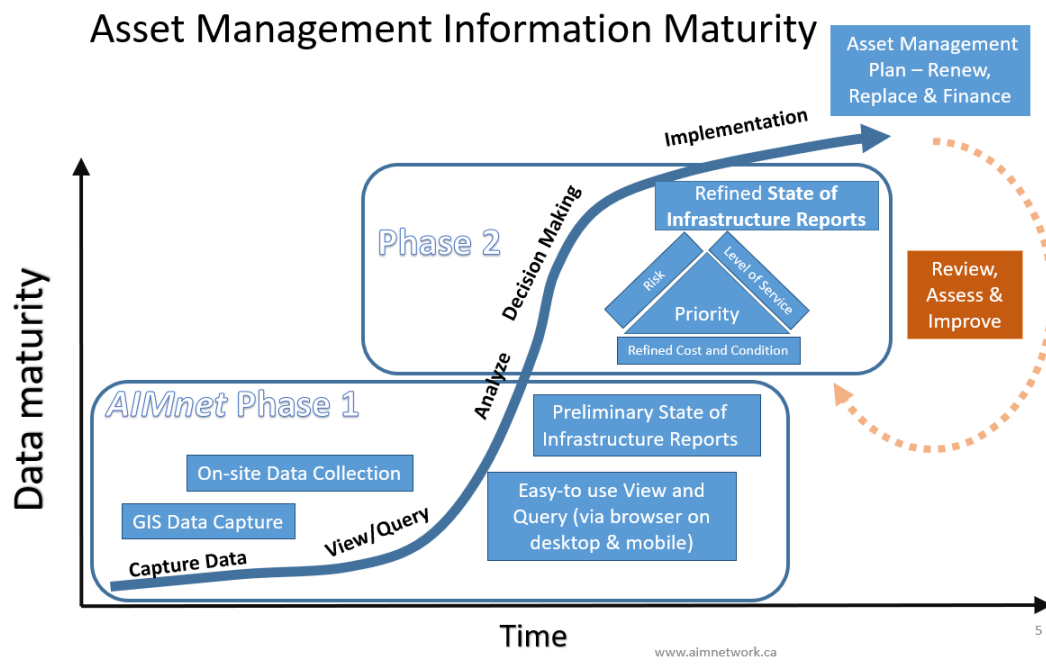
Participants: The ideal group would consist of 3-5 individuals from each municipality including at minimum the CAO/Town Manager. In a smaller municipality it may include a Council member and public works/operations person. In a mid-sized municipality, other members of the management team should include those having responsibility for Finance, Engineering, Public Works, etc.

This Activity will be comprised of **three (3)** technical assistance workshops. One-on-one technical support or help-desk support between workshops will be provided.

- **Workshop One:** Participants will be introduced to methods of prioritizing renewal and replacement of assets based on risk as well as the level of service, community needs and the impact of climate change. Participants will apply these methodologies by working through a real-life example.
At the end of this workshop, the Cohort Group will agree on one asset group (e.g. Roads or Water) they will work on together in Workshop Two. Participants will prepare for Workshop Two by collating data and information to support Workshop Two activity.
- **Workshop Two:** Each participant will use their own municipality's infrastructure data along with templates and procedures provided by AIM Network during Workshop One of this Series to identify priorities for infrastructure replacement within this asset group.
To complete this activity, help desk or one-on-one technical support will be provided in between workshops.
- **Workshop Three:** Group presentation and discussion on results, lessons learned and opportunities to work together on other asset groups. Templates and procedures will be provided and work will begin on a second asset group.

Deliverable: After completion of this workshop series, participants will have prioritised the renewal/replacement of infrastructure in at least one asset group and will have produced **Refined** State of Infrastructure Reports as per **AIMnet** Phase 2 in the diagram below. While the Preliminary SOIRs were based on basic information available at the time (such as age of the infrastructure), the **Refined** State of Infrastructure reports factor in additional considerations such as the level of service, community needs and the impact of climate change to produce more accurate medium-term (5yr) projections. Reports generated will include refined condition, renewal/replacement costs and life expectancy tables, maps and graphs. Related heat maps will also be generated in GIS to display priorities for renewal and replacement of assets.

Note: This workshop series is suitable for municipalities having an asset register or inventory completed (or close to completion) for at least one core asset groups (e.g. water, sewer, roads or stormwater) by late Fall 2018.



The FCM Readiness Scale Outcomes addressed in this workshop series are “Planning & Decision-Making: Asset Investment Plans” – Level 2.

Part Two: Awareness and Knowledge Mobilization

- Communications initiatives by AIM Network (e.g. Newsletters, webinars, etc.) to share process and progress. Cohort Group participants agree to share their experiences with others in the Province through these communications.
- Provincial Asset Management Awareness Day. This one-day workshop will take place in Nova Scotia to share the processes and outcomes of Cohort Group activities. Municipalities participating in the program will assist with knowledge mobilization by presenting at this event. The workshop will take place near the end of the Program (Fall 2019).

The FCM Readiness Scale Outcomes addressed in this workshop series are “Contribution to Asset Management Practice: Knowledge Sharing External.

Non-Core Program:

Part Three: Community Engagement in Asset Management

Participants: The ideal group would consist of 3-5 individuals from each municipality including at a minimum the CAO/Town Manager and a Council member. Other participants to include anyone who is formally or informally responsible for internal/external communications within the municipality, the asset management team and/or those having responsibility for Administration, Recreation, Finance, Engineering, Public Works, etc.

This Activity will be comprised of 3 workshops to be covered in three one-day workshops facilitated by Christina Benty:

Workshop One: What does it mean to communicate and engage with your community on asset management and service levels and why it matters. Participant will learn how to engage with residents to build a better understanding of both service-delivery realities and the inter-organizational pressures that accompany them. Participants will learn how proactive communication planning will strategically enable them to inform, educate and engage their community to build trust and credibility supporting a long-term planning approach.

Workshop Two: How to Engage Citizens in Asset Management. Participants will learn about the range of participatory options for community engagement and collaborative consultation. Participants will begin working on a Community Engagement Strategy for their municipality for the coming 12 - 24 months to raise awareness among citizens of community services, infrastructure or other asset management issues. Participants will undertake one community engagement activity prior to Workshop Three.

Workshop Three: Communication and Engagement - An Iterative Process. Participants will share the community engagement experiences they embarked on and learn from one another by identifying what went well, what did not go well and how the process can be improved. Each will then review and update their Community Engagement Plan.

Deliverable: Each municipality will prepare a Community Engagement Strategy for their municipality for the coming 12 - 24 months. Each municipality will also complete one community engagement activity.

The FCM Readiness Scale Outcomes addressed in this workshop series are:

- (a) Policy and Governance: Purpose of an asset management policy and how to develop one.
- (b) Data and Information: How to identify and document current levels of service and gaps between current and expected/target
- (c) People and Leadership: How to identify gaps related to internal asset management capacity, plan for addressing gaps and monitor progress.