



**COMMITTEE OF THE WHOLE AGENDA**  
**Wednesday, March 2<sup>nd</sup>, 2016 @ 5:30 pm**  
**Municipal Administration Centre**

- 1) Call to Order – Chairman, Warden Russell Boucher
- 2) Approval of agenda
- 3) Approval of February 16<sup>th</sup>, 2016 Committee of the Whole Minutes
- 4) Business Arising from the Minutes
- 5) Contract Negotiations – *In-Camera*
- 6) Consideration of Capital Investment Procedure
- 7) Preliminary Review of 2016/17 Capital Projects
- 8) Council Member Reimbursement for Meetings and Conferences Policy
- 9) Human Resources: Progress Report
- 10) Records Management Update
- 11) BURMAC Cup
- 12) Exhibition Usage of the Antigonish Arena
- 13) Staff Report
- 14) Adjournment



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## MUNICIPALITY OF THE COUNTY OF ANTIGONISH

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**TO:** MUNICIPAL COUNCIL  
**FROM:** GLENN HORNE, MUNICIPAL CLERK TREASURER  
**SUBJECT:** ***COMMITTEE OF THE WHOLE MEMO***  
**DATE:** MARCH 2, 2016

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### **CONTRACT NEGOTIATIONS (In-Camera)**

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. Materials will follow.

### **CONSIDERATION OF CAPITAL INVESTMENT PROCEDURE (For Decision)**

Through its 2014 Priority Setting exercise, Municipal Council identified the development of a Capital Investment Strategy as one of its immediate priorities. Staff have been working on developing such a strategy since the fall. Attached is a Capital Investment Procedure that seeks to outline those strategic and administrative principles that will allow Municipal Council to make informed decisions on capital investment.

### **PRELIMINARY REVIEW OF 2016/17 CAPITAL INVESTMENTS (for Discussion)**

Attached you will find a preliminary list of capital investments identified by municipal council and staff. This discussion will provide Council and opportunity to identify further capital investments for consideration as staff develop the capital budget.

### **COUNCIL REIMBURSEMENT FOR MEETINGS AND CONFERENCES POLICY (For Decision)**

Attached is a draft Policy for consideration for Council Member Reimbursement for Meetings and Conferences. Staff are recommending that this Policy is approved.

### **HUMAN RESOURCES PROJECT: PROGRESS REPORT (For Information)**

Attached is a progress report presentation from Patrick Hartling with SPL Development Services Inc.



### **RECORDS MANAGEMENT UPDATE (For Information)**

The Municipality has started to make steps toward implementing a Records Management model. Attached is a memo with an update on records management.

### **BURMAC Cup (For Discussion)**

A continuation of the discussion initiated at the Joint Council meeting.

### **EXHIBITION USAGE OF THE ANTIGONISH ARENA (For Discussion)**

Warden Boucher will provide an update from the meeting held with the Federation of Agriculture and Exhibition Committee.

### **STAFF REPORT (For Information)**

**eVoting for the 2016 Municipal Election** – Intelivote won the tender issued by Halifax in the fall to provide e-voting services for the 2016 municipal election. As party to that tender the Municipality has the option to procure Intelivote's services without tendering ourselves. Recent media reports have shown Intelivote to be in financial trouble, with ACOA calling in a \$1.3M loan and a merger with a European competitor falling through. Municipal staff will watch this situation closely and advise Council in the coming weeks.

**Tax Sale** – An update will be provided on the revenue collected from the 2016 tax sale.

**Building Officials Open House** – Please see memo attached from Sean Donovan.

## **COMMITTEE OF THE WHOLE MEETING**

A Committee of the Whole Meeting was held Tuesday, February 16<sup>th</sup>, 2016 at 5:00pm in the Council Chambers of the Municipal Administrative Centre, 285 Beech Hill Road, Antigonish NS.

Present were:           Warden Russell Boucher, Chair  
                          Deputy Warden Owen McCarron  
                          Councillor Mary MacLellan  
                          Councillor Angus Bowie  
                          Councillor Rémi Deveau  
                          Councillor Vaughan Chisholm  
                          Councillor Bill MacFarlane  
                          Councillor Donnie MacDonald  
                          Councillor Hughie Stewart  
                          Glenn Horne, Municipal Clerk/Treasurer  
                          Shirlyn Donovan, Interim Deputy Clerk

Regrets:                 Councillor Pierre Boucher

The meeting of the Committee of the Whole was called to order by the Chair, Warden Boucher, at 5:04pm.

### **APPROVAL OF AGENDA**

The following items were added to the agenda:

- Kilted Skating
- Seniors Curling Bonspiel

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

### **APPROVAL OF MINUTES**

*Moved by Councillor MacLellan and seconded by Deputy Warden McCarron that the Committee of the Whole minutes February 2<sup>nd</sup>, 2016 be approved as presented. Motion carried.*

### **BUSINESS ARISING FROM THE MINUTES**

There was no business arising from the minutes.

### **CONTRACT NEGOTIATIONS (In-Camera)**

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. Materials will follow.

### **ACQUISITION, SALE, LEASE AND SECURITY OF MUNICIPAL PROPERTY (In-Camera)**

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. Materials will follow.

*Moved by Councillor MacDonald and seconded by Councillor Chisholm that the Committee of the Whole Meeting be adjourned to an In-Camera Session to discuss contract negotiations and acquisition, sale, lease and security of municipal property. Motion carried.*

*Moved by Councillor MacLellan and seconded by Deputy Warden McCarron that the In-Camera session be adjourned at 6:45pm. Motion carried.*

### **ACTIVE TRANSPORTATION REPORT AND RECOMMENDATIONS**

Recreation Director Marlene Melanson presented her report on Active Transportation as well as the recommendations. Determine what is important for the County and develop strategy to advance AT in Antigonish County.

Ms. Melanson went over the guiding principles the AT plan could take: Support & Guidance, Built Environments, or Combination of Support Environments & Built Environments. Support & Guidance could take the form of support such as financial or staff resources, policy development, education and awareness. Built environments would mean selecting capital projects and assuming responsibility for implementation and all aspects of the project.

Ms. Melanson is asking the Committee to support the establishment of an AT Committee. The Committee's mandate would be to review the plan as well as to identify and prioritize actions and strategies based on the guiding principles agreed upon by Council.

Councillor MacDonald asked what is going on across the province in terms of Active Transportation. Ms. Melanson explained that municipalities across the province are at all different levels within the planning stages.

Several Councillors expressed interest in looking more into the AT Plan. Ms. Melanson will send them out to Councillors and we will convene at another meeting.

### **CONSIDERATION OF CAPITAL INVESTMENT POLICY**

Through its 2014 Priority Setting exercise, Municipal Council identified the development of a Capital Investment Strategy as one of its immediate priorities. Staff have been working on developing such a strategy since the fall. Mr. Horne reviewed the proposed policy with the Committee.

Councillor MacDonald asked if there was a mechanism within the policy to validate whether a capital project is needed.

Warden Boucher asked Councillors to forward any ideas to Mr. Horne.

## **EDPC BUDGET PRESENTATION**

John Bain, Director of the Eastern District Planning Commission presented the 2016-2017 Operating Estimates. This year's budget sees an increase of only 1.9% over last year's budget. The Antigonish County Contribution sees a 2.4% increase over last year's budget.

Councillor MacDonald asked when the fees were last looked at. Mr. Bain said he thinks it is about four years since they have been looked at. He suggests permit fees are very reasonable here as compared to across the province.

## **ASBESTOS INVESTIGATION AND REMOVAL AT CORRECTIONAL FACILITY**

Director of Public Works, Daryl Myers is looking for Councils approval to release a tender to investigate and remove any asbestos at the Correctional Facility.

*Moved by Councillor Deveau and seconded by Councillor MacDonald that the Municipality let a tender process for investigation and removal of asbestos at the former Correctional Facility. Motion carried.*

## **DEMOLITION OF THE CORRECTIONAL FACILITY**

Once the investigation and removal of asbestos is complete, Daryl would also like Councils approval to put the Demolition of the Correctional Facility to tender for after June 1<sup>st</sup>, 2016.

*Moved by Councillor Stewart and seconded by Councillor MacFarlane that the Municipality begin developing a tender process for the demolition of the former Correctional Facility. Motion carried.*

## **FCM CONFERENCE ATTENDANCE**

The Committee was asked to consider who amongst them would like to attend the Annual FCM Conference, which is to be held in Winnipeg from June 2-5, 2016. Warden Boucher and Councillor Stewart said they will be attending the conference. We will keep the 5 rooms until February 26<sup>th</sup>.

## **2016 STANDING COMMITTEE APPOINTMENTS**

Council was provided with a list of the current standing committee appointments. Councillor Chisholm said he finds it very difficult to make it to the Antigonish Food Security because the meetings are typically during the day. Councillor MacLellan has been appointed to the Deans Committee.

It was agreed that Committee Appointments would stay the same until after the October election.

## **ADJOURNMENT**

*Moved by Councillor Stewart and seconded by Councillor Deveau that the Committee of the Whole meeting be adjourned at 7:42 pm and reconvene following Municipal Council. Motion carried.*

The reconvened meeting of the Committee of the Whole was called to order by Councillor Boucher at 8:49pm.

*Moved by Councillor MacDonald and seconded by Deputy Warden McCarron that the Committee of the Whole meeting be reconvened. Motion carried.*

## **KILTED SKATING**

Festival Antigonish is hosting a fundraiser at the Antigonish Arena titled “ Grand Kilted Skating Party”. They are asking for a \$400 donation from Municipal Council to take part in the Kilted Team Competition

*Moved by Councillor Chisholm and seconded by Councillor Bowie that Municipal Council donate \$400 and take part in the Grand Kilted Skating Party. Motion carried.*

## **SENIORS CURLING BONSPIEL**

Antigonish County Crime Prevention is requesting the Municipality enter a team in the annual Seniors Curling Bonspiel at a cost of \$125.00

*Moved by Councillor Deveau and seconded by Councillor MacFarlane that Municipality enter a team in the Seniors Bonspiel at a cost of \$125. Motion carried.*

## **ADJOURNMENT**

*Moved by Councillor MacLellan and seconded by Councillor Bowie that the Committee of the Whole meeting be adjourned at 9:03pm. Motion carried.*

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Warden Russell Boucher

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Glenn Horne, Municipal Clerk/Treasurer

# MUNICIPALITY OF THE COUNTY OF **ANTIGONISH**

## **TITLE: A PROCEDURE AND BEST PRACTICE FOR THE CONSIDERATION OF CAPITAL INVESTMENTS**

**DESCRIPTION:** The purpose of the Capital Investment Procedure is to outline a common understanding and process for sustainable, appropriate and responsible use of financial resources for capital investment decisions within a long-term financial context.

### **DEFINITIONS:**

- “Capital” is defined as an item that will provide a benefit in excess of one year to the Municipality.
- “Extraordinary Opportunities” means those time sensitive or strategic opportunities that are unforeseeable during the standard capital planning time frame.
- “Majority approval” means fifty per cent (50%) plus one (1).
- “Municipal Clerk Treasurer” means the Municipal Clerk Treasurer or designate of the Municipality of the County of Antigonish.
- All other words used have the same meaning as in governing provincial or municipal legislation or subordinate legislation from time to time unless the context indicates otherwise.

### **STRATEGIC DIRECTION:**

- An allocation from the operating budget to the Operating and/or Capital Reserve will be made each year for investing in capital.
- A capital budget for a minimum of three years will be provided annually as an integral part of the Municipality’s financial plan along with the operating budget.
  - All Capital projects will be approved by Municipal Council by way of the capital budget process.
  - The Municipality will consider extraordinary opportunities as they arise within the context of the existing capital budget.
  - This capital budget will serve to form the Capital Investment Plan (CIP) as required by the Federal and Provincial government funding agreements.
  - This capital budget will inform all grant applications to other orders of government.
- The capital budget must be justified in relation to municipal goals and priorities while recognizing that individual communities have differing needs.



- A goal of the Municipality is to reduce the debt servicing burden on the operating budget. Therefore, there will be a concerted effort to develop non-debt forms of funding.
- A goal of the Municipality is to support both residential and commercial development. Development is supported by a number of types of capital investments (ie: water, sewer, storm water, transportation, recreational, etc...). Categories with specific investment levels will be a component of the capital budget.
  - General Government Services
  - Transportation Services
  - Environmental Health Services
  - Water Utility
  - Environmental Development Service
  - Recreation & Cultural Services
- All capital projects/programs will include a business case that will identify the need, sources of funding, state any maintenance costs and community impacts.

#### **ADMINISTRATION:**

- On an annual basis the Municipal Clerk Treasurer shall cause a capital budget to be prepared for adoption by Municipal Council.
- Implementation of all capital projects is the responsibility of the Municipal Clerk Treasurer based on established priorities.
- Staff will advise Council as to the form of funding necessary to maximize the financial benefit to the Municipality.
- Capital projects must be justified in relation to the goals and objectives and their funding will be approved as part of the overall budget process.
- The Municipal Clerk Treasurer will provide a report to Council a regular basis that will be at least twice a year, as to the status of all approved capital projects including completed projects with actual cost v budget and the status of approved projects that are not complete.

#### **RELATION TO MUNICIPAL POLICY & BY-LAW:**

There are a number of approved policies and by-laws that impact capital investment decisions. Specifically, the following policies and by-laws ought to be considered in making any capital investment decisions:

- a. The Street Improvements By-law and the Local Improvements By-law require residents requesting a particular infrastructure investment submit a petition to the

Municipality. Said residents are also required to contribute to the costs of the investment at a rate outlined in the by-law and determined by Council. Once accepted by Municipal Council a petition will be recorded on an inventory of potential capital projects for Council's consideration in preparing the capital budget.

- b. The Eastern Antigonish Planning Strategy states that:
  - i. Policy 24 "It is the intention of Council not to install central services in any part of the Planning Area until:
    - 1. The necessary studies, such as environmental and financial studies are performed;
    - 2. There is sufficient demand to warrant the installation; and
    - 3. The Municipality is financially capable of doing so.
- c. The Central Antigonish Municipal Planning Strategy states that:
  - i. Policy CS-1.1 - It is the intention of Council to encourage the Province to maintain a road network within the Planning Area that is safe, cost effective and attractive to both the County's residents and the motoring public.
  - ii. Policy CS-1.2 – It is the intention of Council to consider expansions to the existing sewer and water systems only to locations deemed advisable by Council and when a clear need is demonstrated.
- d. Antigonish Fringe Plan states that:
  - i. Policy CS-1.1 It is the intention of Council to consider expansions to the existing sewer and water systems only to locations deemed advisable by Council and when a clear need is demonstrated.
  - ii. Policy CS-1.4 It is the intention of Council to establish a road network within the Planning Area that is safe, cost effective and attractive to the County and the motoring public.
- e. Both the Fringe and Central Municipal Planning Strategies state the cost effectiveness of extending services is a key factor in deciding where infrastructure development occurs. Any decision to extend central water & sewer services into an unserved area should be supported by a plan to ensure that infilling occurs to minimize the cost to each household and to the Municipality.

# Capital Project Report 2015/2016 - 2019/2020

Project # 11-003

Project Name <b>Records Mgt &amp; Document Mgt Systems</b>	District <b>Districts-All</b>	Department <b>CAO</b>	Project Manager <b>Connie Nolan</b>
Asset Category/Life Expectancy <b>Small Equipment - 5 years</b>	Initial Approval (in 2014/15 or prior years) <b>Capital Budget in Fiscal Year 2011/12</b>		Estimated Completion Date (Mmm YYYY) <b>Mar 2016</b>
Asset Class Description / # <b>Mach+Equip-GenGov / C003</b>		Work Order # <b>4000000001</b>	

	Prev Years	2015/16	2016/17	2017/18	2018/19	2019/20
<b>Annual Gross Expenditures</b>						
Previously Approved Capital Budget		70,000				
Previously Approved Council Motion		66,000				
Approval Sought						
Approval Sought for Further Study (F/S)						
<b>Gross Capital Budget</b>	<b>\$ 136,000</b>	<b>\$ 136,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Estimated Spending by Year	\$ 136,000	51,993	84,007			
	\$ -					
<b>Sources of Funding</b>						
Reserve-Special	\$ 136,000	51,993	84,007			
	\$ -					
	\$ -					
	\$ -					
<b>Total Funding</b>	<b>\$ 136,000</b>	<b>\$ 51,993</b>	<b>\$ 84,007</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Budget - Funded by Debt</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 1. Project Summary

**As part of the Information Management Plan, systems to manage the Municipality's information are critical to providing a high level of service to the public, being perceived as an organization that is "open for business" and increasing staff productivity. Records Management Software, LaserFiche has been acquired. Phase 1 of this project is underway, Phase 2 will begin in 15/16.**

## 2. Project Objectives/Deliverables

- **To enable timely access to accurate and current information required to provide a high level of service to the public and demonstrate the Municipality is "open for business"**
- **To provide a structured, coordinated and user-friendly system for storage and retrieval of both hard copy information and electronic data that will increase staff productivity**

3. Does the gross capital budget for this project include salaries?

No

4. Is this project a major overhaul that will increase the asset's capabilities or extend the life of the asset beyond the original estimate?

No

5. Is this project mandated by regulatory authorities?

No

## **Preliminary Capital Projects for Fiscal 2016/2017 Budget Consideration**

### **Capital Budget:**

**Costs (if known):** plus HST

1	Jail Demolition	Not available yet
2	Courthouse Repairs	\$35,000
3	Speedsigns (2, portable, solar)	\$10,000
4	Appleseed Drive Curb & Gutter	\$195,000
5	Harbour View Drive Curb and Gutter	\$125,000
6	Mobile flow meters for Sewer Utility	Not available yet
7	Records Management System (IT & Storage)	Not available yet
9	Admin office repairs & maintenance (Enhance storage, reorganize multipurpose room, council chamber window replacement, light fixture replacement, soundproofing, paint)	Not available yet
13	Solar Panels on Admin Building roof	\$ 60,000.00

### **Water Utility:**

**Costs (if known):**

1	Water Meters in Fringe and LSR	\$ 644,950.00
2	Generator for Gaspreau lake WTP	Not available yet
3	Generator for LSR WTP	Not available yet

### **Roads**

1	Heritage Drive J-Class Road Improvement	Not available yet
2	Ponderosa Drive J-Class Road Improvement	Not available yet

MUNICIPALITY OF THE COUNTY OF  
**ANTIGONISH**

<b>TOPIC:</b>	<b>Policy on Council Member Reimbursement for Attending Meetings and Conferences.</b>
<b>POLICY NUMBER:</b>	<b>##</b>
<b>DATE APPROVED:</b>	<b>February, 2016</b>
<b>DATE REVISED:</b>	

**TITLE:**

This Policy may be cited as the “Council Expense Policy” of the Municipality of the County of Antigonish.

**POLICY:**

1. The purpose of this policy is to provide direction to Members of Council on allowable business and conference related expenses including the forms, documentation and approvals required for reimbursement
2. Definitions:
  - 2.1. “Municipal Council” means the Council of the Municipality of the County of Antigonish;
  - 2.2. “Majority approval” for the purposes of this Policy means fifty per cent (50%) plus one (1).
  - 2.3. “Municipality” means the Municipality of the County of Antigonish.
  - 2.4. “Municipal Clerk Treasurer” means the Municipal Clerk Treasurer or designate of the Municipality of the County of Antigonish.
  - 2.5. All other words used have the same meaning as in governing provincial or municipal legislation or subordinate legislation from time to time unless the context indicates otherwise.

**Reimbursement of Expenses**

3. Council members shall be reimbursed for the reasonable expenses incurred in attending:
  - 3.1. The annual meeting of the Union of Nova Scotia Municipalities;
  - 3.2. Meetings or conferences at which the Council member’s attendance is authorized or requested by Council;
  - 3.3. Attendance at any Council or Committee of Council meeting;

- 3.4. Attendance at a meeting of any Board, Commission or other organization to which the Council member has been appointed by Council, except that no reimbursement shall be provided by the Municipality if the Council member is entitled to reimbursement of expenses directly from the applicable organization;
- 3.5. Hospitality costs beyond the approved per diem rate as approved by Municipal Council prior to an event;
- 3.6. In the case of the Warden and Deputy- Warden, attendance at functions, meetings or conferences involving less than \$500 in reimbursable expenses in respect of which one or more municipal representatives has been invited or requested or would otherwise reasonably be expected to attend, unless Council has specifically directed the Warden or Deputy-Warden not to attend;
- 3.7. In the case of a Councillor, attendance on behalf of the Municipality at a function identified in the previous subsection of this Policy, involving less than \$500 in reimbursable expenses provided that such attendance is either:
- 3.7.1. at the request of the Warden or Deputy-Warden to attend in lieu of the Warden or Deputy-Warden;
  - 3.7.2. at the request of the Warden or Deputy-Warden to attend as a Councillor for a district which has a special interest in, or connection with the subject of the meeting or conference or because of special knowledge and experience of the Councillor relative to the subject of the meeting or conference.
4. With the exception of the Warden, a council member shall be permitted to attend a maximum of two (2) seminars and/or conferences for their choice in the Atlantic Region during any fiscal year.
- 4.1. For the purpose of this policy the annual meeting of the Union of Nova Scotia Municipalities shall not apply.
5. The Warden shall be permitted to use their discretion with respect to the number of seminars and/or conferences attended on behalf of the Municipality.
6. Notwithstanding Sections 4 & 5, requests to attend any conference and/or seminar outside of the Atlantic Region shall be considered on an individual basis by the Committee of the Whole, which shall make a recommendation to Municipal Council with respect to attendance.

#### **No Reimbursement for Political or District Activities**

7. The expenses of a Council member for political activity associated with election or reelection is not reimbursable by the Municipality.
8. A council member shall not be reimbursed for meetings with constituents, individual electors, complainants, because the expenses incurred in the discharge of these duties are deemed to be included in the part of the Council member's salary or remuneration that is an allowance for expenses incidental to the discharge of the duties of such persons as elected officers.

### **Requirement for Receipts**

9. Receipts or other satisfactory documentary proof must be submitted with the reimbursement claim for all expenses except:
  - 9.1. claims for per diem meal allowances;
  - 9.2. claims for personal vehicle mileage;

### **Per Diem Meal Allowance & Incidental Rate**

10. Councillors will be given an allowance for meals during conference/training attendance not to include meals that are provided as part of the registration fee. This is the maximum allowed under the Income Tax Act without provision of receipts. Allowances inclusive of gratuity will be paid as follows:

Meal	Rate (per day)
<b>Incidental</b>	\$10.00
<b>Breakfast</b>	\$13.00
<b>Lunch</b>	\$15.00
<b>Dinner</b>	\$27.00
<b>Total</b>	<b>\$65.00</b>

### **Mileage**

11. The mileage allowance reimbursed for Council members using personal vehicles for travel shall be at the rate stipulated from time to time by the Province of Nova Scotia as the maximum mileage rate for its employees and the Council member shall be expected to take the most direct route of travel reasonably possible.
12. Where several Council members attend the same meeting, conference or function, each shall make reasonable efforts to share a vehicle.

### **Limits on Reimbursable Expenses**

13. Notwithstanding any other provision of this Policy, the following limits shall apply to reimbursement of expenses:
  - 13.1. airplane travel shall be booked by Municipal staff or shall only be reimbursed at the lowest rate which would have been available if Municipal staff had booked the airfare;
  - 13.2. hotel accommodations shall be booked by Municipal staff or shall only be reimbursed at the lowest rate which would have been available if Municipal staff had booked the accommodations;
  - 13.3. Reimbursement of only one personal long distance phone call shall be permitted for each night of overnight travel;

- 13.4. the cost of any alcoholic beverages shall not be reimbursed or included with a meal expense claim;
- 13.5. any expenses incurred by a spouse, family-member or traveling companion;
- 13.6. the cost of dry-cleaning, laundry or haircuts.

#### **Use of Form Required**

- 14. Expense claims must be submitted on the form provided from time to time by the Municipality and shall be verified by the Council member.
- 15. Expense claims are to be submitted on a monthly basis to the Municipal Clerk Treasurer's Office.
- 16. The Municipal Clerk Treasurer may reject any reimbursement claim deemed unreasonable or not in compliance with this Policy, but the Council member shall have a right of appeal to Council.

#### **Special Claims**

- 17. Council, by majority approval, may approve reimbursement of expense claims which do not comply with the requirements of this Policy, except that no variance shall be allowed in respect of Sections 4 & 5.
- 18. All former policies and/or by-laws with respect to Council expenses are hereby repealed.



# The Municipality of the County of Antigonish

## Human Resources Project: Progress Report

Patrick Hartling  
SPL Development Services  
Inc.

February 23<sup>rd</sup>, 2016

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# Project Deliverables

- New Position Descriptions: Outcomes Clear
- Behavioral Competencies: Establishing common expectations and standards
- Salary Survey: External Comparisons (Market) and Internal Fairness
- HR Policies and Processes such as Performance Development

# Position Descriptions: Status

- ✓ Review of much general documentation
- ✓ Review of past descriptions conducted
- ✓ Employee interviews completed
- ✓ Review by C/T and Deputy C/T
- ✓ Review by Directors – discussion of both Team and individual roles
- Review & dialogue with staff -adjustment
- Finalization

# Staff Policies + HR Processes: Project Status

- ✓ Review of current policies and documents
- ✓ Review of Organizational Needs
- ✓ Staff Engagement Committee (SEC) formed
- ✓ Draft policies to SEC for review/ Input
- ✓ Many valuable comments from SEC
- ✓ Currently SEC comments being considered
  - Policies revised and to SEC, SLT and Staff
  - Policies + processes finalized

# Staff Salaries and Benefits Project Status

- ✓ Review of present system + salary scales
- ✓ Review of current position descriptions
- ✓ Discussion of system effectiveness
- ✓ Identification of fair market comparisons
- ✓ Preparation of a salary + benefits survey
- ✓ Circulation of survey
  - Collection of data
  - Recommended salary scales and approach
  - Report to Council/ Plan for Budget + Staff Info

# Some Additional Comments

- General project outcomes
- Staff and Teams
- Assessment of Capacity – Finance

# Project Outcomes

- Outcomes, roles, accountabilities clear
- Staff are fully supportive of project via input and personal connections
- Systems support + promote performance
- Salaries and benefits based on clear understanding of roles
- Salaries are fair to relevant markets and fair internally
- HR supports strong responsive staff service

# Staff and Teams

- Excellent opportunity to promote and recognize staff cross training + accountability + team approach
- Setting priorities for roles as well as developing the skills to enrich results
- Focus as much on the **future desired performance and capacity to meet needs** instead of assignments
- Teams support each other, health + safety



# Finance Roles + Capacity



# Finance: Three Distinct Thrusts

<b>Strategies</b> <ul style="list-style-type: none"><li>• Multi Year plans</li><li>• Decision support</li><li>• Team skills + development</li><li>• Departmental + Corporate Innovation</li></ul>	<b>Revenue</b> <ul style="list-style-type: none"><li>• Utilities</li><li>• Grants</li><li>• Fire Services</li><li>• Landfill</li><li>• Wind Farms</li><li>• Projects</li><li>• Commission</li><li>• Arena</li><li>• ++++</li></ul>	<b>Operations</b> <ul style="list-style-type: none"><li>• Budgets = Capital + Operating + Utilities</li><li>• Payables</li><li>• Records</li><li>• Financial Reporting</li><li>• Provincial Reporting</li><li>• Job Costing</li></ul>
Director	Revenue Officer	Budget Officer

# Capacity In Finance

- SPL has a benchmark of local government finance tasks + a task matrix
- Collected and assessed all current roles and skills sets - there is a capacity issue to meet all these needs
- Especially if we expect to do an improved job on the Financial Strategy and Innovation and Decision Support role

*Respectfully submitted,*

*Patrick*

Patrick Hartling, CHRP

President, SPL Development Services Inc.  
Strategy - People - Leadership

(902) 489 - 4615

[Patrickhartling@bellaliant.net](mailto:Patrickhartling@bellaliant.net)

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## MUNICIPALITY OF THE COUNTY OF ANTIGONISH

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**TO:** MUNICIPAL COUNCIL  
**FROM:** SHIRLYN DONOVAN, INTERIM DEPUTY MUNICIPAL CLERK  
**SUBJECT:** ***RECORDS MANAGEMENT UPDATE***  
**DATE:** MARCH 2, 2016

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Records Management plays a significant role in the effective function of an organization. The ultimate purpose of this plan is to establish effective management control and administration over the receipt, creation, use, maintenance, storage and ultimate disposition of all information, regardless of the format.

Using a records management system will assist the municipality with its compliance with the *Municipal Government Act, Part XX, Freedom of Information and Protection of Privacy*. The MGA defines a “record” to include books, documents, maps, drawings, photographs, letters, vouchers, papers and any other thing on which information is recorded or stored by graphic, electronic, mechanical or other means, but does not include a computer program or any other mechanism that produces records.

A records management program is more than just a filing project, it is a process that ensures the care and preservation of important records and the destruction of unnecessary records. The Program will include various phases of development and implementation, a number of sub-projects, and is ongoing as long as the municipality actively fulfills its mandate. Taking a systematic approach to the control of all phases of a record’s life is essential for a municipality to:

- Reduce the proliferation of paperwork in the office, thereby reducing storage burden
- Provide timely access to requested information
- Correctly dispose of obsolete records
- Provide documentation of compliance with municipal, provincial and federal regulations, and
- Maintain archival records

The ultimate goal of this exercise is to not only organize existing municipal records, but also to assist in transitioning the organization to an effective electronic record filing system.

### **IMPLEMENTATION**

The Municipality has met with the Town of Port Hawkesbury, Inverness County, Victoria County, Richmond County, Municipality of the District of Guysborough, Municipality of the District of St. Mary’s, Town of Mulgrave and Town of Antigonish who are all interested in pursuing a records management system. We are hoping that if all municipalities implement the records management system at the same time, there may be an option for cost savings when it comes to purchasing necessary equipment.

Over the next couple of weeks, all staff will be attending one of three trainings offered in Guysborough by facilitator, Kristy Hardie (Trained facilitator of the AMANS Records Management Manual). Staff will then receive a demo of the system (Laserfiche by Ricoh) from the Municipality of the District of Guysborough, who already have the records management system implemented.

Once all staff have been trained the plan is for the Records Management Steering Committee to arrange a meeting with Ricoh and/or other suppliers to see if there is a benefit of moving forward on the project together as a group.

In the coming weeks staff will present a Records Management Policy to Council which will have to be adopted before system implementation begins.



## **Eastern District Planning Commission**

285 Beech Hill Road, Antigonish, NS B2G 0B4  
Tel: 902-863-2366  
Fax: 902-863-5751

Sean Donovan  
Building Official  
sdonovan@edpc.ca

**TO:                   Municipal Council**

February 25, 2016

**RE:                   Eastern District Planning Commission Building Officials Open House**

On Thursday February 25<sup>th</sup> the Eastern District Planning Commission hosted an open house at the Municipal Building. Overall, it was received as a very positive event. We had fifteen local contractors come out and attend. Our Director John Bain as well as Municipal Clerk Glenn Horne were also attendance. I prepared a presentation for those in attendance regarding ICF, insulated concrete forms. Each contractor left with a handout from the National Building Code with regards to ICF.

One of the main goals of the open house was to begin the process of having these information sessions become a regular event. We wanted to get a feel for what topics the contractors would like them to be on and also know what time of day would be best to host them. Accommodating their busy work schedule was a main priority as we understand leaving the job site is a tough task during the week day.

Leaving the presentation we obtained a list of contact information for the contractors who attended. This list will be used to keep the contractors in the loop with regards to code changes, information sessions, and anything else that may be relevant or helpful for their profession. Overall this was a great starting point in moving towards making these sessions a regular event.