



COMMITTEE OF THE WHOLE AGENDA
Tuesday, June 7th, 2016 @ 5:30 pm
Municipal Administration Centre

- 1) Call to Order – Chairman, Warden Russell Boucher
- 2) Approval of Agenda
- 3) Approval of May 24th, 2016 Committee of the Whole Minutes
- 4) Business Arising from the Minutes
- 5) Personnel Matters (In-Camera)
- 6) Legal Advice Eligible for Solicitor-Client Privilege (In-Camera)
- 7) Contract Negotiations (In-Camera)
- 8) Tourism
- 9) Summary and Discussion of Asset Management
- 10) Father Kehoe Golf Tournament
- 11) Street Light Request
- 12) Pomquet School Bursary
- 13) Adjournment



MUNICIPALITY OF THE COUNTY OF ANTIGONISH

TO: MUNICIPAL COUNCIL
FROM: GLENN HORNE, MUNICIPAL CLERK TREASURER
SUBJECT: ***COMMITTEE OF THE WHOLE MEMO***
DATE: JUNE 7TH, 2016

PERSONNEL MATTERS (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.

LEGAL ADVICE ELIGIBLE FOR SOLICITOR-CLIENT PRIVILEGE (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.

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.

TOURISM (For Discussion)

Staff are seeking further guidance from council how to proceed with this specific strategic priority.

Activity to Date:

In 2014 the Municipality identified economic development – specifically tourism – as a strategic priority. Since then some activity has taken place to clearly define the Municipality's role and what a valuable contribution to this sector might look like. Multiple meetings were convened with other municipal officials, DEANS, ACOA and representatives of the local tourism sector between August & November 2015.

In that same month Municipal & Town councils gave guidance to move forward with a proposal to engage ACOA and the local tourism industry in the development of an industry led strategic plan for tourism in the Antigonish area. The Strategic Tourism Expansion Program (STEP) was presented as a method to address this goal. The STEP was developed by ACOA to address challenges facing the Atlantic Canadian tourism industry and capitalize on opportunities. It is an "off the shelf" solution



that guides communities through the process of building and executing a strategic plan for tourism that incorporates experiential product development. Following that November meeting a proposal similar to that viewed by councils was circulated to the Districts of Guysborough & St. Mary's and the Town of Port Hawkesbury. Each of those municipalities subsequently informed the Municipality that they were not interested in pursuing such an initiative at the time.

In follow-up discussions with Mark van de Weil, ACOA Regional Manager, ACOA proposed that prior to a STEP process that municipalities offer a small series of work-shops to "prime" participants and identify interest and community leaders when the STEP is initiated. This suggestion and the proposal to initiate a STEP program were discussed at a meeting of tourism stakeholders. At that meeting it was indicated that we needed a broader discussion among tourism stakeholders to determine what the sector needed and better define the municipality's role.

To facilitate this broader conversation, municipal officials contacted DEANs to cooperate in bringing together an Antigonish community conversation. Three such meetings have been held; attendance has varied by number and attendees. Municipal officials have been present at each meeting.

Through this effort DEANs has identified a number of specific initiatives that it has begun to work on. However, the municipal role and plan has still yet to be defined. An added complication has been the changing emphasis for tourism at the provincial level. To date, for these reasons, it has been very difficult to clarify a municipal role and plan for tourism.

SUMMARY AND DISCUSSION OF ASSET MANAGEMENT (For Discussion)

Please see the memo and documents attached.

FATHER KEHOE GOLF TOURNAMENT (For Decision)

We have received a request to enter a team into the Father Kehoe Golf Tournament. This year's tournament will take place at the Antigonish Golf & Country Club on **Friday, July 15, 2016** as a one-day event with a shotgun start at 11:00 am featuring a four-person scramble format. The registration cost for the tournament is **\$500/team**.

STREET LIGHT REQUEST (For Decision)

The Tracadie & District Volunteer Fire Department would like a street light installed at their fire pond on the Monastery Road in Monastery. This is to make filling the fire trucks with water more safe. As there is no road intersection at the fire pond, Councillor Boucher would like to pay for this light out of his special district grant.

POMQUET SCHOOL BURSARY (For Decision)

Councillor Deveau will speak to this at the meeting.

COMMITTEE OF THE WHOLE MEETING

A Committee of the Whole Meeting was held Tuesday, May 24th, 2016 at 6:30pm 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 Vaughan Chisholm
 Councillor Rémi Deveau
 Councillor Bill MacFarlane
 Councillor Hughie Stewart
 Glenn Horne, Municipal Clerk/Treasurer
 Shirlyn Donovan, Interim Deputy Clerk
 Allison Duggan, Director of Finance

Regrets: Councillor Donnie MacDonald
 Councillor Angus Bowie
 Councillor Pierre Boucher

The meeting of the Committee of the Whole was called to order by the Chair, Warden Boucher, at 6:33pm.

APPROVAL OF AGENDA

The following item was added to the agenda:

- EMO

Moved by Deputy Warden McCarron and seconded by Councillor MacLellan that the agenda be approved as amended. Motion carried.

APPROVAL OF MINUTES

Moved by Councillor Deveau and seconded by Councillor Chisholm that the Committee of the Whole minutes May 17th, 2016 be approved as presented. Motion carried.

BUSINESS ARISING FROM THE MINUTES

There was no business arising from the minutes.

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.

Moved by Deputy Warden McCarron and seconded by Councillor MacFarlane that the Committee of the Whole Meeting be adjourned to an In-Camera Session to discuss Acquisition, Sale, Lease and Security of Municipal Property. Motion carried.

Moved by Councillor Stewart and seconded by Councillor Deveau that Municipal Council approve the Agreement of Purchase and Sale of the Former Antigonish Correctional Facility to Big House Rentals. Motion carried.

Moved by Councillor Deveau and seconded by Councillor MacLellan that the In-Camera session be adjourned 6:43pm. Motion carried.

BILL 177

Mr. Horne presented the information provided regarding Bill 177.

Bill 177 is a bill which creates Commercial Development Districts in the MGA. It was tabled for first reading on May 5th. It authorizes municipal councils to create by-laws providing for the phasing in over a period of 10 years increases of taxable assessment for these properties which would be defined under a Commercial Development District.

Some concerns are that it lacked any consultation with municipalities and it bypassed the ongoing MGA review process.

Mr. Horne opened up the floor to the Committee for any questions, thoughts or concerns they may have about Bill 177.

There would still be one commercial tax rate. What the municipality can do is phase in increases to the commercial taxable assessment over a period of ten years eliminating the increases of assessment by no more than 50 percent. It is only on the increase in assessment.

Councillor MacLellan asked what a contaminated property was referring to. Mr. Horne said it was a Brown Field site, for example an old gas station existed on a site and it was remediated, you can use this same tool to encourage economic development on that site.

Moved by Councillor MacLellan and seconded by Councillor Deveau that a letter is sent to the Province on behalf of Municipal Council expressing concerns over the lack of consultation of Bill 177. Motion carried.

CENTRAL PLAN BY-LAW AMENDMENT

Planning staff recommended that Council remove the maximum size limitation on accessory buildings in the Central Planning Area where such buildings are proposed for properties without access to central Municipal sewer services. The General Zone provisions found in a Land Use By-law apply to all zones within a planned area. Therefore the requirement restricting accessory buildings to 900 square feet automatically was applied to all properties in un-serviced areas.

Moved by Councillor MacLellan and seconded by Councillor Deveau that Municipal Council approve the first reading of the presented amendment to the Central Plan By-Law which would remove the maximum size limitation on accessory buildings in the Central Planning Area where

such buildings are proposed for properties without access to central Municipal sewer services. Motion carried.

PROCLAMATION

Saturday, May 28 is national Jumpstart Day and traditionally a huge fundraising day across Canada. It has been a few years since our Antigonish-Guysborough Chapter has done any local fundraising. This year the recreation departments are partnering with the Antigonish Canadian Tire on Jumpstart Day to raise funds for our chapter. The local chapter will be hosting a BBQ and Car Wash with additional activities for kids. The store will be pushing the sale of Jumpstart balls in-store and proceeds will go to this fundraiser.

Last year, our chapter provided \$14,000 in funding to help children participate in recreational activities throughout Antigonish and Guysborough. This year, National Office has allocated \$11,000 for the Antigonish-Guysborough Chapter. Based on the applications we have received to date, it looks like requests for assistance will surpass last year's demand.

Staff are requesting Council to proclaim May 28th as Jumpstart Day in Antigonish County.

Moved by Councillor Stewart and seconded by Councillor MacFarlane that Municipal Council proclaim May 28th, 2016 as Jumpstart Day in Antigonish County. Motion carried.

GRANT WRITING WORKSHOP

Councillor MacLellan would like Council's approval to attend the following workshop: Grant Writing Workshop: "Seeking Approval" Successful Grant Proposal Writing Steps & Strategies. The cost of the workshop is \$125.

Moved by Councillor MacFarlane and seconded by Deputy Warden McCarron that Municipal Council approve Councillor MacLellan's attendance at the Grant Writing Workshop. Motion carried.

EMO

There is a property in District 10 where the bank is eroding and Councillor MacFarlane is wondering if there is anything EMO can do. Councillor MacFarlane will provide the details to Mr. Horne and he will look into options.

ADJOURNMENT

Moved by Deputy Warden McCarron and seconded by Councillor Deveau that the Committee of the Whole meeting be adjourned at 7:10pm. Motion carried.

Warden Russell Boucher

Glenn Horne, Municipal Clerk/Treasurer

MUNICIPALITY OF THE COUNTY OF ANTIGONISH

MEMO FOR INFORMATION

TO: MUNICIPAL COUNCIL
FROM: GLENN HORNE, MUNICIPAL CLERK TREASURER
SUBJECT: ***AN INTRODUCTION TO ASSET MANAGEMENT***
DATE: JUNE 7, 2016

BACKGROUND

In 2014, the Government of Canada announced an expanded list of eligible project categories under the Gas Tax Fund and encouragement for asset management planning. In the administrative agreement signed between the federal and provincial governments for this fund, the Province of Nova Scotia committed to the following:

- Require municipalities to continue to submit a Capital Investment Plan (CIP) annually to encourage planning activities.
- Develop a Province-wide asset management strategy for municipal infrastructure.
- Report to Canada on progress made towards improving municipal planning and asset management on March 31, 2018 and 2023.

The province is currently leading the development and implementation of a province-wide asset management tracking and reporting system. This will support and encourage long-term municipal capital planning and provide effective stewardship of capital assets to maximize benefits and levels of service.

In an effort to engage municipalities in the development of a Nova Scotia-approach to asset management, the Department of Municipal Affairs has established an Asset Management Working Group (terms of reference are attached).

CONSIDERATIONS

At its most basic level, asset management improves the information used to make capital investment decisions. The Province of Alberta has described it as, "... the process of making decisions about the use and care of infrastructure to deliver services in a way that considers current and future needs, manages risks and opportunities, and make the best of resources."

In general terms, asset management is the process of determining:

- What capital assets municipalities own (buildings, water & wastewater systems and facilities, roads, landfills, culverts, street lights, etc...).
- 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)

- If there is affordable and sufficient financing available to operate, maintain, renew and replace existing assets.

Asset management plays an important role in effectively planning, maintaining and operating municipal infrastructure by:

- Supporting informed decision-making by tracking and measuring data collected from our systems.
- Providing sound and up-to-date information on the condition of infrastructure.
- Balancing service level expectations and focusing on system sustainability.
- Supporting the ability to meet regulatory requirements.
- Extending the life of infrastructure through an informed and long-term maintenance, rehabilitation and replacement schedule.
- Maximizing 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.
- Improving communications and education about infrastructure requirements and costs.

The introduction of an asset management system of any kind will have an impact on how the Municipality considers capital investments. Staff will work closely with Municipal Council to determine the best approach as the provincial strategy becomes clearer.

Please review the attached materials at your leisure for additional details on asset management.

STRATEGIC PLAN

Infrastructure and capital investment are what drives this and any other municipality. The Municipality's 2014 Strategic Priorities document is littered with references to infrastructure & capital investment, from solar to sewer, water and roads. Likewise, there are numerous references to infrastructure, sustainability and life-cycle planning in the Municipality's ICSP.

NEXT STEPS

Staff will obtain further information about asset management and the proposed approach for a provincial strategy. Learning and consultation opportunities will be shared with Municipal Council.

Through inter-municipal forums, Municipal officials will explore opportunities to work inter-municipally for the development of any asset management systems.

Information will be shared with Council as it becomes available.

The Basics of Municipal Asset Management Planning

What is Asset Management?

Asset management is an integrated process for managing municipal infrastructure to ensure it supports the delivery of quality and fiscally-responsible services. Focusing on each asset's life cycle, asset management considers the maintenance, rehabilitation and replacement of all municipal infrastructure to provide sustainable service delivery while managing risks and minimizing costs. A robust asset management plan helps municipalities make informed, proactive infrastructure and budget decisions according to priorities and needs.

Much of Nova Scotia's infrastructure is in need of renewal and/or replacement, which will add considerable costs to municipal budgets over the coming years. Therefore, it is important for municipalities to develop asset management plans so they can make effective and informed decisions, and plan financially for the renewal and replacement of their infrastructure.

In general terms, asset management is the process of determining:

- what assets municipalities own and their condition
- 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)
- if there is affordable and sufficient financing available to operate, maintain, renew and replace existing assets

Asset management involves a number of coordinated activities to help municipalities realize the value of their infrastructure. Any asset management initiative needs to be systematic and apply a method that is consistent and repeatable across all asset classes. It is an integrated process and involves council and staff from various departments, including finance, engineering and operations.

Why is Asset Management Important?

Asset management plays an important role in effectively planning, maintaining and operating municipal infrastructure by:

- supporting informed decision-making
- enhancing data management
- providing sound information on the condition of infrastructure
- balancing service level expectations and focusing on system sustainability
- supporting the ability to meet regulatory requirements
- extending the life of infrastructure through an informed and long-term maintenance, rehabilitation and replacement schedule
- maximizing 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
- improving communications and education about infrastructure requirements and costs

Asset management is essential for effectively maintaining, operating and renewing municipal infrastructure both on a short-term and long-term basis. It is a good business practice and requires an overarching

framework for action that becomes a central part of everyday decision-making at all levels of municipal operations.

What Are Municipal Infrastructure Assets (or Classes)?

In Nova Scotia, municipalities own a variety of infrastructure assets. They are operated and are maintained to deliver important services and ensure a standard of living within communities that supports economic prosperity, well-being and safety. Municipal assets include:

- buildings
- water treatment facilities
- wastewater systems
- water distribution networks
- roads, sidewalks and paths
- bridges
- landfills
- culverts
- equipment
- streetlights

The Basic Components of Asset Management Planning

Engage Council and Staff

It is imperative that elected officials and staff understand the importance and benefits of infrastructure planning, and both are engaged in and supportive of their municipality's asset management initiative. Initially, councils could support a resolution that directs staff to begin the process of developing an asset management plan. Although one staff member should be designated to lead the process, it needs to be integrated across all departments.

Develop an Asset Inventory

An asset inventory includes basic information about all municipal infrastructure which can be maintained in a simple spreadsheet such as Excel, or in a more complex database system. Asset inventories or registries typically include the following categories or classes:

- asset type (building, culvert, road, etc.)
- historical/replacement cost
- location
- quantity and size
- material
- construction/installation date and age
- condition
- expected useful life (lifespan range for assets from installation date to expected replacement date)
- remaining life (calculated by subtracting asset's current age from its useful life)

The information maintained in the asset inventory helps municipalities make informed, strategic decisions about their infrastructure. By gathering and maintaining this information, municipalities position themselves to more readily take action on any risks or costs associated with the renewal and replacement of infrastructure. As such, the registry is an essential building block and an important first step to developing an asset management plan.

Determine Costing Information for Assets: What are they worth?

When preparing annual budgets, setting tax rates and developing long-term financial forecasts, it is critical to understand the true cost of operating and sustaining municipal assets. Life cycle costs refer to all costs that will be incurred during the ownership of an asset while providing the desired level of service. These include capital, operating, maintenance, renewal and replacement costs.

There are a number of valuation methods for establishing what an asset is worth, but a good start is to determine:

- the replacement value: a unit that represents the true cost to replace an asset, taking inflation and advancements in technology into consideration
- the depreciated value: the asset's current value (based on historic costs), taking into consideration its current age and expected lifespan

These forecasts are used when preparing annual budgets and for long-term financial planning to help ensure municipalities have sufficient funding to maintain assets at required and expected levels of service.

Assess the Condition of Assets

Condition assessments provide a valuable metric for determining when assets will need to be renewed or replaced by assessing their physical condition. These assessments help municipalities:

- identify assets that are failing or underperforming
- estimate when potential asset failures may occur
- identify the type of remedial steps required and a timeframe for implementing these steps as a means to prolong the life of assets, save costs and reduce risks

Asset conditions should be objective and repeatable, and are typically expressed as ratings. For example, condition ratings can range from 1 (the asset is in very good condition) to 5 (the asset is unserviceable).

Determine Service Needs & Levels

It is important for municipalities to examine the services they provide. Once they determine if a service is required, they will then need to identify the most appropriate and affordable level of service to provide. Making these decisions usually requires balancing community needs, regulatory or legal obligations and the cost of service delivery. A clear understanding of the desired and required levels of service will allow municipalities to make informed decisions to manage assets and risks. This will not only support sustainable service delivery and save costs by planning proactively, but will also identify any surplus or under-performing assets.

Municipalities can begin this process by documenting the level of service they currently provide, as well as the annual cost of delivering that service. Then target levels of service will need to be balanced with

reasonable costs of delivery, as typically, providing higher levels of service require higher costs. Once municipalities have determined a baseline for acceptable and affordable levels of service, they can plan and budget accordingly to meet expectations and/or requirements.

Consulting with community members on service priorities and expectations will help direct where municipalities should focus their asset management efforts. However, it is important that municipalities provide taxpayers with a clear understanding of the true cost of delivering their desired level of service and the different risks associated with these various levels.

Determine Risk Levels: What needs to be done first to manage risk and meet service delivery needs?

A risk-based approach to asset management involves assessing the level of risk posed by the potential failure of an asset. Determining risk levels involves identifying the likelihood and consequence of asset failure. By determining those assets at the greatest risk of failure, municipalities can allocate resources to ensure essential services are not interrupted. Like condition assessment ratings, risk levels are typically expressed as ratings from 1 (low likelihood and consequence of failure) to 5 (extreme likelihood and consequence of failure).

Once municipalities have determined risk management levels, the next critical step to managing public infrastructure is to prioritize assets. Since assets present different risk levels, it is important to identify critical or core assets and those at the greatest risk of failure. By focusing efforts initially on collecting baseline information for these assets, municipalities can take proactive steps to mitigate risks. This builds resilience in infrastructure, minimizes risks and limits disruptions in service delivery.

Develop Long-term Financial Plans to Manage Assets

All of the asset information gathered to date will guide municipalities in determining how to allocate their resources, starting with core assets and those at the greatest risk of failure. With the aim to maximize the life of an asset at the lowest possible cost to taxpayers, asset management plans provide a long-range forecast for prioritizing required maintenance and renewal work with the funds available.

Long-term financial plans should determine the replacement value of assets and identify revenue sources to cover these costs. It also needs to include options for financing both short and long-term maintenance and renewal needs, based on service level requirements.

Provide Communication & Education

Municipal decision-makers need to understand the value of undertaking an asset management initiative and the role it can play in generating cost savings, managing risks, and contributing to the overall sustainability of their communities. A good understanding of the importance of asset management planning will encourage municipalities to build internal capacity and will provide the justification for committing the necessary resources to develop a plan.

As asset management often involves large investments in highly visible capital assets, it is very important for municipalities to engage and educate the public on the basics:

- what is asset management and why is it important?
- what important programs and services are supported by municipal infrastructure?

- why is it important to plan for the maintenance and replacement of assets?
- how is it used to provide desired service levels in a financially responsible manner?

By educating community members on the true cost of providing reliable, essential services, they gain a greater appreciation of the value of asset management and a better understanding of how municipalities prioritize their infrastructure investments.

Monitor & Revise the Asset Management Plan

Municipalities should regularly monitor and revise their asset management plans to ensure they remain current and continue to support effective and accurate decision-making. As a means to support continuous improvement, they will need to monitor the performance of their assets, track outcomes and make necessary changes to their plans as required. This monitoring, tracking and revising process will ensure that plans remain focussed on increasing the effectiveness and efficiency of municipal assets.

A Note on Sustainability & Asset Management

Asset management planning provides municipalities with opportunities to conserve energy, improve their environmental performance and incorporate potential climate change impacts into their risk assessments when planning to renew or rebuild assets. By planning proactively, municipalities can apply sound environmental and sustainable management practices to reduce their energy use and make their assets more resilient to projected changes in climate. This will help municipalities balance their investments with performance goals, while mitigating risks and improving service delivery.

In Conclusion . . .

Asset management planning is an important way for municipalities to provide sustainable service delivery, manage risks and meet fiduciary responsibilities. Essentially, it provides a systematic way to prioritize and deliver on municipal service needs, in an economical and proactive manner. By providing better information to improve decision-making, it ensures that assets are maintained and timely investments are undertaken to minimize renewal and replacement costs. Taking a proactive and focused position on managing public infrastructure can provide a powerful process for addressing asset requirements to ensure service, asset and financial sustainability.

Asset Management Resources

Resources developed by municipal associations & municipalities:

- The Association of Municipalities Ontario: <http://www.amo.on.ca/AMO-Content/Asset-Management/Asset-Management.aspx>
- Alberta Urban Municipalities Association: <http://www.auma.ca/advocacy-services/programs-initiatives/asset-management>

- The City of Ottawa's Asset Management Framework Policy: <http://ottawa.ca/en/city-hall/accountability-and-transparency/corporate-planning-and-performance-management-0>
- City of Hamilton's Asset Management Plan: http://www2.hamilton.ca/Hamilton.Portal/Templates/Generic55f76.html?NRMODE=Published&NRORIGINALURL=%2FCityDepartments%2FPublicWorks%2FEnvironment_Sustainable_Infrastructure%2FAsset%2BManagement%2F&NRNODEGUID={28CC5800-220E-46F7-9AFA-7D2C754A3C14}&NRCACHEHINT=Guest
- City of Cambridge's Asset Management Plan: <http://www.cambridge.ca/relatedDocs/2013%20-%20Cambridge%20Asset%20Managment%20Plan.pdf>

Other asset management associations & resources:

- Asset Management British Columbia: <http://www.assetmanagementbc.ca/>
- Canadian Network of Asset Management: <http://cnam.ca/about-us/>
- Atlantic Infrastructure Management (AIM) Network: <http://www.aimnetwork.ca/>
- Canadian Infrastructure Report Card: <http://www.canadainfrastructure.ca/en/>
- Asset Management Primer: http://www.canadainfrastructure.ca/downloads/circ_asset_management_primer_EN.pdf
- Ontario Municipal Knowledge Network: <http://www.omkn.ca/>
- Public Sector Digest: <https://www.publicsectordigest.com/Categories/view/5>



Update: Nova Scotia Asset Management Initiative

Ahmad Shahwan, MBA, P. Eng.
Senior Project Engineer, Capital Programs
Department of Municipal Affairs

Municipal Infrastructure

“Municipalities own 56.8 per cent of Canada’s core public infrastructure — roads, bridges, transit, water, wastewater, culture, and sports and recreation — valued at approximately \$217 billion as of 2013.” – FCM, The First 100 Days in Government

[Link: http://www.fcm.ca/Documents/reports/FCM/Cities_and_Communities_Partners_in_Canada_Future_EN.pdf#page=14](http://www.fcm.ca/Documents/reports/FCM/Cities_and_Communities_Partners_in_Canada_Future_EN.pdf#page=14)

Vital to economic and social development

Supports public health and safety

Critical to meeting the needs of the community
and maintaining and quality of life

Mitigates potential adverse risks to the community

Municipal Challenges

Population decline / growth

Climate change & environmental risks

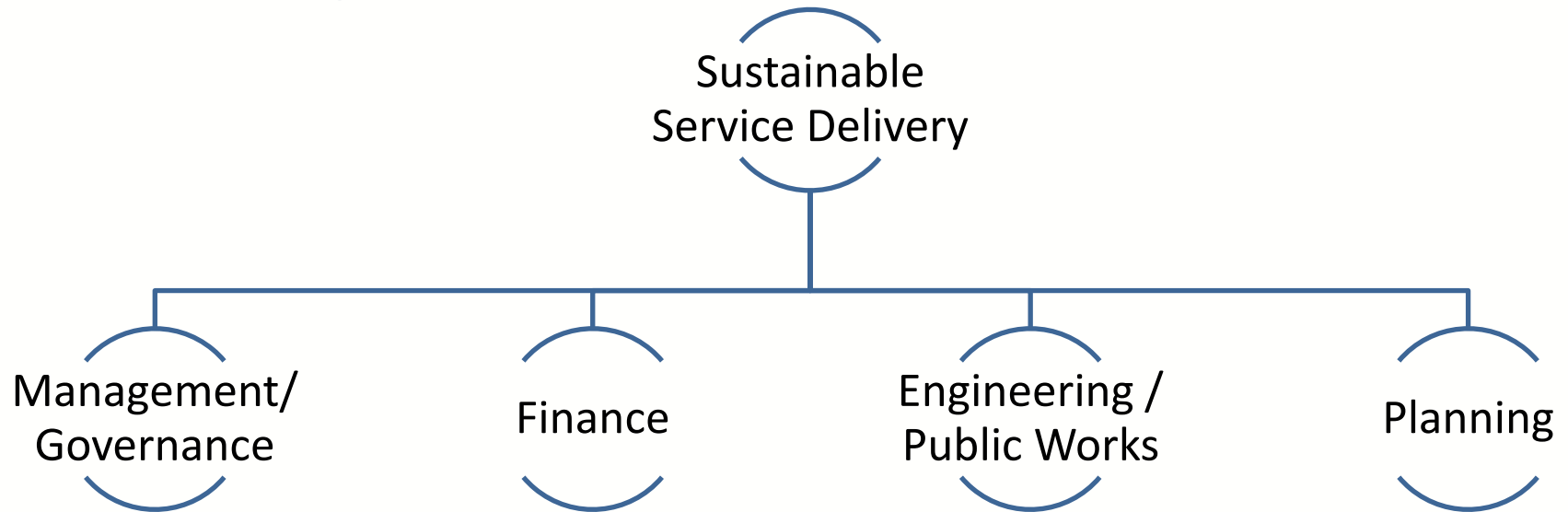
Stringent / changing regulations

Limited capacity / resources (staff, financial, time, etc.)

Increased demand from citizens for services (higher service expectation)

Limited revenue sources

Objective: Sustainable Service Delivery



Asset Management:

Combination of management, financial, engineering and other practices to physical assets with the objective of providing the required level of service in the most cost effective manner.

- *International Infrastructure Management Manual*

Background: Federal Gas Tax Fund Agreement

In 2014 Government of Canada announced an expanded list of eligible project categories and encouragement for asset management planning.

“Asset Management Plans” can include:

- Asset inventory;
- Conditions assessment;
- Level of service or risk assessment;
- Cost analysis;
- Community priority setting;
- Financial planning.



Jurisdictional Scan

New Brunswick

- AM Plans by:
 - Dec. 31, 2017, 25%
 - Dec. 31, 2022, 50%
 - Dec. 31, 2027, 100%

Prince Edward Island

- AM Plans by March 31, 2018

Ontario

- Develop and implement AM Plan by December 31, 2016

Quebec

- “Will continue its sound municipal asset management practices”



CAN-NS GTF Administrative Agreement (2014-2024)

Nova Scotia plans on using the following approach:

- Require Municipalities to continue to submit a CIPs annually to encourage planning activities.
- Develop a Province-wide asset management strategy for municipal infrastructure.
- Report to Canada on progress made towards improving municipal planning and asset management on March 31, 2018 and 2023.



[Link: http://www.infrastructure.gc.ca/prog/agreements-ententes/gtf-fte/2014-ns-eng.html](http://www.infrastructure.gc.ca/prog/agreements-ententes/gtf-fte/2014-ns-eng.html)

What did the 2012 CIRC say about the state of AM in Canada?

“Municipalities lack financial, staff and time resources required to perform a thorough evaluation of their physical infrastructure”

Recommendation:

1) Document and store information retained by staff in a management system (spreadsheet, GIS/stand-alone database, or software application)

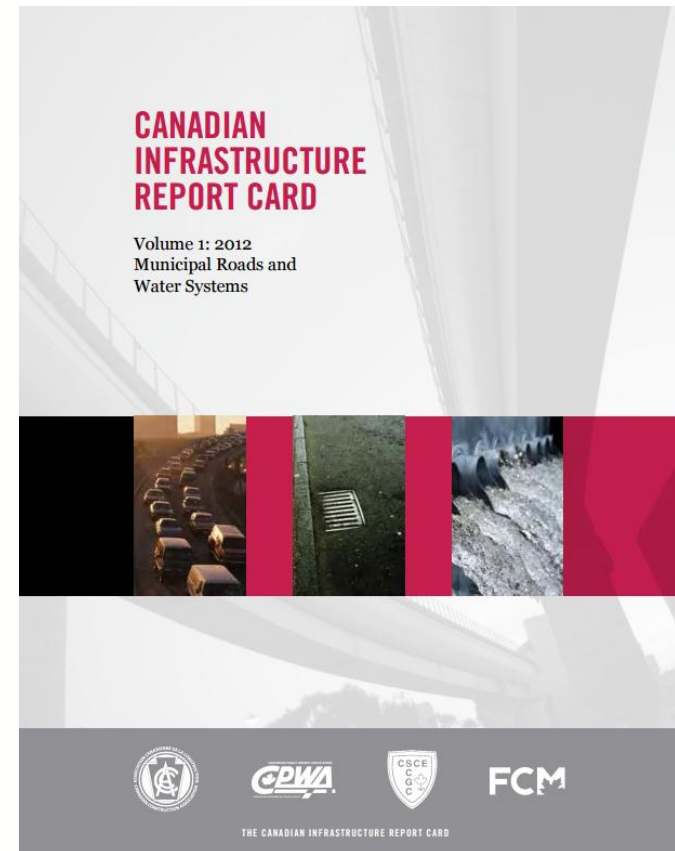
RECOMMENDATION 1:

When identifying opportunities to improve asset management processes and knowledge within municipalities, it is necessary to document and store the information that is currently retained by experienced staff in some type of management system (spreadsheet, GIS/stand-alone database, or software application).

Recommendations of the 2012 CIRC

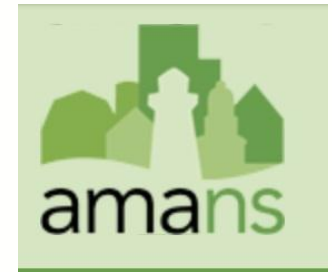
- 2) Develop governance structures, competencies, training strategies to support AM practices
- 3) Develop an Asset Management Plan for assets required to support the delivery of services
- 4) Develop understanding of levels of service provided to the community
- 5) Take part in local and national forums and share lessons learned, leading practices, etc.

[Link: http://www.canadainfrastructure.ca/en/report.html](http://www.canadainfrastructure.ca/en/report.html)



NS Asset Management Approach

- **Partner with Municipalities in developing AM Strategy**
- **AM Working Group**
 - UNSM, AMANS, MPWANS, DMA, AIM Network
 - 1st meeting on November 9th, 2015
 - Identify efficiencies within the province for the implementation of an AM strategy
 - Develop AM tools and resources



Infrastructure Asset Management

Nova Scotia Scope

- Provide leadership, direction and support for the development and implementation of a province-wide local government asset management strategy.
- Share information and promote educational and training opportunities
- Consider and identify funding for asset management tools, resources and projects
- Interact with other agencies, governments and associations for the exchange of information



DMA-IAMNS Current Initiatives

- **Education and Training**
 - Workshops
 - CNAM Conference
- **Tools and resources**
 - Template for data collection
 - Data collection standards and processes
 - Initiation and oversight of a pilot asset inventory project
 - Province-wide Asset Registry



Projects

Asset Inventory Pilot Project

- Data collection and inventory
 - Collect asset data (type, location, material, age, etc.)
 - Condition assessment
- Opportunity to test templates and data collection tools and methodology
- Develop best practices and resources which can be leveraged to other municipalities

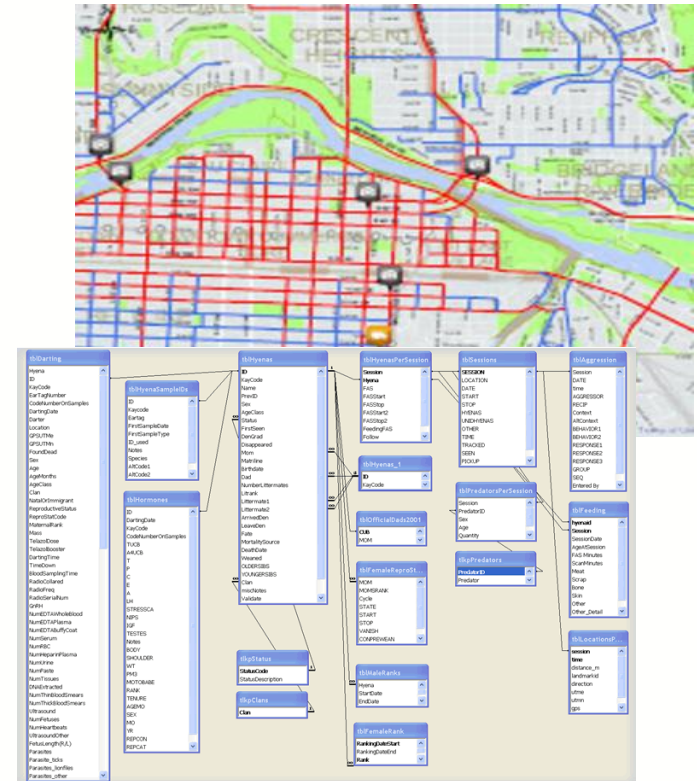


[combographic2] Retrieved from: http://prostarcorp.com/prostar_products.htm

Projects

Asset Registry Project

- Provide storage, mapping and reporting of municipal infrastructure assets
- Streamline how data is collected, stored and utilized.
- Capitalize on economies of scale and efficiencies within the province
- Business Analyst prepared system business and usability requirements.
- Request for Expression of Interest – existing solutions, industry best practices and opportunities.



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For more information on the Gas Tax Program, please visit our website:

<http://www.novascotia.ca/dma/funding/infrastructure/gas-tax-fund.asp>

INFRASTRUCTURE ASSET MANAGEMENT NOVA SCOTIA WORKING GROUP

TERMS OF REFERENCE

APPROVED ON MARCH 3, 2016

1. OFFICIAL NAME

The name of the group is the Infrastructure Asset Management Nova Scotia Working Group, herein known as the IAMNS Working Group.

2. SCOPE & PURPOSE

- To provide leadership, direction and support for the development and implementation of a province-wide local government asset management strategy.
- To share information and promote educational and training opportunities
- To consider and identify funding for asset management tools, resources and projects
- To interact with other agencies, governments and associations for the exchange of information

3. COMPOSITION & STRUCTURE

The membership focus is associations and groups representing local governments and other selected agencies focused on asset management for communities. The membership shall include:

- Representatives from Department of Municipal Affairs
 - Representatives from the Association of Municipal Administrators
 - Representatives from UNSM
 - Representatives from Municipal Public Works Association of Nova Scotia
 - Representatives from Halifax Water
 - Representative from Transportation and Infrastructure Renewal
 - Representative from the Atlantic Infrastructure Management Network
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- Participation on the IAMNS Working Group is voluntary.
 - The IAMNS Working Group may establish sub-committees as required to achieve its purpose.
 - Each sub-committee shall have at least one member from the IAMNS Working Group.
 - Sub-committee members shall be selected by the IAMNS Working Group.
 - Sub-committee members may be selected from organizations outside of those represented on IAMNS Working Group.

4. MEETINGS

The IAMNS Working Group shall meet quarterly, at a minimum.

5. AUTHORITY

- Recommendations and decisions will be made by majority.
- This Terms of Reference shall guide the work of the IAMNS Working Group and may be amended from time to time.

6. ROLES

The Chair, Co-Chair and Coordinator shall be chosen from the representatives on the IAMNS Working Group.

The role of the Chair shall be:

- To call meetings
- To set the agenda
- As a point person for communications on behalf of the group
- To maintain order through the decision-making processes

The role of the Co-Chair shall be:

- To lead meetings in absence of the Chair

The role of the Coordinator shall be:

- To record and document proceedings of each meeting
- To email updates and notes to IAMNS Working Group members
- To establish meeting space when required
- To assist in planning and organizing events/sessions with external stakeholders and presenters

7. DELIVERABLES

Deliverables will be determined by the IAMNS Working Group.

8. COSTS & EXPENDITURES

- The Province, through the Department of Municipal Affairs, will cover meeting expenses, such as venue costs and refreshments.
- The Province, through the Department of Municipal Affairs, will consider funding and/or cost sharing in projects recommended by the IAMNS Working Group.