

# MUNICIPALITY OF THE COUNTY OF **ANTIGONISH**

## **COMMITTEE OF THE WHOLE AGENDA**

**Tuesday, November 15, 2016 @ 5:30 pm**

**Municipal Administration Centre**

- 1) Call to Order – Chairman, Warden Russell Boucher
- 2) Approval of Agenda
- 3) Approval of November 1<sup>st</sup>, 2016 Committee of the Whole Minutes
- 4) Business Arising from the Minutes
- 5) Capital Investments
- 6) Williams Point Memorial Park water bill
- 7) Street Light Requests:
  - a. Hwy 4 & Melong Road
  - b. Fairmont Road & D. Cameron Road
  - c. Hwy 337 & Jimtown Road
- 8) Consideration of Appointments to Committees & Boards
- 9) Clerk's Memo
- 10) Acquisition, Sale, Lease and Security of Municipal Property (*In-Camera*)
- 11) Adjournment

**TO:** COMMITTEE MEMBERS  
**FROM:** GLENN HORNE, MUNICIPAL CLERK TREASURER  
**SUBJECT:** ***COMMITTEE OF THE WHOLE MEMO***  
**DATE:** NOVEMBER 15<sup>TH</sup>, 2016

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**CAPITAL INVESTMENTS (For Discussion)**

In December 2014, Municipal Council identified the development of a Capital Investment & Long-Term Investment Plan as a strategic priority. Staff has prepared a presentation for members of the Committee outlining the process proposed for the development of a three year capital investment plan. Please see the attached material.

**WILLIAMS POINT MEMORIAL PARK WATER BILL (For Discussion)**

A request has been received for a partial or full write-off of water charges for the William's Point Memorial Park.

Both the Fringe and Lower South River water utilities are regulated under the Public Utilities Act. Section 67 of the Public Utilities Act, which speaks to equal rates and charges for similar services (in our case water billings) notes that all rates shall always be charged equally to all persons and at the same rate. This same section of the Public Utilities Act also states that the taking of rates contrary to what is regulated would be considered prohibited and unlawful. Therefore, the Municipality does not have the autonomy to alter the approved schedule of rates for water and water services.

The County has not written off or approved billing exemptions for any water customers in the past and the utilities charge various other non-for-profit organizations for water.

**STREET LIGHT REQUESTS (For Decision)**

- a. Hwy 4 & Melong Road
  - Warden Boucher has requested that a streetlight be installed at this intersection.
- b. Fairmont Road & D. Cameron Road
  - Councillor MacDonald has requested that a streetlight be installed at this intersection.
- c. Hwy 337 & Jimtown Road
  - Councillor MacDonald has requested that a streetlight be installed at this intersection.

**CLERK'S MEMO (For Information)**

**Finance Department:**

- The Finance Department is continuing to review the integration of the Recreation Management Software with the Recreation Department to develop solutions to a small number of lingering challenges.
- The Tax Sale process is continuing with 60-day notices being circulated over the past few weeks.

- Financial analytics are being complied to provide Council with a December update of year-to-date actuals for the operating budget.
- The water meter project is transferring from primarily Public Works to primarily Finance.

**Clerk's Office:**

- Records Management is ongoing with inventory and cataloguing of existing records.
- Work continues with our HR consultant, Patrick Hartling, to complete a number of outstanding items from the Employee Policy review, assist the senior leadership team in the completion of performance development plans, and assist council in the development of a performance development plan for the Municipal Clerk Treasurer.
- Municipal Administration Office Signage has been printed and delivered and will be installed over coming days based on work load at Public Works and weather.
- Preparations are being made for events around Municipal Awareness Week, including the continued promotion of the MAW vignettes and an open house planned for November 25<sup>th</sup> from 2:30-5pm at the Municipal Office.

Monthly Energy Production Report for Antigonish County		
Week	Peak Power	Energy Produced
10/01/2016-10/07/2016	17.9 kW	496 kWh
10/08/2016-10/14/2016	15.2 kW	334 kWh
10/15/2016-10/21/2016	14.0 kW	293 kWh
10/22/2016-10/28/2016	15.7 kW	335 kWh
10/29/2016-10/31-2016	6.63 kW	54.2 kWh
October 2016 Total		1.51 MWh
Previous Month Total		2.26 MWh
Year-to-date		5.48 MWh

**Planning Department:**

- Andrew Jones, Planner, is now at the Municipal Office on Thursdays.
- Staff is in the process of organizing an area Advisory Committee to be responsible for the review of the Eastern Antigonish Municipal Planning Strategy.
  - A newspaper advertisement seeking volunteers for the committee has been advertised on the Municipal website, District Planning's website and Facebook page as well as being advertised in both The Reporter and The Casket.

- Staff did a targeted community mail-out to all 887 households in the Plan Area through Canada Post.
- On March 30, 2016 staff held an initial meeting to introduce the plan review process, however attendance was low.
- Staff intends to hold a follow-up meeting again now that we are into the fall.
- A report on Building Permit and Subdivision Activity for the period of January 1, 2016 to August 31, 2016 is attached for information.

**Recreation Department:**

With 2017 being the 150th year of Confederation, municipal staff has been looking at possible ways in which to make the Municipality's 2017 Canada Day celebrations extra special. Following are two major areas currently being explored:

1. Increasing the number and variety of events/activities being offered at our Canada Day Celebrations.  
  
The recreation department is currently working on striking an inter-departmental Canada Day Committee to seek input and new ideas for the 2017 celebrations as well as to assist with the implementation of the festivities.
2. Leaving our community with a legacy item which can be used and enjoyed by the community for many years following the July 1<sup>st</sup> celebrations. To this end, the feasibility of building an outdoor multi-purpose facility at SAJS is being investigated.

Representatives from the Municipality, the Town of Antigonish, the Strait Regional School Board, St. Andrew Junior School, and Public Health have met to share ideas about the outdoor program space at St. Andrew Junior School as well as to explore potential partnerships to achieve common visions.

An outdoor multi-purpose facility at SAJS would have many functions including but not limited to the following:

- Outdoor shelter for the recreation department's outdoor afterschool programs as well as outdoor recreation programs.
- Outdoor stage for the Municipality's Canada Celebrations.
- Outdoor shelter/stage for community events and programs.
- Outdoor Classroom: A space for the SAJS "Green Team" students to host activities, for teachers to hold classes in the outdoors, and a meeting spot for students during lunch break and recess. (Note: as part of this process SAJS is also examining the possibility of upgrades to the existing soccer field as well as enhancing playground equipment.)

A full report including cost estimates and recommendations will be presented to council in December.

**Public Works Department:**

- The meter project installation close-out meeting was held on November 8<sup>th</sup>
  - By the end of the month they will have 99.8% of installations complete
  - Plan to complete: Municipality will send letters out advising water will be shut off if access is not granted for installation
  - Overall a huge success.

**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.

MUNICIPALITY OF THE COUNTY OF  
**ANTIGONISH**

**COMMITTEE OF THE WHOLE MEETING MINUTES**

A Committee of the Whole Meeting was held Tuesday, November 1<sup>st</sup>, 2016 at 5:30pm in the Council Chambers of the Municipal Administrative Centre, 285 Beech Hill Road, Antigonish NS.

Present were:

- Warden Russell Boucher
- Deputy Warden Owen McCarron, Chair
- Councillor Mary MacLellan
- Councillor Donnie MacDonald
- Councillor Hughie Stewart
- Councillor Vaughan Chisholm
- Councillor Rémi Deveau
- Councillor John Dunbar
- Councillor Gary Mattie
- Councillor Bill MacFarlane
- Glenn Horne, Municipal Clerk/Treasurer
- Beth Schumacher, Deputy Municipal Clerk
- Allison Duggan, Director of Finance
- Daryl Myers, Director of Public Works
- Sonny MacDougall, MGM & Associates Chartered Accountants

Regrets: None

The meeting of the Committee of the Whole was called to order by the Chair, Warden Boucher, at 5:33pm.

**APPROVAL OF AGENDA**

The following items were added to the agenda:

14(a) Bus Shelter Request District 1 (Councillor MacLellan)

14(b) Letter of Support / Congrats for Josie Chisholm (Deputy Warden McCarron)

14(c) Recognition of Long-Term Volunteer Service of John Barter (Councillor Stewart)

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

**APPROVAL OF MINUTES**

*Moved by Councillor MacDonald and seconded by Deputy Warden McCarron that the Committee of the Whole minutes of September 20<sup>th</sup>, 2016 be approved as presented. Motion carried.*

**BUSINESS ARISING FROM THE MINUTES**

Councillor MacLellan requested an update regarding the funding request that had been received from the Hallowe'en Harvest Bash. Mr. Horne noted that the Municipality had matched the Town's \$250 donation, and that the event had taken place on the 28<sup>th</sup> and was reported to have an excellent turnout.

**PRESENTATION & APPROVAL OF THE FRINGE & LOWER SOUTH RIVER WATER UTILITY BUDGETS**

Mrs. Duggan introduced the budgets for the Fringe and Lower South River Water Utilities, reviewing in detail the Water Utility Statements of Revenue and Expenditure with the Committee. She explained how modifications are being made to how expenses for the Water Utilities are being reported; instead of being included with the general administrative operating expenses for the Municipality, they are being set up to be reported as stand-alone entities to better identify the true cost of operating these utilities. This is being done to better inform future rate studies.

A question was raised regarding a significant jump in the amount paid to the Town for water when compared to the year previous. Mrs. Duggan noted that this was mostly due to a water main break on Post Road, which contributed to over \$12,000.00 of this cost alone. Mrs. Duggan further noted that the use of water meters in the utilities would help to identify future breaks faster in the future.

Mrs. Duggan noted that the office costs of running the utilities would be phased in over the period to which the current rates are applied, recouping some of the costs that the Municipality incurs from resources and staff dedicated to the maintenance and administration of the utility. Capital-out-of-revenue expenses were identified to include a Fire Flow Study, as well as the purchase of a meter reading clip that would facilitate the remote reading of the new meters.

Deputy Warden McCarron asked when the next UARB rate study was expected to take place. Mrs. Duggan responded that the new meters had to run for a minimum of one year prior to the study taking place. As their installation is nearly complete, she is hoping to start the process of preparing for the study next fall, to allow new rates to be determined for April 1, 2018.

Councillor MacDonald asked for clarification on where any surplus in the Water Utility Budget would go. Mrs. Duggan noted that the reserves collected from water billing could go into the operating or capital component of the budget for the specific water utility (Fringe or Lower South River) that it was collected from. Deputy Warden McCarron asked whether the merger of the utilities would be considered. The response was that it would be ideal if possible, but must be discussed and evaluated further, possibly informed by the next rate study in 18 months.

Councillor MacFarlane asked whether there was an accumulated surplus in the Fringe Utility budget. While Mrs. Duggan didn't have the exact amount on hand, she replied that there was, but that surplus was in its assets.

Overall, Mrs. Duggan noted that there has been a lot of work by staff to rejig the whole water utility system, to bring in the new organizational structure and water meters. Further work is anticipated as billing systems a modified to reflect the structural changes (meter readings, e-billing).

Deputy Warden McCarron asked whether people will see a decrease in their water bills with the meter system. Mrs. Duggan stipulated that any changes in individual utility bills would depend on the base charge for their utility (Fringe or Lower South River), which would be based on the revenue and capital of that specific utility and set by the UARB. Further, their bill amount would be dependent on their water usage and the number of taps that they have that would have had their water billing based on in advance of the metering system coming online.

*Moved by Councillor Stewart and seconded by Councillor MacFarlane that the Committee recommends that Municipal Council approve the Fringe and Lower South River Water Utility Budgets as presented. Motion carried.*

### **APPROVAL OF APPLICATION TO COST-SHARE SUBDIVISION STREET IMPROVEMENTS**

Mrs. Duggan and Mr. Horne noted that this was a request for permission from the Committee to apply for cost-sharing for subdivision street improvements for Heritage and Ponderosa Drive, as per the Municipality's 2015/2016 capital plan. Councillor Chisholm asked for clarification about classification of roads and contribution expectations of residential contributions, timing of construction with regards to the service exchange, and TIR maintenance.

*Moved by Councillor MacFarlane and seconded by Councillor Stewart that the Committee recommends that Municipal Council approve the application to cost-share subdivision street improvements. Motion carried.*

### **PRESENTATION AND APPROVAL OF THE 2015/2016 AUDITED FINANCIAL STATEMENTS**

Mr. MacDougall provided members of the Committee with copies of the Audit Findings Report and the Non-Consolidated Financial Statements, and provided a very high-level overview of the results of the audit. Overall, there was nothing identified in the audit that posed any concern.

Deputy Warden McCarron asked how the County fared when compared to other units. Mr. MacDougall responded that the County was in a good position, as there was a net balance instead of debt.

*Moved by Councillor Stewart and seconded by Councillor MacFarlane that the Committee recommends that Municipal Council approve the 2015/2016 Audited Financial Statements. Motion carried.*

### **PRESENTATION AND APPROVAL OF THE 2015/2016 FINANCIAL INFORMATION RETURN**

Mrs. Duggan noted that the document provided for the Committee's review was a template data entry form that is completed and sent to the Province each year, populated with the Municipality's most recent fiscal year audited Financial Statements.

*Moved by Councillor MacDonald and seconded by Deputy Warden McCarron that the Committee recommends that Municipal Council approve the 2015/2016 Financial Information Return. Motion carried.*

### **PRESENTATION AND APPROVAL OF THE 2016/2017 STATEMENT OF ESTIMATES**

Mrs. Duggan outlined that the 2016/2017 Statement of Estimates would be compiled and sent to the Province to satisfy report requirements, using the operating budget as previously approved, along with the water budget that had been approved by the Committee earlier this evening.

*Moved by Councillor Stewart and seconded by Councillor Deveau that the Committee recommends that Municipal Council approve the 2016/2017 Statement of Estimates. Motion carried.*

### **CONSIDERATION OF TAX WRITE-OFFS**

Mr. Horne introduced a summary provided by the Finance Department regarding accounts that have been deemed uncollectable, either because of their status with PVSC or Land Registry, double-assessments, or removal/disappearance of a mini-home. A recommendation was made to write off the taxes owing on these accounts, with a total amount of \$7,312.17.



An additional request for a write-off was made by the owners of a home that was destroyed by a fire earlier in the year. PVSC has provided the Municipality with the required documentation, and a write-off of \$1,405.80 in taxes is recommended by staff.

*Moved by Deputy Warden McCarron and seconded by Councillor Chisholm that the Committee recommends that Municipal Council write-off the following outstanding taxes:*

<b>Roll #</b>	<b>Uncollectable balance</b>	<b>Explanation</b>
00384925	\$151.13	PVSC Double Assessed
00536466	\$155.51	Trailer unfound
00748269	\$105.12	Land taken for Highway
02626217	\$828.65	PVSC Double Assessed
04537343	\$24.98	PVSC Double Assessed
06178154	\$201.52	Trailer gone since 2012
06300685	\$2,496.73	Trailer unfound
06301037	\$113.12	PVSC Double Assessed
07126506	\$107.70	Trailer unfound
07130139	\$58.74	Trailer unfound
07134088	\$501.06	Trailer unfound
07134169	\$136.64	Trailer unfound
07134177	\$158.20	Trailer unfound
07144210	\$442.73	Trailer unfound
07144660	\$107.50	Trailer unfound
07144806	\$689.71	Trailer unfound
07203810	\$477.35	Trailer unfound
07205066	\$350.66	Trailer unfound
07205732	\$221.94	Trailer unfound
09102302	\$17.87	PVSC Double Assessed
09690573	\$17.19	PVSC Double Assessed
10299081	\$2.53	Trailer moved, interest on account
10524921	\$3.95	PVSC Double Assessed
<b>Total</b>	<b>\$7,370.53</b>	

*Motion carried.*

*Moved by Councillor Deveau and seconded by Deputy Warden McCarron that the Committee recommends that Municipal Council write off \$1,405.80 in taxes for AAN 10030625, due to damage from a fire. Motion carried.*

#### **REVIEW OF COMMITTEE TERMS OF REFERENCE & SOLICITATION OF PUBLIC MEMBERS**

Mr. Horne introduced the packaged of draft Terms of Reference for four advisory committees; Active Transportation, Economic Development, Planning Advisory, and Sustainable Communities. Further, a draft Terms of Reference was also before the Committee for a Joint Council committee.

Mr. Horne outlined how the Municipality would be publically advertising for members of the four advisory committees, with the application process open until early December, and Municipal Council making appointments of recommended members shortly after. There were some general questions from the Committee regarding how the public was to be informed of these opportunities and the expectations of the roles, as well as how the draft Terms of Reference expanded the mandate of some of the advisory committees from how they operated in the past. Mr. Horne noted that standardized application forms for the public, as well as a write-up of each committee on the Municipal website.

With respect to the Joint Council Terms of References, Mr. Horne outlined where he was looking for feedback from the Committee, specifically with respect to the membership composition of the Joint Council committee. Members of the Committee indicated that their preference was to have all of the members of Municipal Council participate as members of the Joint Council committee. There was a question regarding the weighting of votes from members of Joint Council committee. Mr. Horne indicated that any recommendations made by this new committee would need to be considered by each council separately. Quorum for the Joint Council committee is proposed to be 50% + 1 of each participating Council, and the agenda timing is structured to not permit day-of-meeting additions, so as to avoid any surprises for members. The Committee was in consensus that this Terms of Reference document was good.

#### **FIRST NATIONS – MUNICIPAL COMMUNITY ECONOMIC DEVELOPMENT INITIATIVE UPDATE**

Mr. Horne provided a brief overview of the First Nations – Municipal Community Economic Development Initiative (CEDI) that Antigonish County has been invited to participate in with Paqtnkek. Mr. Horne noted that there will be an assessment and validation visit for Municipal Council and senior staff with FCM/Cando officials on Tuesday, November 22<sup>nd</sup> at 5:30pm. This will be followed by a joint meet among FCM/Cando officials, Paqtnkek Band Council, Municipal Council and senior staff on Thursday, November 24<sup>th</sup> at Paqtnkek at a time yet to be announced.

#### **APPROVAL OF CORPORATE PLAN REQUEST FOR PROPOSALS**

Mr. Horne provided a brief overview of the request for proposals that has been prepared to solicit consultants to facilitate and prepare a Corporate Plan for the Municipality. The deadline for expressions of interest will be Friday, November 25, 2016 at 4:30pm. Mr. Horne asked whether there were members of the Committee who were interested in sitting on a steering committee to evaluate the submission received. Councillors MacLellan and Chisholm indicated that they would be interested. Warden Boucher noted that he would sit on the committee if Councillor MacLellan was unable to attend due to travel schedules.

Deputy Warden McCarron requested clarification on how this exercise differed from the Strategic Plan prepared in 2014. Mr. Horne provided a brief background on that project, and described the differences in timelines, involvement, and focus. Deputy Warden McCarron further asked whether there was a ballpark price tag on the project. Mr. Horne noted that he was waiting to see what numbers came in with the proposals, but that a placeholder amount had been included in the budget. There was a further question regarding the timing of the project. Mr. Horne noted that it was staffs' desire to see the plan finalized by late spring, in order to allow time for the implementation of recommendations into work plans before the end of the next fiscal period. A final question was asked about the distribution of the RFP. Mr. Horne noted that it was being posted on the provincial procurement page, the local paper, the municipal website, and direct contact to firms and individuals.

*Moved by Councillor Deveau and Seconded by Councillor Chisholm that the Committee recommend that Municipal Council approves the issuance of the Corporate Plan Request for Proposal (RFP). Motion carried.*

### **WEST RIVER BANK EROSION**

Councillor MacFarlane raised a concern that had been discussed earlier in the spring with respect to the erosion along the rear yards of properties abutting the West River in Greenwold. With the most recent storm event in October, residents in this area are concerned with the amount of erosion happening. He wondered if a request for bank rehabilitation could be possible through emergency measures, like what had been accessed for properties damaged by flooding in the same storm event in Cape Breton. There was also a question as to whether any work on this bank had been done in the past, and if so, what level of government had done so. The Committee agreed by consensus to draft a letter to the office of the local members of the Provincial and Federal governments to see if any funding assistance was possible to rehabilitate the eroding river bank.

### **BUS SHELTER REQUEST – DISTRICT 1**

Councillor MacLellan noted that she had been contacted by a constituent looking for a bus shelter for at least five (5) children on Pleasant Valley Road. In the past, the Municipality had provided and/or built shelters in locations where they are required. A general call had been put out to Councilors by email to see if anyone was aware of a suitable shelter not in use that could be relocated. Members of the Committee would enquire further to see if there are any existing available and suitable shelters, and if not, one will be purchased and/or built for the children in question.

*Moved by Councillor MacLellan and Seconded by Councillor Deveau that the Committee recommends that Municipal Council approve the purchase of a bus shelter for Pleasant Valley Road, if a suitable one cannot be found and relocated from elsewhere in the County. Motion carried.*

### **LETTER OF SUPPORT / CONGRATS FOR JOSIE CHISHOLM**

Deputy Warden McCarron brought forward a request to have a letter of support and congratulations sent to Josie Chisholm, a resident of District 6, who is one of eight Nova Scotians selected to represent Team Atlantic at the Women's Under 18 National Hockey Tournament in Regina, Saskatchewan. Ms. Chisholm is a local hockey player and AMHA alumnus, and most

recently won Gold with the Hockey Nova Scotia Under 18 team at the Atlantic Challenge Cup in Moncton on Thanksgiving Weekend. A letter will be prepared and sent to her directly at her school.

**RECOGNITION OF LONG-TERM VOLUNTEER SERVICE OF JOHN BARTER**

Councillor Stewart requested that consideration of a plaque and/or other form of recognition is given for the long-term volunteer service of Mr. John Barter on the Building for Youth Commission (Arena Commission). Mr. Horne noted that staff would look to make arrangements for something to occur in the next few months.

**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.

*Moved by Deputy Warden McCarron and seconded by Councillor MacLellan that the Committee of the Whole Meeting be adjourned to an In-Camera Session to discuss contract negotiations at 7:39pm. Motion carried.*

*Moved by Deputy Warden McCarron and seconded by Councillor MacLellan that the In-Camera session be adjourned at 7:48pm. Motion carried.*

**ADJOURNMENT**

*Moved by Councillor Deveau and seconded by Councillor Dunbar that the Committee of the Whole meeting be adjourned at 7:49pm. Motion carried.*

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Warden Russell Boucher

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Glenn Horne, Municipal Clerk/Treasurer

# Development of a Multi-Year Capital Investment Plan

November 15, 2016



# Background

- In December 2014, Municipal Council identified the development of a Capital Investment & Long-Term Investment Plan as a strategic priority.
- In March 2016, Municipal Council approved the *Procedure And Best Practice For The Consideration Of Capital Investments* and the use of standardized *Preliminary Capital Assessments* to inform decisions (both attached).
- At the same time Municipal Council approved a 1-year Capital Investment Plan and instructed staff to prepare for the development of a 3-year Capital Investment Plan following the municipal election.
- The Senior Leadership Team, led by the Municipal Clerk Treasurer and Directors of Finance and Public Works, are preparing to recommend to Municipal Council the initiation of an Asset Management plan (see the attached memo for additional information on Asset Management).

# Capital Inventory

- Any multi-year capital plan should be matched to existing assets.
- Environmental Health Services:
  - Sewage Treatment (Staff: 3 FTE; Annual Operating:\$703,086)
    - Lower South River (RBC), Pomquet (Activated Sludge), Heatherton (SBR), St. Andrews (SBR) and Havre Boucher. (Activated Sludge)
    - Agreement with the Town of Antigonish to contribute up to a third of the overall capacity to its sewage treatment facility in service of the Fringe Area.
    - 18 pumping stations, 37 km of buried pipe & 80 residential pumps
    - 3 Trucks (split between water utility)
    - 1 dewatering truck
  - Solid Waste Resource Management (Staff: 10 FTE; Annual Operating:\$2,141,025)
    - Beech Hill Facility - Decommissioned first generation landfill, Transfer Station, Construction & Demolition Pad, Household Hazardous Waste Collection & Asbestos Cell
    - Scale House & Compost Building
    - Various Operational Vehicles (Loader, Dozer, Excavator)
    - 2 Recycling & 2 Garbage Collection Vehicles

# Capital Inventory

- Water Utility (Staff: 2.75 FTE):
  - The Fringe Area Water Utility (approx.: 1100 customers; \$780,000 annual operating expenditure).
  - The Lower South River Area Utility (Lower South River, St. Andrews, Dunmore Road and St. Joseph's; approx.: 310 customers; \$390,000 annual operating expenditure).
    - 3 active wells with pump houses
    - 1 water tower (LSR)
    - 3 treatment plants (LSR, Gaspereaux Lake & Wright's River)
    - 5 booster stations Pump Stations; 13 km buried pipe
    - 3 trucks (split between sewer utility)
    - 1500 water meters
- Transportation Services (Staff: 1.3 FTE; Annual Operating: \$319,546)
  - 13 km of municipal owned and maintained subdivision roads, 5 km of sidewalks.
  - 16 km J-Class Roads – Municipally owned & TIR maintained via service exchange.
  - 1 road plough; 1 sidewalk plough
  - 2 trucks
  - Various operational vehicles (trailers, loader, mini-excavator, etc.)



# Capital Inventory

- General Government Services (Annual Operating:\$2,632,093)
  - Municipal Office – 285 Beech Hill Rd
    - 100 panel solar PV system
  - Public Works Building – 261 Beech Hill Rd
  - County Court House – 172 Main Street
- Recreation & Culture (Annual Operating:\$1,099,353)
  - Antigonish Arena (50%)
  - 6 Canoes with trailer
  - 40 bicycles
  - Storage container
  - Recreation & adaptive equipment

# Reserve Balances

Cash & Cash Equivalents:	Balance as of March 31, 2016:
Capital Reserve	\$4,020,401
Operating Reserve	\$1,694,118
Gas Tax Reserve (incl. F16/17 payout of \$600k)	\$4,084,109
Water Reserve (Depreciation Fund)	\$1,023,743
<b>Total Reserve Cash &amp; Cash Equivalents -&gt;</b>	<b>\$10,822,371</b>

# Debt Liabilities

	Total Debt Outstanding as of March 31, 2017:
Internal Operating Debt	\$1,229,586
MFC Operating Debt	\$3,968,713
<b>Total Operating Debt -&gt;</b>	<b>\$5,198,299</b>
Internal Fringe Water Utility Debt	\$394,072
MFC Fringe Water Utility Debt	\$75,480
<b><i>Total Fringe Water Utility Debt (A)-&gt;</i></b>	<b><i>\$469,552</i></b>
Internal LSR Water Utility Debt	\$207,291
MFC LSR Water Utility Debt	\$843,480
<b><i>Total LSR Water Utility Debt (B)-&gt;</i></b>	<b><i>\$1,050,771</i></b>
<b>Total Water Utility(s) Debt (A+B)-&gt;</b>	<b>\$1,520,323</b>

# 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.

# Strategic Direction (continued)

- 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 (i.e.: 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.

# Relation To Municipal Policy & By-law

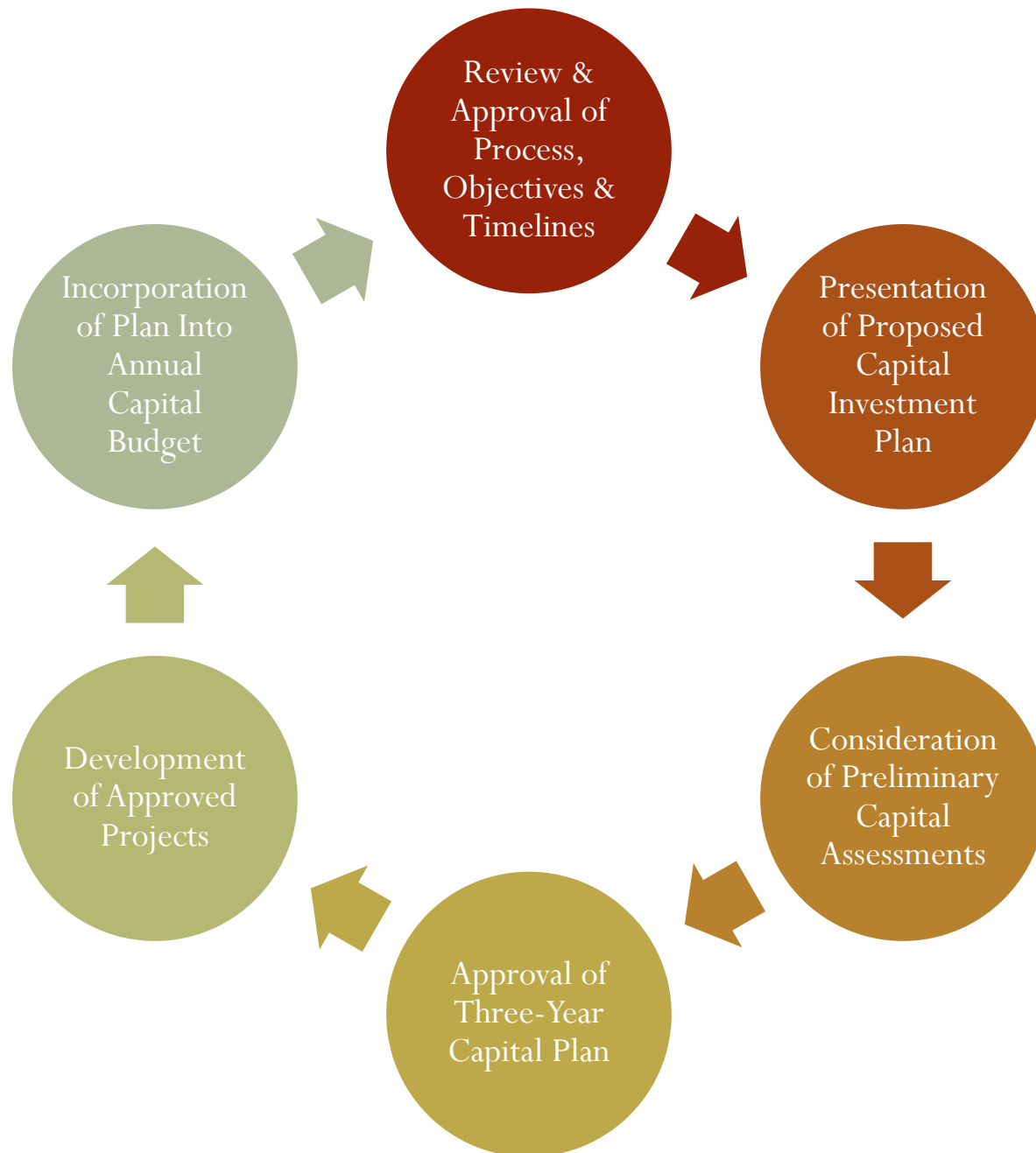
- The Local Improvements By-law:
  - Require residents requesting a particular infrastructure investment submit a petition to the Municipality & contribute to the costs of the investment.
- Eastern Antigonish Planning Strategy:
  - Policy 24 - It is the intention of Council not to install central services in any part of the Planning Area until:
    - The necessary studies, such as environmental and financial studies are performed;
    - There is sufficient demand to warrant the installation; and
    - The Municipality is financially capable of doing so.
- The Central Antigonish Municipal Planning Strategy states that:
  - 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.
  - 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.
- Antigonish Fringe Plan states that:
  - 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.
  - 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.

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 un-serviced area should be supported by a plan to ensure that infilling occurs to minimize the cost to each household and to the Municipality.

# Proposed Process



Nov. 15, 2016	Dec. 6, 2016	Dec. 6, 2016 – Feb. 7, 2017	Feb. 21, 2017	Feb – Apr, 2017	May 2017
<b>Activities include:</b> <ul style="list-style-type: none"> <li>- Review of this presentation.</li> <li>- Discussion of objectives &amp; outcomes.</li> <li>- Fielding of preliminary questions.</li> <li>- Understanding of context.</li> <li>- Approval of proposed approach.</li> </ul>	<b>Activities include:</b> <ul style="list-style-type: none"> <li>- Presentation of draft plan inclusive of administrative priorities.</li> <li>- Review of existing council priorities &amp; preliminary assessments.</li> <li>- Discussion of emerging council priorities.</li> <li>- Identifying additional information needs.</li> </ul>	<b>Activities include:</b> <ul style="list-style-type: none"> <li>- Review and consideration of projects based on preliminary assessments.</li> <li>- Requests for further information.</li> <li>- Prioritizing specific projects.</li> <li>- Discussion and feedback re: cost &amp; funding options.</li> <li>- Circulation of LIC letters.</li> </ul>	<b>Activities include:</b> <ul style="list-style-type: none"> <li>- Finalizing prioritization.</li> <li>- Circulating completed plan for Council approval.</li> <li>- Publishing the 3-Year Capital Plan on municipal website.</li> </ul>	<b>Activities include:</b> <ul style="list-style-type: none"> <li>- Administrative development of projects (design, tender, budgeting, funding, etc...).</li> <li>- Progress report to Council.</li> </ul>	<b>Activities include:</b> <ul style="list-style-type: none"> <li>- Consideration &amp; approval of annual capital &amp; operating budgets.</li> </ul>





# Outcomes

- Ensure basic health & safety for residents
- Enhance the economic potential and attractiveness of the Municipality.
- Promote community development, healthy lifestyles and culture.
- Foster financial health and sustainability of the Municipality by scheduling large expenditures over a number of years and creating a plan to finance them.
- Enable staff to identify and capitalize on opportunities to collaborate with the provincial and federal governments, enhancing our ability to access funding.
- Formalized, responsive & transparent capital planning that will become easier with each year.

# Next Step



# 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 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.

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

**Capital Investment Preliminary Assessment**

<b>Project Name</b> (Short, descriptive name)	<b>District</b> (1-10; All)	<b>Department</b>	<b>Project Manager</b> (Name)
<b>Initial Approval</b> (mm / yyyy)	<b>Estimated Completion Date</b> (mm / yyyy)		<b>Life Expectancy</b> (years)

Proposed Budget						
Annual Gross Expenditure	Prev Year	2015/16	2016/17	2017/18	2018/19	2019/2020
Operating						
Capital						
<i>Reserve</i>						
<i>Gas Tax</i>						
<i>Local Improvement</i>						
<i>Other Government</i>						
<i>Water Utility</i>						
<i>Debt</i>						
<b>TOTAL</b>						

**1) Project Summary**

- Brief description of the project including proposed service and location.
- How does this project link to a strategic priority (Strategic Plan, ICSP, Planning Strategy, Recreation Strategy...)

**2) Project Objectives / Deliverables**

- What benefit to the Municipality will be derived from this project? Provide data.
- What benefit to residents of the Municipality will be derived from this project? Provide data.
- What benefit to the larger region will be derived from this project? Provide data.

**3) Number of Residents Served**

##

**4) Number of Lots Serviced (Please attach map of proposed service area)**

##

**5) Is this project mandated by regulatory authorities?**

(Y / N)

**6) Has a petition been received from residents?**

**Year:**

(Y / N)

**Other Comments:**

## 2016 STANDING COMMITTEE LIST

### Warden, Ex-Officio

INTERNAL COMMITTEES	INTERNAL/EXTERNAL COMMITTEES
Committee of the Whole	Economic Development & Industrial Park Committee
All Members of Council	Deputy Warden Owen McCarron
Chair, Warden Russell Boucher	-
	-
Recreation Committee	
All Members of Council	Planning Advisory
Chair,	Councillor Mary MacLellan
	Councillor Bill MacFarlane
ICSP Committee	-
Councillor Donnie MacDonald	
Councillor Mary MacLellan	Active Transportation Advisory
Councillor John Dunbar	Councillor Gary Mattie
	Councillor John Dunbar
Occupational Health & Safety Committee	-
Councillor Donnie MacDonald	
Alternate?	
EXTERNAL/BOARDS/COMMISSIONS/COMMITTEES	
ACALA (Letter)	Department of Transportation Community Liaison Committee
	Councillor Donnie MacDonald
Antigonish Care Van Committee (Letter)	Eastern Region Solid Waste Management Committee
Deputy Warden Owen McCarron	-
Antigonish Heritage Museum Board	Early Childhood Intervention (Letter)
Councillor Donnie MacDonald	
Councillor Vaughan Chisholm	
Councillor John Dunbar	Emergency Management Advisory Committee
	Warden Russell Boucher
	-
Antigonish Poverty Reduction Coalition (Letter)	Glenn Horne
	Tom Bennett, Coordinator
Arena (Building for Youth Commission)	Joint Town/County Police Advisory Board
Councillor Hughie Stewart	Councillor Hughie Stewart
Deputy Warden Owen McCarron	Councillor Vaughan Chisholm
Councillor John Dunbar	
	Fence Arbitration Board
Crime Prevention	Deputy Warden Owen McCarron
	Pictou/Antigonish Regional Library Board
Eastern District Planning Commission	Councillor Mary MacLellan
Councillor Bill MacFarlane	
-	FOAL -Friends of Antigonish Library (Letter)
Eastern Mainland Housing Authority	Councillor Mary MacLellan
Jim MacIntyre - Expires April 24, 2017	
	R.K. MacDonald Nursing Home (3 Year Term)
Emergency Fuel Fund (Letter)	Councillor Mary MacLellan (Expires June 2018)
	Councillor Donnie MacDonald (Expires June 2017)
	Councillor Gary Mattie
Affordable Housing (Letter)	
	RENS
Antigonish Community Transit (Letter)	-
DEANS	Antigonish Food Security Coalition (Letter)
Northumberland Rock Quarry - Community Liaison	

**Development Control****Antigonish County****Building Permits (January 1 - August 31, 2016)**

<b>Residential</b>	Permits	Value
New	36 \$	10,888,000
Mobile Homes	31	2,456,500
Additions, Alterations and Renovations	38	957,500
Garages and Accessory Buildings	50	1,295,600
Multiple Units	6	18,525,000
	<b>161 \$</b>	<b>34,122,600</b>

**Agricultural, Commercial or Industrial**

Agricultural	4 \$	381,000
Commercial	6	195,000
Industrial	0	-
	<b>10 \$</b>	<b>576,000</b>

**Institutional Buildings**

New	1 \$	7,640,000.00
Additions and Alterations	1	10,000
	<b>2 \$</b>	<b>7,650,000</b>

<b>Other</b>	2 \$	5,000
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<b>Total</b>	<b>175 \$</b>	<b>42,353,600</b>
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**Subdivision Activity (January 1, 2016 - August 31, 2016)**

	Applications	Lots	Fees
Final Plan	44	65 \$	8,800
Extra Lots	n/a	4 \$	100
Tentative Plan	1	1	50
Repeals	-	-	-
	<b>45</b>	<b>70 \$</b>	<b>8,950</b>