

MUNICIPALITY OF THE COUNTY OF
ANTIGONISH

COMMITTEE OF THE WHOLE AGENDA

Tuesday, April 4th, 2017 @ 5:30 pm
Municipal Administration Centre

- 1) Call to Order – Chairman, Warden Russell Boucher
- 2) Approval of Agenda
- 3) Vital Signs Presentation – Irene MacLeod
- 4) Special District Grant Balance Updates
- 5) Report on West River Dangerous & Unsightly File
- 6) Dangerous & Unsightly Premises Enforcement
- 7) Report on UNSM Accountability and Transparency Workshop
- 8) Further Consideration of Undertaking a Corporate Plan
- 9) Staff Reports
- 10) In-Camera:
 - a. Acquisition, sale, lease, and security of municipal property (Court House)
 - b. Acquisition, sale, lease, and security of municipal property (Exhibition Grounds)
- 11) Adjournment

TO: COMMITTEE MEMBERS
FROM: STAFF
SUBJECT: ***COMMITTEE OF THE WHOLE MEMO***
DATE: APRIL 4TH, 2017

VITAL SIGNS PRESENTATION

Mrs. Irene MacLeod, on behalf of the Strait Region Society for Children, Youth and Families, will be speaking to an initiative being undertaken by the society in conjunction with Community Foundations of Canada called the 2017 Strait Regional Vital Signs Project. Vital Signs is a community check-up that measures the vitality of communities and identifies trends in a range of areas critical to quality of life. Vital Signs is coordinated by Community Foundations of Canada, and more information can be found on their website at <http://communityfoundations.ca/vitalsigns/>.

SPECIAL DISTRICT GRANT BALANCE UPDATES (*For Information*)

Finance staff has prepared a summary of the Special District Grant balances, as of March 29, 2017. These are attached for reference and discussion regarding carry-overs.

UNSM ACCOUNTABILITY AND TRANSPARENCY (*For Discussion*)

The UNSM held an Accountability and Transparency workshop on February 24, 2017. Copies of the presentations that were made are attached for your reference. Warden Boucher will facilitate a discussion regarding the content of the workshop.

DANGEROUS & UNSIGHTLY PREMISES ENFORCEMENT (*For Discussion*)

A committee member has requested a discussion of enforcement of the Dangerous & Unsightly Premises provisions of the MGA. Through policy, the Municipality requires a complaint from a resident to enforce D&U provisions of the MGA. This can appear to be difficult for residents & neighbors. It has been suggested that Municipal / Planning staff actively police for D&U. A copy of the policy can be found here: <http://www.antigonishcounty.ns.ca/wp-content/uploads/2014/07/32-Dangerous-and-Unsightly.pdf>.

FURTHER CONSIDERATION OF UNDERTAKING A CORPORATE PLAN (*For Information*)

Please review the attached memo and support materials.

STAFF REPORTS (*For Information*)

Community Economic Development Initiative – The next FCM / Cando facilitated workshop between the Municipality and Paqtnkek is scheduled for Thursday, April 6 at the Tracadie Parish Hall – agenda to follow. This workshop will help create the path and actions for moving along with this project.

Saltscapes – staff is working on presentation/ display materials for this event, happening April 21-23, 2017.

Budget Deliberations – The Director of Finance and Municipal Clerk Treasurer are working with department heads to prepare the 2017/18 budget for Council's consideration. One component is the Capital Investment Plan, on which Council has provide guidance but is still under development with LIC letters for Somers Rd Water and North Grant Water due at the end of this week. Applications for community grants have been received. Staff anticipates budget deliberations to begin with Municipal Council the week of May 8.

Black River Music Festival – Festival organizers have provided all required materials by the April 3 deadline. These materials are being reviewed by staff and stakeholders; further information will be provided to Municipal Council in the coming weeks.

Provincial Capital Assistance Program (PCAP) - The PCAP helps cover the cost of high priority municipal infrastructure projects. The amount of funding available is limited; provincial officials anticipate the total fund to amount to \$690,000. Applications are ranked according to the severity of the problems being addressed. The program typically funds up to 50% of eligible project costs. Staff is preparing an application for Council's consideration.

Northumberland and Eastern Shore Area Guide Advertising Request – Further to the discussion held at the last Committee of the Whole meeting, staff has provided the Committee with copies of a previous issue of the Northumberland and Eastern Shore map for consideration.

ACQUISITION, SALE, LEASE, AND SECURITY OF MUNICIPAL PROPERTY – COURT HOUSE (*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 - EXHIBITION GROUNDS (*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.

Vital Signs

[Community Foundation of Nova Scotia](#) |

What is Vital Signs?

Vital Signs is a national program led by community foundations and coordinated by Community Foundations of Canada that leverages local knowledge to measure the vitality of our communities and identify significant trends in a range of areas support action towards improving our collective quality of life.

How is it Used?

Vital Signs aims to inspire civic engagement and provide focus for public debate in our communities. Vital Signs reports and Vital Conversations are used by residents, businesses, community organizations, universities and colleges, and government leaders to take action and direct resources where they will have the greatest impact.

Nova Scotia's Vital Signs

The Community Foundation of Nova Scotia has developed a total of 11 Vital Signs reports for different communities across the province. You can view all our reports via the Community Foundations of Canada website [here](#)

Getting Started

If you're interested in learning more about our Vital Signs program, check out our webinar below that includes everything you need to know about the 2017 program and how to get started.

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STRAIT REGION SOCIETY FOR CHILDREN YOUTH and FAMILIES

2017 STRAIT REGION VITAL SIGNS PROJECT

Strait Region Society for Children Youth and Families is a Community Child Welfare Board serving Antigonish, Guysborough,, Inverness and Richmond Counties. The Board has been formed through the collaborative efforts of the Inverness Richmond Child Caring Society and YouthFULL Antigonish Child Welfare Board to enhance awareness and advocacy on behalf of our regions struggling children, youth and families.

Community Child Welfare Boards find their **mandate** under the **Department of Community Services**
www.gov.ns.ca/coms/welfareboards

**“Child Welfare Boards act as a link between the community and the local child welfare services and collectively serve as a link between citizens and the Minister. Community boards:
foster community awareness and understanding of the needs of children and their families served by child welfare
Provide feedback to the department on the changing social factors within the community that influence the healthy development and well being of the families and children at risk and suggest ways that may be made better”**

One of the goals in collaborating as community organizations is to gain a common understanding of the challenges of children, youth and families in the Strait Region. To facilitate this shared understanding a partnership has been formed with the **Community Foundation of Nova Scotia** to leverage their expertise and experience in conducting a **Vital Signs** project to take the pulse of our Strait Region communities.

What is a **VITAL SIGNS PROJECT**?... Read on for more information!

2017 STRAIT REGION VITAL SIGNS PROJECT



COMMUNITY
FOUNDATIONS
OF CANADA
all for community

Vital Signs is a community check-up that measures the vitality of our communities and identifies trends in a range of areas critical to quality of life. Vital Signs is coordinated by Community Foundations of Canada. More information on Vital Signs can be found at <http://cfns-fcne.ca> or <http://communityfoundations.ca/vitalsigns/>

The Nova Scotia Community Foundation has a philanthropist who is willing to pay half (\$15,000) of the project costs. The **Strait Region Vital Signs Project** will cost about thirty thousand dollars. As the primary sponsor, the **Strait Region Society for Children, Youth and Families** will be contributing financially to the project as well as requesting financial support from community partners to raise the remaining funding. We are asking you to support this project as a financial, information or communications partner or sponsor.

We will be holding a community meeting later this month and hope you will attend. The project will begin in May and be presented to the community in the early fall. The project is an opportunity for us to gather quality information through dialogue with all segments of community, including citizens, non –profit organizations, institutions and political leaders. The researchers make use of public meetings, sounding boards, and individual visits with community members to seek their perspective at every stage of the project, from identifying priority areas, collecting data and edit of the final report.

We look forward to the VITAL CONVERSATIONS in the coming months of the Project.

Contact: Strait Region Society for Children, Youth and Family

Irene MacLeod
irenemacleod@macleodgroup.ca
902-867-7250

OR

Robert Proctor
robertdproctor@gmail.com
902-863-8242

Expense Policies

February 2017

Greg Herrett, CPA, CA

CAO Amherst

Overview

- Purpose
- Key elements
- Comparisons

Purpose

- Expenses incurred on behalf of the municipality, not covered in compensation or other ways, are appropriately reimbursed
 - Same rules apply to everyone on Council, could be reason to have separate policy for staff, Mayor/Warden, as determined by Council
 - Expenses are reasonable, based on normal experiences with such costs
 - Those filing for expenses accountable for what they are filing for.

Approval Processes

- The policy should identify the approval process, and the role of Council, CAO in that process
- For overnight trips, many organizations require pre-approval
- Separate approvals may be required for out of province or out of country trips

Items typically addressed in a travel policy

- Mileage, parking, tolls
- Accommodations
- Meals
- Incidentals
- Professional development/conference fees
- Alcohol
- Spousal expenses associated with councillor activities

Mileage

- Intended to recognize wear and tear on vehicle and fuel costs
- Provincial mileage rate: .4231
- Federal mileage rate: .50 in NS
- Examples of municipal mileage rates
 - Mid point between provincial and municipal
 - Ranges from .30c - .46c / km
- Proof of mileage incurred

Accommodation

- Maximum amount, exceptions where hotel costs might be higher
- Provincial: government negotiated rate
- Federal: government negotiated rate
- Municipal examples
 - UNSM \$163
- Documentation: receipts
- Allowance if stay at private residence

Meals

- Intended to cover situations where meals are not provided, outside of normal work expectations
- Can set a maximum allowance for each meal or for a day or require receipts
- Provincial: B \$8/ L \$15.00/ D \$20.00
- Federal: B \$17/L \$17.25/ D \$45.55
- Municipal examples
 - Breakfast : \$10 - \$15
 - Lunch: \$15 - \$20
 - Dinner: \$20 - \$27

Incidentals

- Intended to cover out of pocket expenses incurred during overnight travel such as dry cleaning, forgotten tooth brush, long distance calls home
- Provincial: \$5
- Federal: \$17
- Examples of municipalities \$10
- Proof: generally not required, as minor

Professional Development

- Encouraged, so intended to cover costs of registrations, learning materials
- Can include conferences/workshops
- Can distinguish between out of province/country
- Approval processes need to be established
- Proof: receipts, sometimes proof of successful completion of the course/program

Alcohol

- Need to determine if alcohol is acceptable, and if so, when and to what extent
- Some policies, alcohol for an individual is never acceptable
- Some allow it for purposes of hospitality, promotion of community to businesses, dignitaries, guests of the municipalities
- Could have separate hospitality policy

Spousal Expenses

- Not allowed travel policies at the federal or provincial level
- Hospitality policy?

Other expenses that may be captured

- Taxis
- Parking, meters or garage/lot
- Tolls
- Laundry
- hospitality

Summary

- Variation recognizes individual organization values, priorities and culture
- Culture of entitlement is not the norm
- Need to always recognize taxpayers money



It's Public Money – That Simple

Michael A. Pickup, CPA, CA
Auditor General of Nova Scotia

Importance of Principles, Policies, and Promotion of Openness

- ❖ Objective today – my views on importance
- ❖ Not my objective – tell you what to do
- ❖ Simple to understand, simple to do
- ❖ My biases: right approach and openness

My Nova Scotia Experience

- ❖ Work to date by OAG-NS
- ❖ Government's reactions on our work:
 - 1) Public Accounts
 - 2) Atlantic Lottery Corporation
- ❖ Current status of our work
- ❖ Planned (survey fraud, values, etc.)

Audit Work - 2015

- ❖ Report to legislature:
 1. Hospitality policy needs updating with continued monitoring– reported in our management letter to legislature
 2. Should have public reporting of senior bureaucracy travel & hospitality expenses
- ❖ Government agreed to these two recommendations on hospitality & travel expenses

Audit Work - 2016

- ❖ Followed up on our 2015 points from the report above
- ❖ Hospitality policy was updated
- ❖ Still no monitoring of hospitality expenses
- ❖ No hospitality disclosure requirements for agencies boards and commissions
- ❖ Government reaction: Minister of Finance directive



Audit Work - 2017

- ❖ Follow up on 2016 points
- ❖ Survey to agencies boards and commissions
- ❖ Assess if directive from Minister of Finance was implemented

Audit of ALC - 2016

- ❖ Need to revise travel & expense policy for employees and board members
- ❖ Should not buy event and concert tickets
- ❖ Need to set policies on spending limits for Christmas events
- ❖ Reaction ALC : ALC revised their travel and expense policies in June 2016, eliminated ALC sponsored holiday events, and reviewed when it was necessary to buy concert tickets

What Others Are Doing

- ❖ Research and adapt – no one right answer for every organization
- ❖ Where can you look:
 - Municipalities across Canada
 - Government of Nova Scotia
 - Government of Canada
 - Crown corporations, and other examples

Municipalities Disclosing Travel & Hospitality

- ❖ Some municipalities disclosing elected officials travel and hospitality expenses and policies :
 - Toronto
 - Windsor
 - Regina
 - Calgary
 - Edmonton
 - Vancouver
 - Halifax
 - Charlottetown

Municipality of Edmonton Disclosure

- ❖ Councillors
 - Ward expenses
 - Common travel and training
 - Common budget meeting expenses
 - Salaries and benefits
- ❖ Mayor's
 - Expenses
 - Budget meeting expenses
 - Salary and benefits



Edmonton Mayor's Travel Disclosure

2015 Mayor Iveson Budget

For the period January 1 – December 31, 2015

Travel

AUMA, Calgary (September 23 - 25)

Mayor, Mayor's Chief of Staff & 1 Mayor's Staff

1,807.11

AUMA Mid-sized Mayor's & CAO's Meeting, Airdrie (April 16 - 17)

Mayor & Mayor's Chief of Staff

608.16

Banff Forum, Banff (October 22-24)

Mayor's Chief of Staff

1,811.80

BCMC Meeting, Toronto (February 4 - 6)

Mayor & Mayor's Chief of Staff

2,935.53

Government of Canada Disclosures

- ❖ Required for federal organizations and crown corporations :
 - Senior management expenditures for travel, hospitality, and conferences with explanations released on website
 - All travel has to be pre-approved
 - Disclose on a monthly basis



Finance Canada Disclosure

- ❖ Travel and hospitality expenses incurred by
 - Minister
 - Minister of State
 - Parliamentary Secretary
 - Their exempt staff
 - Senior level employees at the Deputy Minister, Associate Deputy Minister, and Assistant Deputy Minister



Finance Canada Disclosure

Asselin, Robert, Director of Policy

Travel Expenses - September 2 - December 1, 2016

Date(s)	Purpose	Total Cost
09-02 to 09-06	<u>G20 Leaders' Summit (August 29 - September 6)</u>	\$4,453.28
09-14 to 09-15	<u>Global Progress Conference</u>	\$640.71
10-03 to 10-03	<u>Attend Ministerial Announcement on Housing</u>	\$709.03
10-13 to 10-13	<u>Attend Private Sector Economists Meetings with the Minister</u>	\$628.95
Total: Includes all applicable taxes		\$6,431.97



Transport Canada Disclosure

- ❖ Annual travel expenditures by public servants, non-public servants, minister, and minister's staff
- ❖ Annual hospitality expenditures
- ❖ Annual conference fees



Transport Canada Disclosure

Total annual expenditures for Travel, Hospitality and Conferences of Transport Canada are summarized below:

Expenditure Categories	Expenditures for the year ending March 31, 2016 (In thousands of dollars)	Expenditures for the year ending March 31, 2015 (In thousands of dollars)	Variance (In thousands of dollars)
Travel - Public Servants	\$20,674	\$25,526	-\$4,852
Travel - Non-Public Servants	\$364	\$673	-\$309
International Travel by Minister and Minister's Staff	\$11	\$34	-\$23
Total Travel	\$21,049	\$26,233	-\$5,184

CBC Disclosure

- ❖ Quarterly business travel of senior executive team members
- ❖ Quarterly hospitality of senior executive team members
- ❖ Governor in council appointments
- ❖ Salary ranges of senior management, on-air talent, and unionized workforce



CBC Disclosure

Business Travel

Date(s) - Start	Date(s) - End	Event Description(s)	Cost(s)
2016-06-20	2016-06-22	Board of Directors meeting	\$746.38
Total			\$746.38

Hospitality

Date(s) - Start	Date(s) - End	Events Description(s)	Cost(s)
2016-05-16	2016-05-16	Working lunch with President & CEO	\$31.95
Total			\$31.95

Nova Scotia - Who is Disclosing Travel & Hospitality

- ❖ Nova Scotia Organizations :
 - Office of the Auditor General of Nova Scotia (see e.g. next page)
 - Nova Scotia Liquor Commission (see e.g. next page)

OAG – NS - Disclosure

- ❖ Executive travel expenses
- ❖ Executive hospitality expenses
- ❖ Executive working session expenses
- ❖ Office budget for net expenses and staffing
- ❖ Separate independently audited financial statements to speaker



OAG – NS – Travel Disclosure

Travel Dates	Rationale/Destination	Airfare	Other Transportation*	Accommodation	Meals	Other**	Total
April 3, 2016 to April 6, 2016	Canadian Council of Legislative Auditors - Performance Audit Symposium – Toronto, ON	736.25	110.62	522.24	60.18	88.04	1,517.33
May 11, 2016 to May 13, 2016	Conference Board of Canada - Future Care for Seniors Conference – Toronto, ON	642.25	139.36	388.05	55.75	61.13	1,286.54
June 8, 2016 to June 10, 2016	Atlantic Lottery Corporation - Annual General Meeting AND Meetings at Newfoundland Office of the Auditor General – St. John's, NF	503.25	123.54	428.96	93.81	52.61	1,202.17
July 5, 2016 to July 8, 2016	Eastern Canadian Council of Legislative Auditors – Conference AND Atlantic Lottery Corporation – Meeting – Fredericton, NB	546.25	54.52	390.00	52.17	85.44	1,128.38
July 21, 2016 to July 22, 2016	Atlantic Lottery Corporation – Meeting – Moncton, NB			139.00		5.00	144.00



NSLC Disclosure

- ❖ Board member's, employee's and consultant's salaries over \$100,000
- ❖ Senior management travel expenses
- ❖ Senior management hospitality expenses
- ❖ NSLC conferences and festival expenses



NSLC Disclosure

HospSenior management Hospitality and Travel Expenses - January 2017

Name	Start date	End date	Description	Destination	Expense type	Net Amoun
Daniel MacMillan	12/16/2016		store visits	Northern, Eastern & Dartmouth Region	travel	109.69
Daniel MacMillan	12/16/2016		store visits	Northern, Eastern & Dartmouth Region	Meals	15.28
Daniel MacMillan	12/19/2016		store visits	HRM	travel	39.4
Daniel MacMillan	12/19/2016		store visits	HRM	Meals	18.2
Daniel MacMillan	12/20/2016		store visits	Valley & Southshore	Meals	13.41
Daniel MacMillan	12/21/2016		store visits	HRM	travel	28.11

Conclusion

- ❖ Modern expectations – simple; tell people how you plan to spend their money and why
- ❖ Show how you followed what you said you would do
- ❖ Overall principle – you are spending Nova Scotian's money

MUNICIPALITY OF THE COUNTY OF
ANTIGONISH

REQUEST FOR DECISION

TO: Committee of the Whole
FROM: Glenn Horne, Municipal Clerk Treasurer
SUBJECT: *Consideration of a Corporate Plan*
DATE: MARCH 23, 2017

SUMMARY

After initiating a process to develop a Corporate Plan for the Municipality, Municipal Council has expressed its desire to reconsider this initiative. As originally proposed, a Corporate Plan is a tool that can assist the Municipality in identifying its goals, assessing community needs and consider actions to meet both. This plan would articulate the Municipality's mission, vision, values and priorities, and guide planning and operational activities over the next 4-5 years. This memo is provided to support the Committee's discussion as it considers how or if it would like to move forward with this initiative.

BACKGROUND

In October 2014 Municipal Council took part in a Priority Setting Exercise, facilitated by Gordon MacIntosh of the Local Government Leadership Institute. Through this exercise, a Strategic Priorities document was produced and approved by Municipal Council. It identified five key priorities with specific timelines and actions attributed to specific individuals. This document and the April 2016 update to Council is attached for your reference.

Building on the success of this Priority Setting exercise, on May 3rd, 2016, Municipal Council was asked to consider initiating a Corporate Planning Process to "Choose our Preferred Future" following the 2016 municipal election (a copy of this presentation is also attached for your reference). At that time councillors indicated that the development of a plan was a good idea. Estimates were included in the 2016/17 operating budget and a work plan was developed for this activity.

On Tuesday, November 1, 2017, the Committee of the Whole was provided with a request for proposals for corporate planning facilitation. This RFP was recommended to Municipal Council and approved on Tuesday, November 15, 2017. Written and verbal updates were provided to the Committee of the Whole on December 6, 2017. Between late November and December 19, 2017, a small working group received and reviewed 21 proposals. On December 20, 2017, a recommendation to award this contract came before Municipal Council, at which time concerns were raised with the scope, expense and value of the initiative. After some discussion a motion was passed to table consideration of this item for a future meeting.

CONSIDERATIONS

From an administrative perspective the 2014 Priority Setting Exercise has proven to be a valuable exercise. Some benefits included: improved time and resource management, more efficient use of Council's time at meetings and meaningful engagement with partners and building strong relationships, improved communication with stakeholders and the community about the Municipality's priorities, and achievement of specific outcomes. The strongly positive feedback received from Municipal Council also indicated this exercise was a success.

A Corporate Plan is viewed as a next step to build on this success. It is proposed as a tool that can identify what this Council would like to achieve for the Antigonish County. It would build on past success in a few specific ways:

- by including staff and the community in Council's process;
- by taking some time to look ahead at opportunities and challenges;
- by directing time and money to achieving broadly supported priorities;
- by building confidence, expertise and relationships around broadly supported priorities

The support for the priorities identified would be further broadened by taking some time to discuss why we each choose to be a municipal councillor or employee, what is important to us and what we would like to accomplish together. These conversations can sometimes feel unnecessary or trivial, but coming to a consensus on these fundamental questions is the foundation on which everything else is built. It enables council and staff to confidently deal with any situation.

In direct response to one of the specific concerns expressed about a corporate plan is not intended to be a fixed or static document. Rather, like the Municipality's budget, capital plan, planning strategies or policies, it is a living document. It also does not preclude a new initiative or emerging issue from being addressed. It simply outlines the general direction of the organization. To enable this living document it is important that Council and staff revisit a corporate plan at regular intervals through reports, decision points and follow-up discussions.

The success of any corporate strategy or plan is highly dependent on a number of things: results should be hard to achieve yet within reach, results should be meaningful to the Municipality and the community, and results should be visible and measurable. But the most important and central condition of success is the buy-in and championing of the senior officials of the organization – in our case Municipal Council and the staff Senior Leadership Team.

Municipal Council, in particular, cannot provide guidance to staff to move ahead with a corporate planning process if it is not prepared to take part and champion the process and plan. This is too large a commitment of resources to not provide value to the Municipality. Further, adding another plan to "collect dust the shelf" will undermine trust among all those who contribute to the plan. For these reasons I request a full and open conversation on the merit of moving forward with a Corporate Plan.

WORK PLAN IMPLICATIONS

Whatever guidance Council provides will have a work plan implication. Those specific implications will be determined once Council has provided guidance.

BUDGET IMPLICATIONS

The proposal from the Sobey School Business Development Centre provided a budget of \$29,000 to complete the work outlined. Additional expenses such as meeting rooms may push this budget to approximately \$32,000. At this point in the fiscal year any expenses incurred for a Corporate Plan would take place in FY 2017/18.

ALTERNATIVES

The Municipality may choose not to proceed with the Corporate Planning process as previously approved. In that instance the following alternatives could be considered:

- Proceed with specific components of a corporate planning exercise, such as priority setting. There has been mention of engaging Gordon MacIntosh as a follow-up to the 2014 exercise; this is a viable alternative.
- Hold public engagement sessions for specific priorities.
- Engage Advisory Committees on development of priorities.

Other options that Council would like to consider can also be further discussed.

COMMUNICATION CONSIDERATIONS

Depending on Council's decision, there will need to be communication to proponents and the community.

NEXT STEPS

Municipal Council is asked to provide staff with clear direction on the consideration of a Corporate Plan.

Municipal Priorities Update

Presentation for Antigonish County Municipal Council
19 April 2016

Summary

- In October 2014 Municipal Council took part in a Priority Setting Exercise, facilitated by Gordon MacIntosh of the Local Government Leadership Institute.
- Through this exercise five (5) key priorities were identified with specific timelines and actions attributed to specific individuals.
- Municipal Council has given the following guidance concerning the “Strategic Priorities Chart & Priority Work Program”:
 - The Program is for continuous use at each Council meeting, quarterly review, and annual updating.
 - Each year the Municipal Clerk Treasurer shall schedule an annual Priority Setting Update session to be held prior to the setting of the annual operating budget.
- This session will serve as an annual review.

Benefits

- From a Staff perspective the Priority Setting Exercise has proven to be a valuable exercise:
 - Improved time and resource management;
 - More efficient use of Council's time and input at meetings;
 - Engage partners with confidence, building better relationships and making more progress.
 - Better communicate our priorities to stakeholders and community;
 - Achieve specific outcomes and move on to the next – progress!
- At its core these articulated priorities have given staff direction – they are our lighthouse....



Corporate Priorities

NOW

1. A Business Case for Solar Energy ✓
2. Fringe Area Sewer Treatment Plant and Sewer System Capacity
3. Economic Development & Tourism Strategy
4. Fringe Area Water Capacity
5. Complete Fringe Area MPS / LUB Revisions ✓
6. Develop a Capital Investment Strategy & Long-Term Investment Plan (Added in April 2015) ✓

Corporate Priorities

NEXT

- ✓ ● Review Municipal Planning Function
- ~~Develop a Capital Investment Strategy~~ (moved to NOW)
- ✓ ● Explore the Potential for Shared Services
- Explore the Potential for the Existing and a New Industrial Park
- Develop Options for a Residential Energy Program
- ~~Develop a Long Term Financial Plan~~ (moved to NOW)
- Seniors Housing (Added in April 2015)

NOW Priority Updates

1. A Business Case for Solar Energy

COMPLETED

- Staff Lead: Tammy Feltmate
- In December 2012, Appleseed Energy completed a feasibility study for the Municipality, analyzing opportunities to use solar power to offset heating and electricity costs at the Municipal Office.
- Three options were presented to Council in 2013 of increasing energy output.
- Staff have revisited the financial analysis to provide a more accurate picture to Council of the proposed costs.
- At its October meeting, Municipal Council approved a 25kW Solar PV project for the 2016/17 fiscal year.
- The tender was awarded to Appleseed Energy.
 - Net metering agreement is now being negotiated,
 - Expected installation by July / August 2016.

2. Fringe Area Sewer Treatment Plant and Sewer System Capacity ONGOING

- Staff Leads: Glenn Horne & Daryl Myers
- Working Group has been meeting regularly on this item:
 - Municipality: Hilda Dunnwold. Town: Ken Proctor & Mike Topley
- Department of Environment is preparing regulations requiring all municipalities to conduct Environmental Risk Assessments (ERA) by 2017 on sewage effluent outfall / receiving waters.
 - Suggested that Antigonish's ERA should be completed before any commitments for STP upgrade.
- Effluent Sampling (required to gather data for an ERA) commenced in May 2015 and will continue to May 2016. Results are showing good plant performance meeting current discharge criteria.
 - An RFP for the ERA will be prepared to follow the effluent sampling. STP effluent flow gauging is ongoing and continuous. Sludge removal is underway.
- Hydraulic Profile is complete except for finalizing the high and low tide elevations.
- Anticipated Schedule: ERA preparation (2016), ERA completion (2017), predesign/design (2017).
- Anticipated Budget: Study in the \$200k range.
- Progress has been made; a full update will be provided to both Municipal & Town Council in May 2016

3. Economic Development & Tourism Strategy ONGOING

- Staff Lead: Glenn Horne
- Eastern-Strait Regional Enterprise Network
 - Inter-Municipal Agreement signed on Wednesday, April 8
 - First meeting of the LOC on Tuesday, April 14
 - LOC Orientation & Board of Directors Recruitment Complete.
 - Board of Directors meets on Nov. 23 to determine next steps.
 - CEO John Beaton has been appointed; strategic plan development is underway.
- Antigonish Tourism Strategy
 - Discussions have been held with local tourism vendors, municipal & town Councils as well as neighboring municipalities.
 - Ongoing engagement with ACOA to determine what assistance is available.
 - Ongoing engagement with DEANS and the establishment of a Antigonish Working Group.
 - Suggest additional discussion by Council to determine next steps.

4. Fringe Area Water Capacity

- Wright's River Aquifer (ONGOING)
 - Staff Lead: Daryl Myers
 - Staff have been active in working with the Town and the Department of Environment to come to an agreement on sequence of operation & monitoring for the Aquifer.
 - All treatment and monitoring equipment has been approved and/or enhanced.
 - Council has approved an approach to compensation for this activity.
 - GUDI Testing is ready to be initiated.
 - We are awaiting response from the Town on proposal for compensation.
- Water Rate Study (COMPLETED)
 - Staff Lead: Allison Duggan/Jim Davis
 - Rates have been approved.
 - Tender for a Comprehensive Water Metering Program is before Council.
 - Accounting systems have been revised to reflect UARB standards.
- Fire Flow Upgrades (ONGOING)
 - Staff Lead: Daryl Myers
 - Review of existing mapping and flow data.
 - Meeting with fire flow technicians to better understand what is required.
 - Engineering consultants prepared to assist with revisions the previously provided upgrades for further consideration.

5. Complete Fringe Area MPS / LUB Revisions **COMPLETED**

- Staff Lead: John Bain
- The MPS / LUB were approved by the Minister of Municipal Affairs in late April 2015.
- The follow-up amendments concerning Commercial Signage were also approved.
- These documents are now in force.

6. Develop a Capital Investment Strategy & Long-Term Investment Plan

- Staff Lead: Glenn Horne / Allison Duggan **COMPLETED**
- Met with Paul Wills, CEO of Municipal Finance Corporation on numerous occasions to explore the Debt Affordability Model.
 - The Debt Affordability Model is endorsed by MFC and currently being used by a number of municipalities throughout the province.
 - The Municipality's financial information has now been populated in the model.
 - Staff have reviewed the model and have determined that it will be useful for our purposes.
 - Council has endorsed a Capital Investment Procedure to guide investments.
- Exploring best practices: **ONGOING**
 - Revisiting old practices such as “due to – due from”, separate billing for sewer, budget preparation & forecasting, etc...
 - Address weaknesses in Financial Indicators, where necessary.
 - **Developing a plan for asset management.**
 - Grant Policy Review completed and approved by Council.

Next Corporate Priorities

- ✓ • **Review Municipal Planning Function (Lead: Glenn)**
 - Mr. Lloyd's report has been completed and Council has endorsed continuing to work with the EDPC.
 - Mr. Lloyd and I met with EDPC Director John Bain on Thursday, April 2, to discuss next steps and how services can be improved.
 - An EDPC presentation was made to Council in early May 2015 – **updated report in February 2016** .
 - EDPC has been undertaking to address the issues outlined in the report.

- ✓ • **Explore the Potential for Shared Services (Lead: Glenn)**
 - Inter-Municipal Agreement Policy passed by Council in January
 - Identification of opportunities completed in January.
 - Recent examples:
 - Eastern-Strait Regional Enterprise Network
 - Antigonish / Port Hawkesbury Leadership Coaching and Staff Development
 - Senior staff have actively reviewed programs to look for opportunities for shared services.
 - CAOs / Clerk continue to meet and have discussed further opportunities for shared services such as **Records Management** and further utilization of **Diamond Municipal Solutions**.

Next Corporate Priorities

- **Develop Options for a Residential Energy Program (Lead: Tammy)**
 - Efficiency Nova Scotia (ENS) developed a proposal in September for marketing and administration of a Residential Energy Program - wanted a multi-year commitment in their project proposal.
 - Proposed cost to participating municipalities were estimated to be \$15K in year one and \$9400 years 2-4.
 - September the Municipality co-signed a letter with four other municipalities to the Deputy Minister of Energy expressing concern that a program would not be feasible with high admin fees.
 - October the DM responded acknowledging the concerns and committed the Department to looking into alternatives. DM agreed to support the initiative with funds to help with first year fees.
 - ENS has not addressed the concerns expressed about the program proposal.
 - Observing PACE programs to date in Richmond and Guysborough, there are challenges.
 - Bridgewater, Lunenburg and Shelburne have issued a joint RFP looking for service/ program support. These units had funds in 2015-16 budget dedicated to start up.
 - Recommended that we continue to monitor the progress of other municipalities to determine if this program is feasible to Antigonish County at a later date.

Next Corporate Priorities

- **Seniors Housing (Lead: Glenn for now)**
 - No update.
 - Ownership of the RK MacDonald Nursing Home
 - Support of the Antigonish Affordable Housing initiative (\$100K over five years).
- **Explore the Potential for the Existing and a New Industrial Park (Lead: Glenn)**
 - A proposal is being submitted to the Economic Development & Industrial Park Committee in the coming weeks.

In addition to these priorities...

Operational Priorities			
Clerk's Office	Council Coordination (Approx. 40 meetings each year)	Recreation	Regular Summer Programming with Accessibility Development✓
	Organizational Development (ongoing)		Shared MPAL Programming with Town✓
	Quality Management Initiative Proposal (TBD)		Procure Registration Software✓
	Records Management Proposal✓		Part-Time Staff Development & Support
	Process/Policy Review & Improvement (ongoing)		ID Priorities from the Active Transportation Plan
	Misc. (Evolve, Cluster Sewers, Jail, Arena, Inter-Gov, etc...) (ongoing)	ESC	Develop a Business Continuity Plan (ongoing)
Public Works	Regular Water, Sewer, Solid Waste & Road Ops		Community Outreach (ongoing)
	Conduct Solid Waste Audit✓		Develop Community Engagement Strategy /
	Commissioning of Beech Hill Pump Station✓		Development of "Listening to Our Neighbors"✓
	Development of LSR Pump #7✓	Planning	OHS Operations
	Replacement & piloting of 5-6 E-One pumps in the pomquet sewer system.✓		Planning Review Respons✓
Finance	2015/16 Municipal Operating Budget✓		Review of Hamlet Industrial Permitted uses in Central Antigonish Plan✓
	Tax & Utility Billing✓		Nova Construction – Development Agreement✓
	Adjust Utility Accounting Systems✓		

Questions?
Comments?

Choosing Our Preferred Future:

A Proposal for a Corporate Plan

April 19, 2015



Summary

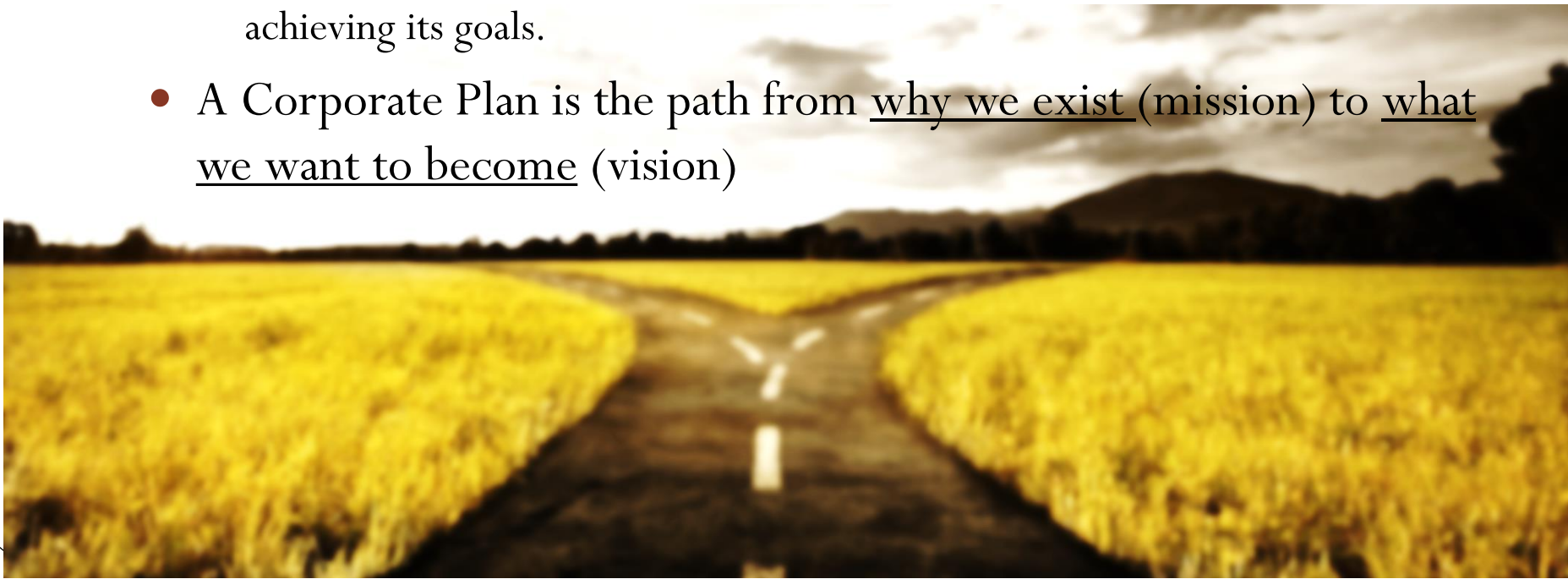
- Municipal Council is being asked to consider initiating a Corporate Planning Process to “*Choose our Preferred Future*” following the 2016 municipal election.
- Global, national and provincial forces will always have an impact on our municipality, but by developing a strong plan with a strong process & implementation we can prepare for and have more control over our own future.
- As Yogi Berra once said, “the future ain’t what it used to be.” It is vital to our success to create our own preferred future so that we maintain the quality and level of service our residents have come to expect while being responsive to their needs.

Challenge & Opportunity

- It is easy to get caught up in the day-to-day aspects of running a municipality that you never get around to planning for the future.
 - By looking ahead we are better positioned to avoid pitfalls & make better use of resources.
- If an organization doesn't know where it is headed its priorities will change constantly with little engagement or commitment from those involved.
 - If we don't know where we are going we will never get there.
- The Municipality's existing services (solid waste collection, accounting, planning, recreation, water, sewer, etc...) are of a high quality.
 - We benefit our residents if we continue to push and improve.
- Increased downloading from other levels of government & uploading from the community.
 - Stating what the Municipality is about conversely states what we are not about.

Why a Corporate Plan?

- A Corporate Plan can be Council's leadership roadmap for the Municipality of the County of Antigonish.
 - It identifies what Council wants to achieve for the community; what our community will be like.
 - It speaks to how we are going to get there.
 - It guides all initiatives to ensure the Municipality is moving closer to achieving its goals.
- A Corporate Plan is the path from why we exist (mission) to what we want to become (vision)



Why Choose Our Preferred Future?

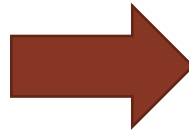
- If we don't choose, it will be chosen for us.



People don't plan to fail;
they fail to plan.

-John Beckley

Achieving our Preferred Future



Canada's Olympic Men's Hockey

1998	Nagano	Marc Crawford	4 th
2002	Salt Lake City	Pat Quinn	GOLD
2006	Turin	Pat Quinn	7 th
2010	Vancouver	Mike Babcock	GOLD
2014	Sochi	Mike Babcock	GOLD

Mike Babcock

“I don’t know what it’s like in your business. But in mine: If you’re not getting better, you’re getting passed.”

What drives Mike Babcock? “I’d like to be the best coach in my generation.”

“He [Babcock] prepares for every detail of the game. That’s why he’s not smiling: He’s always thinking about the execution and implementation of his vision.” - *Kevin Sawyer, who played for Babcock in Spokane, Cincinnati and Anaheim*

“I don’t think there’s a secret to success. It’s lifelong learning. What you did last year and how you wrote last year, if you’re writing the same next year someone else is going to have your job. You have to evolve because everyone else evolves.”

Takeaway: We have to plan and continuously improve to be successful. It won’t just happen.

Why Now?

- Internal:
 - New Council term – 4 year mandate
 - Build on successful pilot of Priority Setting with Gordon MacIntosh.
 - Municipality has under-gone significant change in personnel. We have a new mix of skills , competencies and vision.
 - We have the benefit of many years of successful council and administrative management; we have the benefit and opportunity of being in a better financial position than many.
- External
 - We have moved into a environment of increasing costs, increasing demands and decreasing revenues.
 - *Now or Never* Report is 25 months old. What do we have to show for it?
 - We are a regional player – if we don't lead and set example our region will lag.
 - Pressure is mounting on Municipality's to improve: shared services, restructuring, amalgamation, dissolution, etc...

If we don't choose our preferred future it will be chosen for us.

Local Examples of Success

- Municipality of the District of Guysborough
 - Strives to provide exceptional local and property services to the residents of our communities; works to build on and enhance our sustainable economic, social and natural environment.
 - Uses a Strategic Plan for the basis of all work plans.
 - Council revisits and reviews progress at a retreat each year.
- Nova Scotia Community College
 - One of the best post-secondary institution in Nova Scotia; leading edge programs.
 - <https://www.youtube.com/watch?v=Kmab5OUIY0TY>
 - <https://www.youtube.com/watch?v=M4Xf2TJVPkY>
 - <https://www.youtube.com/watch?v=nPSGtJMDybM>
 - <https://www.youtube.com/watch?v=Dhzwadwh6o0>
- District of East Hants
 - East Hants is often held up as an example for other municipalities.
 - While they have the natural advantage of being a bed-room community of Halifax, the measure of success it has enjoyed did not come by accident:
 - <https://www.easthants.ca/wp-content/uploads/2016/01/Strategic-Plan.pdf>

Mission

Through **innovation** and **excellence** in service delivery, East Hants provides municipal programs and services that continually enhance a **healthy** and **sustainable** community.



EAST HANTS

We live it!

Core Values

What guides us:

- ▶ Excellence
- ▶ Integrity
- ▶ Fairness
- ▶ Respect
- ▶ Learning

Organizational Values

How decisions are made:

- ▶ Excellence
- ▶ Fiscal Responsibility
- ▶ Stakeholder Engagement
- ▶ Informed & Sustainable Decision Making
- ▶ Innovation
- ▶ Responsive, Transparent, Accountable Government
- ▶ Safe & Healthy Workplace Philosophy

Key Strategies

- ▶ Infrastructure Sustainability
- ▶ Governance
- ▶ Communication & Engagement
- ▶ Community Planning & Development
- ▶ Transportation
- ▶ Sustainability
- ▶ Economic Development

Vision

East Hants is a **vibrant, diverse, growing** municipality attractive to residents and visitors because of our unique:

- ▶ Blend of urban & rural residential settings
- ▶ Commercial activities
- ▶ Programs & services
- ▶ Cultures & values
- ▶ Affordable housing
- ▶ Volunteers
- ▶ Active healthy lifestyle
- ▶ Beautiful landscapes
- ▶ Recreation opportunities
- ▶ History

These strengths, combined with sustainable economic development, a skilled work force, strong agriculture and tourism sectors, productive working relationships, and open government processes, ensure we are recognized as a leading municipality in Nova Scotia.

Benefits of a Corporate Plan

- Build on what we are already doing well.
- Everyone is pulling in the same direction(s).
- When you are comfortable you are also confident!
- We clarify what we are about and what we are not about.
- Flexible & focused allocation of finite resources.
- Division of efforts and enables collaboration.
- Once you prove it, you never have to say it.

Questions?

Next: How might this work?

How might it work?

- The Strategic Plan contains Council's mission & vision statement along with key strategies to be pursued.
 - Mission Statement: Why we exist.
 - Vision Statement: What we want to become.
 - Ex of Key Strategies from East Hants: Infrastructure Sustainability, Governance, Communication and Engagement, Community Planning and development, Transportation, Sustainability and Economic Development.
- Within each of key strategy, Council identifies goals to be achieved.
- Based on stated goals, staff place a draft operational and capital budget in front of Council each year. Council adopts a version of the budget which outlines initiatives that will assist to achieve these goals.
- Organizational Values outline how Council and staff make decisions and Core Values which outlines the values that the organization lives, breathes and reflects in all activities.
- This defines the stakeholder experience as it deals with the Municipality.

What is involved?



What is involved?

Why?	Mission, Vision & Values			
What?	Priority A	Priority B	Priority C	Priority D
How?	Goal #1	Goal #1	Goal #1	Goal #1
	Goal #2	Goal #2	Goal #2	Goal #2
	Goal #3	Goal #3	Goal #3	Goal #3
Who?	Annual Work Plans			
Outcome	Preferred Future & How it's Measured			

Who is involved?



Council (ideally)
with consultation
from residents,
stakeholders, staff,
etc...

Developed by staff,
approved by Council

Council

Mission & Values

Priority A

Priority B

Priority C

Priority D

Goal #1

Goal #1

Goal #1

Goal #1

Goal #2

Goal #2

Goal #2

Goal #2

Goal #3

Goal #3

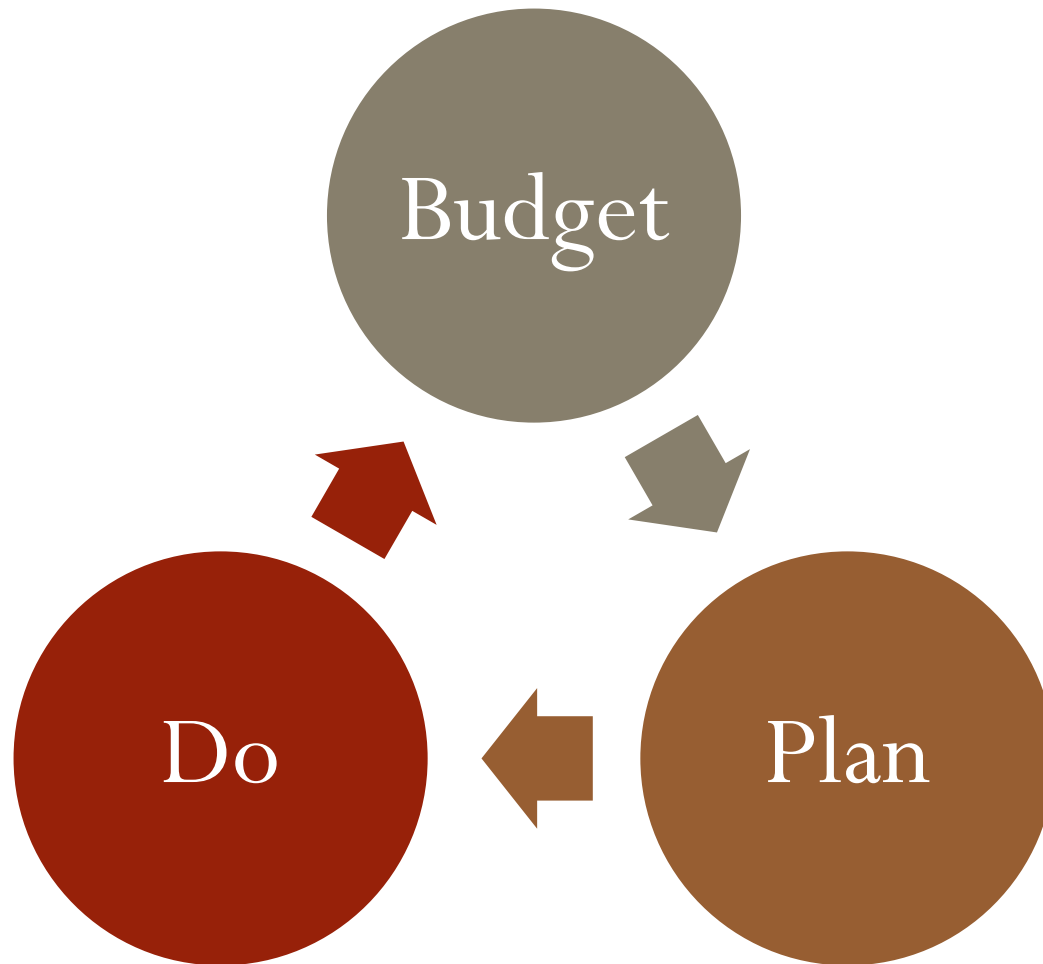
Goal #3

Goal #3

Annual Work Plans

Preferred Future & How it's Measured

Current Work Cycle – Budget Driven



Potential Work Cycle – Plan Driven



Really, we need to talk about values?

Decision Tree

Council

- 20 decisions / month

Clerk
Treasurer

- 40 decisions / day

Senior Staff

- 30 decisions / day

Front-Line Staff

- 100 decisions / day

Values / Goals

Engagement

- A core best practice is for an organization to include the priorities of its stakeholders (residents) in its corporate plan.
 - Public input through surveys, public meetings, open houses, etc...
- Each Department has varying needs. Process should include participation from all employees.
 - Foster buy-in, sense of ownership, and move toward plans / objectives tailored to each department.
 - “Get the inside onside, before you go outside.”
- Public is increasingly demanding accountability.
 - A plan with specific targets and monitoring will help to ensure expectations are met.

Corporate Planning

Strategic

- Responsibility of Council with support of staff.
- Shapes the organization and its resources.
- Assesses the impacts of environmental variables.
- Takes a holistic view of the organization.
- Develops overall objectives and strategies.
- Is concerned with long-term success.

Operational

- Responsibility of senior and functional managers.
- Deals with current deployment of resources
- Develops tactics
- Projects current operations into the future
- Makes modifications to the business functions, but not fundamental changes

Implementation

- 80% of any plan fail on execution.
- We have demonstrated success in achieving 2014 priorities.
- We also already have a structure to take priorities to plans: Annual Work Plans

Department:							
Activity (Provide a brief description)		Budget Allocation	Key Milestones				Outcome (Why is this positive for the Municipality?)
			Q1 (Apr - June)	Q2 (July - Sept)	Q3 (Oct - Dec)	Q4 (Jan - Mar)	
1							
2							
3							
4							
Do you foresee any significant challenges to the achievement of these activities?:			Reviewed & endorsed by: <div> Department Head Date </div> <div> Municipal Clerk Treasurer Date </div>				
How do you foresee working with other departments / colleagues to complete these activities?:							

Outputs & Outcomes

- Possible Output:
 - Establishment of organizational values & vision
 - Identification of a number of goals and key performance indicators.
 - A community-based strategic plan.
- Possible Outcomes:
 - Focused and aligned council and staff.
 - Engaged and forward looking employees making decisions aligning with organizational values.
 - Community buy-in and engagement on strategic initiatives.
 - Basis to form partnerships and act as a regional lead.

Questions & Discussion

