

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

**COMMITTEE OF THE WHOLE AGENDA**

**Tuesday, September 19<sup>th</sup>, 2017 @ 5:30 pm**

**Municipal Administration Centre**

- 1) Call to Order – Chairman, Warden Owen McCarron
- 2) Approval of Agenda
- 3) Approval of July 25<sup>th</sup>, 2017 Committee of the Whole Minutes
- 4) Business Arising from the Minutes
- 5) Presentation of Audited Statements
- 6) Approval of Water Budget & Statement of Estimates
- 7) Consideration of a Water and Sewer Connection at Beech Hill Rd
- 8) Consideration of a Market Assessment
- 9) Reduction of Property Taxes Due to Fire Damage
- 10) In-Camera – Contract Negotiations (Sisters of St. Martha)
- 11) Staff Reports
- 12) Adjournment

**TO:** COMMITTEE MEMBERS  
**FROM:** STAFF  
**SUBJECT:** *COMMITTEE OF THE WHOLE MEMO*  
**DATE:** SEPTEMBER 19<sup>TH</sup>, 2017

**PRESENTATION OF AUDITED STATEMENTS (For Information)**

The Audited Financial Statement will be provided at the meeting. The Municipal Auditor, Sonny MacDougall, will present the audit to the Committee.

**APPROVAL OF WATER BUDGET & STATEMENT OF ESTIMATES (For Decision)**

The Water Utilities budget will be circulated at the meeting. Director of Finance, Allison Duggan, will present the budget and is seeking approval.

The Statement of Estimates (SOE) is a template data entry form that the Province gives each municipal unit to populate with each municipal unit's current Operating Budget and Water Budget. Staff is requesting Council approve the F2017/18 SOE as part of the Provincial requirements.

**CONSIDERATION OF A WATER AND SEWER CONNECTION AT BEECH HILL RD (For Decision)**

A request has been received from the property owner, John G. MacDonald, immediately across from 124 Beech Hill Road (Tim Hortons and Sobeys Express) to connect to municipal water and sewer services. Municipal Council has recently approved a development agreement with Mr. MacDonald to allow for the construction of an automatic and self-serve carwash at this location. Municipal services are located on the Tim Horton's side of Beech Hill Road and require extension across the road to be accessible for this development.

Typically, a service extension across a roadway is the responsibility of the property owner, residential or commercial. However, Mr. MacDonald is requesting financial support from the Municipality to see this service extended across Beech Hill Road. This particular service connection is estimated to cost approximately \$26,000.

**CONSIDERATION OF A MARKET ASSESSMENT (For Decision)**

Please see the attached memo.

**REDUCTION OF PROPERTY TAXES DUE TO FIRE DAMAGE (For Decision)**

The PVSC has notified Finance Department staff of two properties that have had their values for tax purposes reduced due to fire damage/destruction. The Municipal Government Act (MGA) provides Municipal Councils with the ability for the reduction or reimbursement of taxes payable in cases of property destroyed or damaged by fire.

PID	Address	Tax Reduction Requested based on PVSC Revision
02712903	385 Heatherton Village Road	\$615.11
01799002	146 Grovenor Road	\$203.84

**IN-CAMERA – CONTRACT NEGOTIATIONS – SISTER OF ST. MARTHA**

This subject matter falls within Section 22(2) of the Municipal Government Act as that which a committee may discuss in a closed session. It is recommended a motion be made to initiate an in-camera session. Materials will be provided at the meeting.

**STAFF REPORTS (For Information)**

*Finance*

- Members of the Finance team will be attending the Diamond Conference (September 25-28) and the Tax Collectors Conference (October 4-6) in the upcoming weeks.

*Recreation*

- Heather is back from her maternity leave.
- Recreation staff are working with Dale Archibald, Architect, to design the Canada 150 legacy pavilion
- Recreation staff are conducting interviews for fall program leaders, and are gearing up for the start of their fall programming
- The AT Committee is working on a follow-up to the June workshop, and will be presenting a list to Council later in October
- Recreation staff will be attending Recreation Nova Scotia Conference on September 27<sup>th</sup> & 28<sup>th</sup>.

*Administration*

- Shirlyn is returning from her maternity leave on September 25<sup>th</sup>.

MUNICIPALITY OF THE COUNTY OF  
**ANTIGONISH**

**COMMITTEE OF THE WHOLE MEETING MINUTES**

A Committee of the Whole Meeting was held Tuesday, July 25<sup>th</sup>, 2017 at 5:30pm in the Council Chambers of the Municipal Administrative Centre, 285 Beech Hill Road, Antigonish NS.

Present were:           Warden Owen McCarron, Chair  
                              Deputy Warden Hughie Stewart  
                              Councillor Mary MacLellan  
                              Councillor Donnie MacDonald  
                              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

Regrets:                   None

**CALL TO ORDER**

The meeting of the Committee of the Whole was called to order by the Chair, Warden McCarron, at 5:35pm.

**APPROVAL OF AGENDA**

Items were added to the agenda by Councillor Mattie, Councillor MacDonald, Councillor MacFarlane, and Warden McCarron. Deputy Warden Stewart asked that an in-camera item be added to that part of the agenda.

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

**APPROVAL OF MINUTES**

Warden McCarron called three times for any errors or omissions in the June 20<sup>th</sup> 2017 Committee of the Whole minutes.

*Moved by Councillor Deveau and seconded by Deputy Warden Stewart that the Committee of the Whole minutes of June 20<sup>th</sup> be approved as presented. Motion carried.*

**BUSINESS ARISING FROM THE MINUTES**

There was no business arising from the minutes.

**IN-CAMERA: CONTRACT NEGOTIATIONS (UPDATE ON NEXT STEPS ON CELLULAR CONNECTIVITY); ACQUISITION, SALE, LEASE, AND SECURITY OF MUNICIPAL PROPERTY (DISCUSSION OF AN ANTIGONISH COUNTY BUSINESS PARK); PUBLIC SECURITY (MEDICINAL MARIJUANA FACILITY)**

These subject matters fall within Section 22(2) of the Municipal Government Act as matters that a committee may discuss in a closed session. It is recommended a motion be made to initiate an in-camera session.

*Moved by Councillor MacLellan and seconded by Councillor MacDonald that the Committee of the Whole Meeting be adjourned to an In-Camera Session at 5:39 pm to discuss: Contract Negotiations; Acquisition, Sale, Lease, and Security of Municipal Property; Public Security. Motion carried.*

*Moved by Councillor Deveau and seconded by Councillor Mattie that the In-Camera session be adjourned at 6:24pm. Motion carried.*

**ASSET MANAGEMENT: UPDATE AND PROPOSED NEXT STEPS**

Mr. Horne provided the Committee with an overview of the staff memo and draft policy, and showed the Committee a brief video produced by FCM regarding Asset Management. Mr. Horne outlined the next steps for producing an asset management plan, which included approval of a policy, the creation of a committee, and potential funding and support programs offered by various levels of government.

A question was asked of Mr. Horne regarding how far back the Municipality would have to go for information gathering; Mr. Horne noted that the Municipality would have to go as far back as necessary in order to capture all existing assets and their condition, to create a complete catalogue. Discussion then followed regarding funding opportunities for undertaking an asset management plan. A question was asked regarding what documentation we have of assets now. Mr. Horne responded that our information is pretty up-to-date, but there is some variation across the county depending on age of infrastructure, and the condition of assets is fairly unknown.

A question was asked about what assets would be included in an asset management plan. Mr. Horne responded that all assets would eventually be captured in such a plan, but to start, linear assets such as roads, sidewalks, and pipes would be the easiest to document and evaluate the condition of. Discussion then following regarding the provincial program to support municipalities as they build asset management plans, as well as what impact this program may have on any decision by the municipality to proceed now or wait.

*Moved by Deputy Warden Stewart and seconded by Councillor MacDonald that the Committee recommend that Municipal Council approve the Asset Management Policy and Municipal Staff begin preparations to develop an Asset Management Plan. Motion carried.*

**CONSIDERATION OF AN ANTIGONISH BID FOR THE 2019 NOVA SCOTIA 55+ GAMES**

Mr. Horne reviewed the information regarding the project that was included in the Committee Memo. He stressed that, while the bid amount is relatively low, the staffing/HR commitments would be significant, particularly just before and during the event taking place.

*Moved by Councillor Deveau and seconded by Councillor MacFarlane that the Committee recommends that Municipal Council submits a joint bid with the Town of Antigonish for the Nova Scotia 55+ Games. Motion carried.*

**REQUEST TO WRITE-OFF ARREARS TAXES (AAN 05229669)**

Mr. Horne reviewed the summary provided of the circumstances of this particular request, as noted in the Committee memo. Mr. Horne noted that the position taken by PVSC is to adjust assessments in the current year or going forward, but not to adjust assessments for previous years. The Municipality has received similar requests under similar circumstances in the past and has not granted a retro-active tax adjustment. At the request of the property owner, this particular case has been brought before the Committee for consideration.

Discussion then followed regarding whether the Municipality should add clauses to its policy to state its position regarding retro-active tax adjustment requests. Concern was raised that by doing so, residents may feel that they do not still have the option to request consideration of their circumstances by the Committee/Council, and situations like the request to follow in the agenda could be missed. Staff was asked to explore such a policy option further.

**REQUEST TO WRITE-OFF ARREARS TAXES (AAN 10661765 & 10661749)**

Mr. Horne reviewed the summary provided of the circumstances of this particular request, as noted in the Committee memo, and staff's recommendation to provide the property owner with a write-off for the 2016/2017 balances on the accounts known as AAN 10661765 and AAN 10661749.

*Moved by Deputy Warden Stewart and seconded by Councillor Deveau that the Committee recommends that Municipal Council write-off the Fiscal 2016/2017 outstanding tax balances on account 10661765 and 10661749 in the combined amount of \$411.87. Motion carried.*

**NOT-FOR-PROFIT TAX EXEMPTION REQUEST (POLICY 35 AMENDMENT)**

Councillor Mattie has brought forward a request on behalf of the Roman Catholic Episcopal Corp, to have three properties under their ownership in Tracadie added to the list of properties that are provided with a tax exemption, under Policy 35 (Tax Exemption for Non-Profit Organizations).

*Moved by Councillor Mattie and seconded by Councillor Deveau that the Committee recommend that Municipal Council amend Part 1 of Policy 35 (Tax Exemption for Non-Profit Organizations) by adding AAN#10270626, AAN#10270618, and AAN#01415379, which are all owned by the Roman Catholic Episcopal Corp to the list of exempted properties in District 8. Motion carried.*

**REQUEST TO WRITE-OFF ARREARS TAXES (AAN#10270626, AAN#10270618, AND AAN#01415379)**

Further to the request to be added to list of tax-exempted properties, the Roman Catholic Episcopal Corp has requested that outstanding taxes for F16/17 and F17/18 be written-off.

*Moved by Councillor Mattie and seconded by Councillor Dunbar that the Committee recommend that Municipal Council write off the F16/17 and F17/18 taxes for AAN#10270626, AAN#10270618, and AAN#01415379, which are all owned by the Roman Catholic Episcopal Corp, in the combined amount of \$3,673.96. Motion carried.*

**PROCUREMENT**

**Municipal Office Roof Re-Shingling**

Mr. Horne noted that staff has prepared a tender to solicit bids to re-shingle the roof at the Municipal Administration Office.

*Moved by Councillor Chisholm and seconded by Councillor MacFarlane that the Committee of the Whole recommends that Municipal Council permit a tender soliciting bids to re-shingle the roof at the Municipal Administration Office. Motion carried.*

**Antigonish County Court House**

Mrs. Schumacher briefly reviewed the staff memo that had been provided, summarizing the results of the tender and providing a staff recommendation to reject all of the bids received. Mrs. Schumacher explained some of the challenges experienced with the project, stemming from a hesitation of contractors bidding on the project because of the requirements of the Standards and Guidelines for Heritage Places, and the unknown extent of the condition of the building. Adherence to the Standards and Guidelines was a requirement of accessing the cost-sharing funds conditionally granted to the Municipality from Parks Canada.

As a next step, staff is recommending that the Municipality look at commissioning a Conservation Plan, or similar study, to more thoroughly evaluate the condition of the building and identify a prioritized list of repairs, with an updated budget to assist staff with budget and work planning. Funding for such a study could be applied for under the same federal program that the Municipality is participating in now. Discussion followed, regarding the condition of the building and the potential for unforeseen expenses as any work takes place. Staff was requested to find someone to do a report on the condition of the building as soon as possible, before further improvements were made to the building.

*Moved by Councillor MacFarlane and seconded by Councillor MacLellan that the Committee recommends that Municipal Council reject all bids for the Antigonish County Court House – Tender 2017. Motion carried*

The Committee of the Whole Meeting was adjourned at 7:34pm.

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Warden McCarron called the Committee of the Whole meeting back to order at 8:40pm.

**PROVINCIAL ROAD MAINTENANCE**

Councillor Mattie brought forward to the Committee a concern that one of three TIR Supervisor positions that had been in the County had not been filled when vacated, leaving the remaining two supervisors in the area to split the workload. With the concerns raised by Council with TIR in early June, and the volume of calls and complaints that Councillors have been receiving in the last year, Councillor Mattie requested that a letter be written to the appropriate provincial representatives requesting that this position be filled. Discussion followed.

*Moved by Councillor Mattie and seconded by Councillor Dunbar that the Committee recommends that Municipal Council send a letter to local MLAs and the Department of Transportation expressing concern with the ongoing vacancy of one of the three local roads supervisor positions. Motion carried.*

**NORTH GRANT WATER**

Councillor MacDonald noted that he had been contacted by residents in the lower end of North Grant, who wish to have access to municipal water. A recently survey of residents in the North Grant area soliciting interest in a Local Improvements project to bring water to the area had not received the required percentage of support; however, it may be that the residents in the upper end of North Grant turned down the proposal, while those in the lower end were (and still are) interested. Councillor MacDonald had residents of at least ten of the 13-14 homes in the lower end of North Grant who had been in contact with him to express their interest. Staff was requested to do estimates of the expense

of 1.5km of water line in North Grant, from the Town line to Lower North Grant Road, and bring that information back to Council at a future meeting.

#### **SPECIAL DISTRICT GRANT EXPENDITURE**

As per the requirements of Policy 34 (Councillor Special District Grants Policy), Councillor MacDonald brought forward a request to provide a \$2500 contribution from his Special District Grant Fund to the Antigonish Golf Course, to provide assistance with maintenance. Consensus was given by the Committee for this expenditure.

#### **WEST RIVER EROSION**

Councillor MacFarlane again raised the ongoing issue of bank erosion along the West River. The last time that the concern had been raised, a letter was sent to the local MLA and a follow-up conversation was held. Councillor MacFarlane noted that restoration work had been done in this area by past MLAs. Warden McCarron provided Councillor MacFarlane with the contact information for an individual with previous experience with fisheries, who was doing consultations for restoration work.

#### **SPONSORSHIP OF JOSIE CHISHOLM**

Warden McCarron brought forward a request for sponsorship that had been received from local athlete Josie Chisholm, of St. Andrew's in District 6. In the upcoming hockey season, Miss Chisholm has been recruited to play with the Nepean Junior Wildcats, in the Provincial Women's Hockey League (PWHL), just outside of Ottawa, ON. Miss Chisholm is requesting that the Municipality consider purchasing advertising in the Nepean Junior Wildcats Player Guide, 2017-2018.

*Moved by Councillor MacFarlane and seconded by Councillor MacLellan that the Committee recommends that Municipal Council purchase a ¼ page advertisement in the Nepean Junior Wildcats Player Guide, 2017-2018, at a cost of \$350. Motion carried.*

#### **ADJOURNMENT**

*Moved by Councillor Mattie and seconded by Councillor Dunbar that the Committee of the Whole meeting be adjourned at 9:02 pm. Motion carried.*

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Warden Owen McCarron

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Glenn Horne, Municipal Clerk/Treasurer



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

**REQUEST FOR DIRECTION**

**TO:** Committee of the Whole  
**FROM:** Glenn Horne, Municipal Clerk Treasurer  
**SUBJECT:** *Consideration of a Market Assessment to Support the Feasibility of a Highway Oriented Business Park*  
**DATE:** SEPTEMBER 19, 2017

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**SUMMARY**

At its last meeting the Committee requested that staff conduct a preliminary assessment of a new Business Park located in Antigonish County at Beech Hill Rd. This memo will provide the Committee with an overview of the local and provincial climate for municipal business parks. It will also present work completed by the Economic Development Advisory Committee to date and propose as next steps the commissioning of a Market Assessment.

**BACKGROUND**

Municipal governments today are taking on increasingly active roles in economic development. This has taken the form of developing economic development strategies, hiring economic development staff and entering into inter-municipal organizations, such as Regional Enterprise Networks. Many municipal governments across the province have also been involved in business parks. Some parks located outside Halifax and Cape Breton regional municipalities include those listed here:

Existing Municipal Business / Industrial Parks		
Northern Nova Scotia	Truro	Truro Business Park
	Stellerton	Albion Business Park
	Pictou County & New Glasgow	East River Business Park
	Antigonish County	Antigonish County Industrial Park
	East Hants	Elmsdale Business Park
	East Hants	Milford Industrial Park
	East Hants	Uniacke Business Park
	Guysborough	Melford Industrial Reserve
	Mulgrave	Mulgrave Marine Industrial Park
South Shore	Queens	Port Mersey Commercial Park
	Queens	Queens Crossing Development
	District of Lunenburg	Osprey Village Industrial Park
	Bridgewater	Bridgewater Business Park
	District of Shelburne	Shelburne Marine Industrial Park
Annapolis Valley	Kentville	Annapolis Valley Regional Industrial Park
	Berwick	Berwick Industrial Park
	Kings County	Waterville Business Park

<b>Cape Breton</b>	Port Hawkesbury	Port Hawkesbury Business Park
	Port Hawkesbury & Richmond County	Richmond County Joint Industrial Park
	Richmond County	Richmond County Industrial Park

This is not an exhaustive list, but provides some indication of the parks operational throughout the province. Each of these parks is municipality owned, though in some instances managed by third party operators.

At present the Municipality owns and operates the Antigonish County Industrial Park located in Lower South River with access to Hwy 104. With the opening of Phase II of the twinned Hwy 104 through that area, the Industrial Park is now positioned on the secondary provincial highway.

Opportunities for commercial development have emerged along the new Hwy 104: Exit 31 has available lands and some lands designated for commercial activities; Nova Landing is a private commercial development under construction at Exit 32; Exit 33 has been largely designated and zoned for commercial activity and has seen the opening of a highway oriented service station, commercial storage and a development agreement is also in place for a commercial carwash with further expansion anticipated. There are also plans for additional commercial development associated with a new interchange being built at Paqtnkek Mi'kmaw Nation (see Appendix A).

## CONSIDERATIONS

Business park developments are expensive, risky and complicated undertakings, requiring considerable expenditures on development, infrastructure and marketing. Many factors must be considered such as global, national, provincial and local economic forces, trends in industrial/business sectors, demographics, environmental sustainability as well as local conditions with respect to land, water, sewer, energy, communication and road infrastructure, and social conditions.

The Municipality has identified economic development generally, and the development of a business park specifically, as strategic priorities. A preliminary study was completed by Trillium Consulting, a group of senior business students from StFX University in the winter of 2017. That report found the following:

- The perception exists that selection of goods and services in the Antigonish area is limited, and loyalty to the local economy is not strong enough to mitigate out-shopping.
- The concept of the Municipality investing in a commercial business park was viewed favourably.
- Respondents who purchase goods and services outside the Antigonish area most commonly did so either in the Halifax / Dartmouth, New Glasgow or online.
- Residents state they are willing and wanting to purchase goods and services locally if available.

While it provides a very good starting point, additional information is required for Municipal Council to make an informed decision. The development of a business park is outside the area of expertise of municipal staff and a third party provider would be better positioned to provide the Municipality with the information required to make an informed decisions.

Three other municipalities have conducted feasibility studies into the establishment of a business park in the past few years: District of Chester (2014), District of East Hants (2014) and the County of

Cumberland (2015). Chester and Cumberland studied the feasibility of new parks, whereas East Hants studied the viability of expansion of its three existing parks. Each used a different consultant with background in economic assessment and business park development.

Based on the information available to the Municipality and a review of the three feasibility studies outlined, if the Municipality decides to proceed with a market assessment it is advisable to frame an RFP around the following objectives:

- 1) Assessment of business occupancy, including an inventory of business / industrial lands within the municipality and identification of gaps and opportunities;
- 2) Assessment of regional net-economic leakage;
- 3) Assessment of regional demographics and economic trends, providing projections;
- 4) Identify gaps in regional assets and capacity through consultation with business community and economic / business development organizations.
- 5) Identify measures of local economic growth;
- 6) Identify targets for business attraction based on market assessment;
- 7) Determine market potential of a business park;
- 8) Estimation of investment to secure and develop potential sites identified by the Municipality;
- 9) Identify and evaluate operational ownership/development alternatives;
- 10) Provide a cost-benefit analysis for the proposed business park.

Opportunities exist to partner with other organizations to complete this work. Specifically, Paqtnkek Mi'kmaw Nation has indicated an interest in partnering on a Market Assessment; this creates value for both organizations and we assess opportunities for economic development in this region. This also creates an opportunity to use funding available through the Community Economic Development Initiative. The Regional Enterprise Network has also expressed openness to supporting this effort by lending expertise. While no approach has yet been made, the Town of Antigonish may be interested in partnering as well.

## **BUDGET IMPLICATIONS**

Estimated cost of a market assessment is between \$40,000 & \$60,000. Partnerships and funding opportunities are being explored, which would have an impact on the cost to the Municipality. This application is also being shared with our local MLA and MP to assist with securing other government funding.

## **ALTERNATIVES**

- 1) Municipal Council may wish to engage in further public & business consultation before issuing an RFP.
- 2) Municipal Council may wish to not proceed.

## **NEXT STEPS**

If Council would like to seriously consider the establishment of a business park, it is strongly recommended to complete a Market Assessment. If approved, a Request For Proposals will be developed among the partners and issued to secure a qualified consultant to complete an economic assessment, including the attributes outlined above. Work is proposed to commence in the early fall with report delivery in early 2018.



**Artist concept of new Highway 104 Paqtnkek interchange**

Source: <http://paqtnkek.ca/our-community/major-project-updates/highway-interchange-project/>



**Artist concept of proposed commercial and residential zones on the south side**

Source: <http://paqtnkek.ca/our-community/major-project-updates/highway-interchange-project/>