

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

**COMMITTEE OF THE WHOLE AGENDA**

Tuesday, April 14, 2026, 5:30pm  
Council Chambers  
Municipal Administration Building  
285 Beech Hill Road  
Beech Hill, NS B2G 0B4

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1. Call to Order – Chair, Warden Nicholas MacInnis
2. Approval of Agenda
3. In-Camera Items
  - a. Advice Eligible for Solicitor-Client Privilege
  - b. Acquisition, Sale, Lease, and Security of Municipal Property
4. Review of March 24, 2026 Committee of the Whole Minutes
5. Business Arising from the Minutes
6. Delegations
  - a. There are no scheduled delegations.
7. Continuing Business
  - a. Discussion Regarding Library Funding Concerns
8. New Business
  - a. EDCPC Appointments
  - b. Policy Review –Council Remuneration Policy (Policy #14).
9. Community Events

This item provides Councillors with an opportunity to briefly bring to the attention of Council events that are taking place in their communities.
10. Additions to the Agenda
11. Adjournment

<b>COUNCIL PRIORITIES (FEBRUARY 2026)</b>	
<p><b><u>NOW</u></b></p> <ol style="list-style-type: none"> <li>1. <b>TOWN/COUNTY UTILITY</b></li> <li>2. <b>5 YEAR CAPITAL PLAN</b></li> <li>3. <b>BOUNDARY REVIEW</b></li> <li>4. <b>COMMUNICATIONS STRATEGY</b></li> <li>5. <b>HOUSING: HAF</b></li> </ol>	<p><b><u>Next</u></b></p> <ul style="list-style-type: none"> <li>• POLICY REVIEW POLICY: Ongoing</li> <li>• SOURCE WATER</li> <li>• RECREATION NEEDS ASSESSMENT</li> <li>• ACTIVE TRANSPORTATION</li> <li>• LONG TERM SEWER STRATEGY</li> <li>• MUNICIPAL PLAN: Six MPS Review</li> </ul>
<p><b><u>ADVOCACY</u></b></p> <ul style="list-style-type: none"> <li>• <i>Communication Tower: Installation (BNS)</i></li> <li>• <i>Communication Towers: Dead Zones (BNS)</i></li> <li>• <i>ATV Corridors: Map (ATV Club)</i></li> </ul>	<p><b><u>PARTNERS</u></b></p> <ul style="list-style-type: none"> <li>• <i>Housing Needs: Status (AAHS)</i></li> <li>• <i>PFN Collaboration: Meeting</i></li> <li>• <i>Shelter Providers: Forum</i></li> </ul>
<b>Guiding Principles</b>	
<p>Maximize Community Engagement &amp; Communication            Ensure Fiscal Responsibility &amp; Sustainability            Realize Collaboration with Town</p>	<p>Pursue Partnerships with Local &amp; External Organizations            Enhance Livable Community Opportunities            Preserve an Accessible, Inclusive &amp; Safe Place to Live</p>
<b>Strategic Themes</b>	
<b>RELIABLE UTILITIES - INCLUSIVE COMMUNITY- COLLABORATIVE EFFORTS – STRATEGIC LEADERSHIP</b>	
<b>OPERATIONAL INITIATIVES</b>	
<p><b><u>CHIEF ADMINISTRATIVE OFFICER</u></b></p> <ol style="list-style-type: none"> <li>1. <b>TOWN/COUNTY UTILITY</b></li> <li>2. <b>HOUSING: HAF Action Plan Review</b></li> <li>3. Town/County Relations: Ongoing /Bi-weekly               <ul style="list-style-type: none"> <li>• Bylaw Enforcement Proposal</li> </ul> </li> </ol>	<p><b><u>COMMUNITY SUSTAINABILITY</u></b></p> <ol style="list-style-type: none"> <li>1. Accessibility Plan: Review</li> <li>2. Equity/Anti-Racism: Action Plan</li> <li>3. Net Zero: Building Review               <ul style="list-style-type: none"> <li>• Climate Resilience Plan (HAF initiative)</li> <li>• Source Water Planning &amp; Protection: (HAF initiative)</li> </ul> </li> </ol>
<p><b><u>FINANCE</u></b></p> <ol style="list-style-type: none"> <li>1. <b>5 YEAR CAPITAL PLAN</b></li> <li>2. 2026-27 BUDGET               <ul style="list-style-type: none"> <li>• Water Rate Study</li> <li>• 2025 -2026 Audit</li> </ul> </li> </ol>	<p><b><u>PUBLIC WORKS</u></b></p> <ol style="list-style-type: none"> <li>1. County Water I &amp; I: Ongoing</li> <li>2. Source Water: (HAF initiative)</li> <li>3. EPR               <ul style="list-style-type: none"> <li>• Asset Management</li> </ul> </li> </ol>
<p><b><u>ADMINISTRATION</u></b></p> <ol style="list-style-type: none"> <li>1. <b>BOUNDARY REVIEW</b></li> <li>2. COMMUNICATION STRATEGY               <ul style="list-style-type: none"> <li>• POLICY REVIEW POLICY</li> <li>• Gateway Signage</li> <li>• Tourism Strategy</li> </ul> </li> </ol>	<p><b><u>COMMUNITY PLANNING</u></b></p> <ol style="list-style-type: none"> <li>1. Eastern Antigonish MPS</li> <li>2. Density Review: (HAF initiative)</li> <li>3. MUNICIPAL PLAN: Overview               <ul style="list-style-type: none"> <li>• Subdivision Bylaw: Scope</li> </ul> </li> </ol>
<p><b><u>RECREATION</u></b></p> <ol style="list-style-type: none"> <li>1. ACTIVE TRANSPORTATION</li> <li>2. Recreation Management Software</li> <li>3. Mini-Pitch Phase II: Accessible Washrooms               <ul style="list-style-type: none"> <li>• RECREATION NEED ASSESSMENT: RFP</li> <li>Community Use of Schools &amp; Facility Allocation Policy</li> </ul> </li> </ol>	
<p><b><u>CODES:</u> BOLD CAPITALS = NOW PRIORITIES; CAPITALS = NEXT Priorities; Italics = Advocacy; Regular Title Case = Operational Strategies</b></p>	

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

**Committee of the Whole Meeting Minutes**

**Tuesday, March 24, 2026, Following Asset  
Management Committee  
Municipal Administration Building  
285 Beech Hill Road  
Beech Hill, NS B2G 0B4**

Present were: Warden Nicholas MacInnis  
Deputy Warden John Dunbar  
Councillor Mary MacLellan  
Councillor Adam Baden-Clay  
Councillor Richelle MacLaughlin  
Councillor Shawn Brophy  
Councillor Wayne Melanson  
Councillor Gary Mattie  
Councillor Harris McNamara  
Councillor Sterling Garvie

Regrets: None

Staff Present: Shirlyn Donovan, CAO  
Beth Schumacher, Municipal Clerk

Others Present: Gallery (online and in-person)  
Lynn Delorey, Antigonish Tourism Association  
Mike MacEacher, Antigonish Visitor Information Centre

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**Call to Order- Warden MacInnis**

Warden MacInnis called the meeting to order at 5:56pm.

**Approval of Agenda**

Warden MacInnis called for approval of the Committee of the Whole meeting agenda. Mrs. Donovan asked that two in-camera items for the Acquisition, Sale, Lease, and Security of Municipal Property be added. Councillor MacLaughlin raised a concern with road washouts after flooding earlier in the month and asked for a discussion item regarding whether the province has emergency funding for washed out roadways. Mrs.

Donovan noted that she would look into the matter and get back to the committee with more information.

Moved and Seconded

That the agenda be approved as amended.

**Motion Carried**

### **Consideration of the March 10, 2026 Committee of the Whole Minutes**

Warden MacInnis called for any errors or omissions in the minutes of March 10, 2026. He noted an occurrence where his name was mis-spelled, and staff noted that would be corrected. Hearing no further concerns, the minutes were accepted as presented.

### **Business Arising from the Minutes**

There was no business arising from the minutes.

### **Delegations**

#### **Lynn Delorey, Antigonish Tourism Association**

Ms. Delorey provided members of the committee with a quarterly update regarding the Antigonish Tourism Association. She reviewed the different engagement meetings that she has held with a variety of different organizations and individuals throughout the community. A summary of the actions taken to date, including website review, governance review, asset and event database work, and social media campaigns were reviewed. She noted that the association was successful in securing funding to provide for a co-op student over the summer months. Different marketing campaigns were reviewed. Ms. Delorey noted that they would be attending Saltsclapes in Halifax in April.

Councillor Mattie asked if there could be more information shared about accessibility in the community through tourism resources, including highlighting facilities and amenities in the community. Warden MacInnis asked for information about how a business could be featured or promoted by the Tourism Association, noting the tuna charters as an example. Councillor McNamara raised concerns with parking for the campers in town near the library where the VIC is located, and spoke to the loss of the provincial information centres including the one in Port Hastings. Questions were asked about the North Shore Development Association and the road to Cape George Lighthouse.

#### **Mike MacEachern, Visitor Information Centre**

Mr. MacEachern provided members of the committee with a review of the Visitor Information Centre history and role. He provided a summary of the 2025 statistics from the digital kiosks that were installed at the beginning of the 2025 season. The different community events held throughout the past year were highlighted. Councillor Garvie asked whether there were bus tours held in the community and shared a suggestion about other communities that have created Christmas displays on wharves. Councillor Baden Clay asked what impact the closure of the library on Sundays is expected to have on VIC operations on the weekends. Mr. MacEachern spoke to steps being taken by the VIC overall based on the expected impacts of the

provincial budget cuts. Discussion regarding the kiosks followed, and ideas were shared about what could be done to have more available through the community.

Mr. MacEachern and Ms. Delorey were thanked for their presentations, as well as the work that they and their teams have done to promote the county.

### **Continuing Business**

#### **Fiscal 2025/26 Financial Update to November 30, 2025**

Mrs. Duggan provided members of the committee with an overview of the financial statements for the municipality up to November 30, 2025, with a comparison to the budget for the fiscal year ending March 31, 2026. She reviewed the budget, both revenue and expenses, line by line for the benefit of the committee. A request was made to have staff provide a summary of how the deed transfer tax has changed over the last five years, to give an idea of housing sale activity in the community.

Mrs. Duggan then spoke to the status of different capital projects in the budget, including the reserves. She also spoke to the debenture and debt repayments that the municipality has in the budget. Mrs. Duggan was thanked for her presentation.

### **New Business**

#### **Resident Petition Regarding the Kennels By-law**

Ms. Schumacher spoke to a petition that was received by the county regarding the Kennels By-law, specifically requesting that it be revised to also apply to shelters. Discussion followed regarding the by-law, grandfathering of existing establishments, and the different options presented by staff for dealing with the concerns raised in the petition.

Moved and Seconded

The Committee recommends that the petition received requesting *That the Municipality of the County of Antigonish revise their dog kennel by-law to include animal shelters as part of the regulated operations* be received and tabled for further discussion at a later date.

**Motion Carried.**

#### **Policy Review – Municipal Covid-19 Vaccination Policy**

Mrs. Donovan provided a summary of the reason for the policy being created in 2021, how it was amended in 2022. She shared that during the review of the policy, legal suggested that the policy be kept as a placeholder if something was required again. Discussion followed. The committee felt that there was no need to repeal or change the policy.

#### **Sudden Unexplained Death in Childhood (SUDC) Awareness Proclamation**

Warden MacInnis read out the proclamation to recognize March 2026 as Sudden Unexplained Death in Childhood (SUDC) Awareness Month.

Moved and Seconded

The Committee recommends that Municipal Council proclaim March 2026 as Sudden Unexplained Death in Childhood (SUDC) Awareness Month.

**Motion Carried.**

Non-Profit Tax Exemption Request

Mrs. Donovan spoke to two requests that have been made to add two properties to the list of those noted in Part 1 of Policy #35 - Tax Exemption for Non-Profit Organizations Policy. The two properties in question, being for the Parish Glebe House of St. Paul's in Havre Boucher and the second being the Manse property of the Tracadie United Baptist Church and recommended for inclusion in the list of properties noted in the policy, to provide for relief from property tax.

Moved and Seconded

The Committee recommends that Municipal Council add AAN#01415026 and AAN#04710584 to Part 1 of Policy #35 - Tax Exemption for Non-Profit Organizations Policy.

**Motion Carried.**

**Reports from Inter-Municipal Boards, Committees, and Commissions**

Antigonish Heritage Museum Board

No further updates.

Antigonish Arena Association

Meet on March 25<sup>th</sup> at 6pm.

Eastern District Planning Commission

No update provided.

Eastern Solid Waste Management Committee

Meeting on March 26<sup>th</sup>.

Pictou Antigonish Regional Library

The PARL Board met on March 12<sup>th</sup>, where the financial position of the library was discussed. Updates regarding the different ways in which budget constraints would be handled as discussed at this meeting were provided. Discussion followed. A suggestion was made to provide information about fundraising efforts for the library in the next County Connect. A further suggestion was made to add an agenda item at the next Committee of the Whole meeting to discuss the library funding concerns in further detail.

RK MacDonald Nursing Home

Board meeting on March 26<sup>th</sup>. The Board is looking to see if they can get the items that aren't covered in the capital program in the new build. The project is on schedule considering the weather difficulties.

Helping Healthcare in Antigonish

No further updates.

Antigonish Affordable Housing (AAHS)

Meeting on March 25<sup>th</sup>.

Antigonish County Adult Learning Association (ACALA)

Last meeting regarding Board self-evaluations and provincial funding update. Next meeting is March 25<sup>th</sup>.

Antigonish Community Transit Society (ACTS)

Met during the previous week to discuss the proposed change of the fixed route. Council has been invited to participate in information sessions to give feedback on the proposed fixed route changes. Discussion followed.

Antigonish Regional Emergency Management Office (AREMO)

No update.

Nova Scotia Federation of Municipalities (NSFM)

Spring conference is at the end of April in Yarmouth.

**In-Camera Items**

Moved and Seconded

That the Committee move into an in-camera session to discuss Personnel Matters and the Acquisition, Sale, Lease, and Security of Municipal Property at 7:37pm.

**Motion Carried**

Moved and Seconded

That the Committee adjourns the in-camera session at 8:31 pm.

**Motion Carried**

Moved and Seconded

The Committee recommends that Municipal Council approves the creation of a full-time position of "By-law Officer", for the purpose of providing administrative and enforcement support to municipal operations.

**Motion Carried**

**Adjournment**

Moved and Seconded

That Committee of the Whole meeting adjourn at 8:32 pm.

**Motion Carried**

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Warden Nicholas MacInnis

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Shirlyn Donovan, CAO



March 16, 2026

Municipality of the County of Antigonish, Municipality of Pictou County, Town of Antigonish, Town of New Glasgow, Town of Pictou, Town of Stellarton, Town of Trenton, Town of Westville.

Dear Council Members.

The Pictou-Antigonish Regional Library Board met Thursday March 12, 2026 and set the budget for the fiscal year 2026/2027. They requested I notify councils of the impacts as soon as possible.

The Provincial Government did not cut the core library grant received from the Department of Communities, Culture, Tourism, and Heritage. It remains at the same level for a 7<sup>th</sup> year in a row. That there was no cut to the core library grant is a testament to the Awareness Campaign and the support of our users and municipal governments. During the Campaign the Board requested that emergency funding, received for the last 3 years to help fund minimum wage increases and inflation, be included with the core library grant. It was not included. This leaves the Board with a reduction of \$143,600 in provincial income from last fiscal year.

The Board approved the following actions to balance the budget and protect core services.

- Lower salaries by attrition. The duties of one headquarters position was merged into other positions.
- Reduced funding to support our Adopt-a-Library program, however it will still function with support from retired RCMP Constable John Kennedy and local partnerships.
- Board Generated Income will increase from 3% of our operating budget to 10% (\$140,000). This will be done through a well planned and targeted fundraising campaign region-wide.

Recognizing the demands that will be placed on councils from provincial program and grant cuts, the Board is not requesting a municipal grant increase.

The Board must proceed with the Minimum Wage increase April 1st. This is legislated by the province. The Board supports increases to the minimum wage by the province, but wishes provincial core operating funding would increase at the same time.

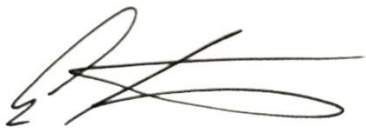
With deep regret, the Board will not be offering other staff a cost-of-living salary increase at this time.

Also, the Board knows demand will increase on public libraries as the cuts to provincial programs and grants come into effect. From helping people navigate online government services to offering learning opportunities for all ages, this will increase. With 7 years of static funding from the province our current staff are stretched too thin. The Board must consolidate staff time so we can continue to offer quality services and programs.

Therefore, we will be closing Sundays (Antigonish and New Glasgow libraries) effective April. As Antigonish and New Glasgow are our only two branches open on Sundays, this will impact all residents of the region regardless of where they live. The Sunday closure is based on the least use of services and public spaces by the community. However, to ensure we have sufficient staffing going forward, and to mitigate financial impacts on Sunday staff, we will reallocate their hours to other open hours. This will help ease the pressure on other open days and ensure we can continue to provide quality services and programs.

The Board regrets this situation but wishes to reassure councils our communities will be served. If there are any questions or concerns, please do not hesitate to reach out.

Sincerely,



Eric Stackhouse  
Chief Librarian and Board Secretary

Pictou-Antigonish Regional Library  
PO Box 276  
New Glasgow, NS B2H 5E3

cc. Library Board members



# Eastern District Planning Commission

606 Reeves Street, Unit #3, Port Hawkesbury NS B9A 2R7  
Ph.: 902-625-5364  
Fx.: 902-625-1559  
1-888-625-5361

**John D. Bain**  
Director  
jdbain@edpc.ca

March 23, 2026

Ms. Shirlyn Donovan, CAO  
Municipality of the County of Antigonish  
285 Beech Hill Road  
Beech Hill, Nova Scotia B2G 0B4



## Reference: Revised Appointments

Dear Ms. Donovan,

As in years past we would ask that the Municipality of the County of Antigonish Council make the following appointments at your next regular session of Council replacing all previous appointments of District Planning staff to various Municipal positions effective **Immediately**:

- **Building Inspection:**  
Building Inspectors: **Sean Donovan** and **Jonathan Martin**  
Assistant Building Inspector: **Todd Samson**  
Alternates: **David MacKenzie, André Samson** and **Luke Ross**
- **Development Officer: Andrew Jones**  
Alternates: John Bain; Hetvi Joshi; Brendan MacDonald; Kristen Scanlan and Mikayla Tait  
Assistant Development Officers: Heike Bruckner, Jonathan Martin and Sean Donovan
- **Fire Inspector: Sean Donovan**  
Alternates: A. Samson, L. Ross, T. Samson; D. MacKenzie; and J. Martin.
- **Dangerous or Unsightly Premises**  
Administrators: **Sean Donovan** and **John Bain**  
Alternate: Jonathan Martin and André Samson
- **Special Constables: Building/Fire Codes, Dangerous or Unsightly Premises, Land Use By-laws**  
**Sean Donovan** and **Jonathan Martin**

These appointments stay in place so long as they are employees of the Commission or until they are replaced by new appointments. If you have any questions or concerns, please do not hesitate to contact me.

Yours truly,

John Bain  
Director

/jb

MUNICIPALITY OF THE COUNTY OF  
**ANTIGONISH**

**STAFF REPORT**

**TO:** COMMITTEE OF THE WHOLE  
**FROM:** SHIRLYN DONOVAN, CAO  
**SUBJECT:** Updates to the Council Remuneration Policy  
**DATE:** 14/04/2026

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**Recommendation**

Staff are recommending the following motion for the Committee’s consideration:

The Committee of the Whole recommends that Municipal Council approve the proposed amendments to Policy #14 - Council Remuneration Policy to:

1. update the annual compensation amounts noted in clause 3.1,
2. Update the process and wording in clause 3.2. with respect to the cost-of-living allowance,
3. remove clause 3.3,
4. renumber the remaining clauses in section 3 of the policy accordingly, and
5. Update references to the Clerk Treasurer to now read CAO.

**Background**

Last updated in 2018, the Council Remuneration Policy provides direction to staff regarding the remuneration for Warden, Deputy Warden and Councillors to be included in the operating budget.

**Discussion**

As part of the compensation review conducted in 2025 by KRBS, the following recommendations were made based on comparisons to similar municipalities across Nova Scotia:

Warden	\$65,629
Deputy Warden	\$40,286
Councillors	\$35,238

These numbers were approved in the 2025/26 Operating Budget. The recommendation from staff is to add a 3.37% cost of living allowance to the compensation from last year, which would result in the following compensation for fiscal year 2026/27.

Warden	\$67,831
Deputy Warden	\$41,644
Councillors	\$36,426

The proposed cost of living allowance value of 3.37% is based on a series of surveys done over the past calendar year by KBRs. As per the policy, the council remuneration review will continue to take place every 3-5 years in conjunction with the staff compensation reviews.

Having reviewed the policy for general updates, staff is suggesting the removal of clause 3.3, which assigns a fine for Councillors missing more than three (3) committee or Council meetings in a year. This has not been practiced, and since the last update to the policy in 2018, attending meetings virtually has allowed for higher attendance. Staff is recommending removal of the clause from the policy.

In accordance with Section 48(1) of the Municipal Government Act (MGA), before a policy is passed, amended, or repealed the council shall give at least seven days notice to all council members. This item was shared to Council on Monday, April 6 via email.

### **Next Steps**

Staff are recommending the following motion for the Committee's consideration:

The Committee of the Whole recommends that Municipal Council approve the proposed amendments to Policy #14 - Council Remuneration Policy to:

1. update the annual compensation amounts noted in clause 3.1,
2. Update the process and wording in clause 3.2. with respect to the cost-of-living allowance,
3. remove clause 3.3,
4. renumber the remaining clauses in section 3 of the policy accordingly, and
5. Update references to the Clerk Treasurer to now read CAO.

MUNICIPALITY OF THE COUNTY OF  
**ANTIGONISH**

TOPIC:	Council Remuneration
POLICY NUMBER:	14
DATE APPROVED:	April 20, 1999 (Min #45)
DATE REVISED:	September 20, 2016 (#2016-119) November 21, 2017 (#2017-162, 2017-163) December 19, 2018 (#2018-173)

**1.0 TITLE:**

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

**2.0 PURPOSE:**

2.1 The purpose of this policy is to establish the annual remuneration to be paid to the Warden, Deputy Warden, and Councillors as provided for in Section 23(d) of the Municipal Government Act (MGA), being Chapter 18 of the Revised Statutes of Nova Scotia, 1998.

**3.0 POLICY:**

3.1 Commencing on ~~January 1~~ April 1, 2019~~2026~~, elected officials shall be compensated for their services to the Municipality at the following annual rates:

- i. Warden \$47,953~~67,831~~
- ii. Deputy Warden \$29,423~~41,644~~
- iii. Councillors (excluding Warden & Deputy Warden) \$25,045~~\$36,426~~

and that these amendments be effective ~~January~~ April 1, 2019~~26~~

~~3.2 Compensation for elected officials shall be increased annually by the Consumer Price Index as determined by Human Resources Development Canada with respect to the Canada Pension Plan. Compensation for elected officials will be reviewed at least every three to five years by an external consultant to ensure it remains fair, competitive, and aligned with best practices. Annual inflationary Cost of living allowance increases to compensation for elected officials will be incorporated into the budget process for annual approval.~~

~~3.3 Elected official missing more than three Council or Committee meetings in a year shall be subject to a deduction of \$60 for each meeting missed.~~

~~3.4.3~~ Notwithstanding section 3.4 of this policy, an elected official shall not be considered to be absent from a meeting under any of the following circumstances:

- i. They are attending another Committee/Commission/Board meeting, or conference/seminar that is being held simultaneously;
- ii. Illness and/or medical appointments of the elected official;

**Commented [SD1]:** These rates equal the rates from the 25/26 operating budget with a 3.37% cost of living allowance.

- iii. Bereavement as a result of the death of a relative, including a grandparent, parent, spouse, child, in-law, or any other relative living in the same household;
- iv. Attendance at Court;
- v. When leave from the meeting has been granted by the Municipal Council;
- vi. If the elected official has not been given at least 72 hours prior notice of the intention to hold a meeting;
- vii. Inclement weather conditions; or,
- viii. Employment-related responsibilities.

~~3.53.4~~ The elected official shall notify the ~~Municipal Clerk/Treasurer or Deputy Municipal~~ CAO or Municipal Clerk prior to the meeting that they will be absent from, in order that the minutes will reflect the reason for the absence.

~~3.63.5~~ Compensation for other expenses shall be paid in accordance with *Council Member Reimbursement for Attending Meetings and Conference Policy #23*.

~~3.73.6~~ Municipal Council remuneration shall be reviewed in conjunction with the market assessment conducted for municipal staff.