AGENDA

PUBLIC INPUT

1. **CALL TO ORDER**

2. **ADOPTION OF AGENDA**

3. **DECLARATION OF INTEREST**

4. **ANNOUNCEMENTS, AWARDS, CEREMONIES & PRESENTATIONS**

5. **INFORMATION ONLY**
   a. July Monthly Policing Report – page 2-7

6. **ADMINISTRATIVE ENQUIRIES**

7. **NEW BUSINESS**
   a. Asset Management Program– page 8-27
   b. Excused Absence – page 28
   c. Bank Signing Authority – page 29

8. **NOTICE OF MOTIONS**

9. **BYLAW**
   a. Bylaw 2445 – Asset Management Bylaw – First and Second Reading – page 30-32

10. **IN CAMERA**
    a. **Matters under Consideration** - pursuant to Cities, Towns & Villages Act, S.N.W.T. 2003 c. 22, Section 23. (3), (e)

       - Electrical Franchise Update
       - Municipal Solid Waste Facility Land Access

11. **ADJOURNMENT**

Canada

RCMP·GRC

ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

MONTHLY

POLICING REPORT

July 2022

Hay River Detachment

"G" Division

Northwest Territories

Town of Hay River

Royal Canadian Mounted Police / Gendarmerie royale du Canada

The Hay River Detachment responded to a total of 256 calls for service during the month of July 2022, within the Town of Hay River, which is up from the month of June of this year.

Annual Performance Plan (A.P.P.'S) Community Priorities

The Annual Performance Plan which follows the RCMP fiscal year has been refreshed and the Community and Detachment priorities established for the current fiscal year, starting April 1st are as follows:

- Community Policing, and specifically Community and Partner Engagement with the objective of Identifying community and external partners, stakeholders and then establish and maintain engagement with the goal of information sharing and partnering in initiatives to address issues in the community.
- Traffic and Road Safety with the specific objective of enhancing road safety by targeting impaired driving.
- Harm Reduction, with the specific objective is to reduce a variety of crime by targeting prolific offenders, illicit drugs, and reducing the amount of crime and harm caused by a small percentage of the population.

Community consultation and feedback is critical in addressing the aforementioned priorities and anyone with a vested interest in these priorities is encouraged to contact Cpl. Kevin Devoe at the Hay River RCMP detachment. Part of this community consultation will help shape current and future Hay River Detachment annual performance plan priorities.

1 - This month the detachment addressed Community Policing – Community/Partner Engagement by:

Hay River RCMP continued with efforts to identify activities compliant with COVID guidelines and restrictions, yet enable the RCMP to engage with the community in a meaningful way. We, Hay River RCMP are making necessary considerations and adjustments to participate in community events and work with community partners as we all navigate through the challenges of COVID 19, and more so now that the variant of concern has taken hold in other areas in Canada and remains a concern in NT. Hay River RCMP does continue to share monthly "Fast Facts newsletter" from the Centre for Youth Crime Prevention to share contacts and promote resources and activities, distribute funding initiatives, and visit youth in an effort to engage with youth. This month, Hay River detachment members were able to participate in community activities such as the Canada Day Parade

Service Canada
MLA
HAY RIVER
MARILYNMARSHALL
PHOTOGRAPHY

2 - This month the detachment addressed Traffic - Safety by:

Hay River RCMP continue to, with the assistance of NT RCMP traffic services, patrol the roadways in an effort to deter and detect unsafe driving situations. This month, 9 reports of impaired driving received, with charges being laid in 2 cases, 7 where unsolved. Of note, in the Hay River Detachment area, check stops where completed and many violations addressed.

3 - This month the detachment addressed Harm Reduction by:

To address that causes the greatest harm in the Hay River RCMP detachment area, a Habitual Offender Management system was created in an effort to identify and monitor those who are most likely to cause the most significant amount of harm to the community. Harm reduction will tie directly into community policing as a priority, and partner engagement will be critical to successful outcomes. Patrols, including foot patrols in Rowes trailer park and the down town area will continue to detect and deter ill behavior.

OCCURRENCES	Current Month	Year to Date	Current Month of previous year	Previous Year Total
Assaults (Not including sexual assaults)	21	130	26	285
Sexual Offences	2	10	0	41
Break and Enters (Residence & Business)	5	26	10	56
Theft of Motor Vehicle	1	7	1	18
Theft Under $ 5000.00	11	50	20	118
Theft Over $ 5000.00	0	0	1	7
Drugs (Possession)	1	2	1	8
Drugs (Trafficking)	10	41	3	31
Liquor Act	21	150	40	301
Unlawful Sale (Bootlegging)	0	1	0	1
Causing a Disturbance / Mischief (total)	47	280	68	753
Causing a Disturbance	18	71	25	329
Mischief – damage to property	6	22	6	76
Mischief –obstruct enjoyment	23	187	37	376
Impaired Driving	9	54	12	212
Other Complaints	65	420	92	859
Total Violations	192	1171	274	2552
Total Calls for service	256	1526	384	3188

JUSTICE REPORTS	Current Month	Year to Date	Current Month of previous year	Previous Year Total
Victim Services Referral - Accepted	4	21	4	41
Victim Services Referral - Declined	25	106	18	304

Victim Services - Proactive Referral	2	11	2	20
Victim Services - Not Available	0	0	0	0
Youth Alternative Measures (YCJA Warnings & Cautions)	0	2	0	3
Youth Diversion (Community Justice Referrals)	0	0	0	2
Adult Diversion (Community Justice Referrals)	0	2	0	1
Emergency Protection Orders (Detachment Initiated)	0	2	0	6
ODARA Reports	0	11	5	21
Prisoners Held	23	201	33	398
Prisoners Escorted	0	12	3	10
Prisoners Held non-PROS Agency	0	0	0	1
Liquor Destroyed Immediately	3	73	19	107
Drug Seizures	.			
Firearm Seizures	0	4	0	1
Liquor seizures	0	74	0	39

The Hay River Detachment housed a total of 23 prisoners in the month of July which includes matters emanating from KFN, Hay River, Enterprise, Court and assistance to surrounding detachments.

A/Sgt. Walter Goliath
Acting Detachment Commander, Hay River RCMP

REPORT TO COUNCIL

COMMITTEE: Administration **DATE: August 23, 2022**

SUBJECT: Asset Management Program 3-Year Roadmap

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approve the 3-year roadmap for the implementation of an asset management program.

BACKGROUND:

Asset Management intends to positively impact the planning of new and upgraded assets by better understanding condition, developing replacement strategies, and ensuring maintenance is completed to optimize total lifecycle cost. Adoption of a functional asset management program will provide Council with a clearer picture of how these activities will impact long range capital planning. Additionally, defining maintenance procedures and parts replacements will improve the lifespan and reliability of the Town of Hay Rivers assets. A positive impact of 10% on the depreciation of assets each year will improve the Town of Hay River's position by $340,000 each year.

Tangible Capital Assets in the Town of Hay River include road, water and sewer infrastructure, buildings, vehicles, and machinery amongst many other things. The capital assets currently managed by the town had an original cost of $123 million. These assets have since depreciated close to 34$ million dollars since they were acquired and are worth approximately 73% of their original value. This rate is better than the average of other municipalities. The valuations, however, do not include inflation which is felt when replacement or upgrades occur.

The current assets depreciate at a rate of $3.4 million per year. Hay River has added or upgraded its infrastructure $43 million in the last 5 years which includes the new recreation centre. The depreciation rate is determined by Public Sector Accounting rules. A brief description of these rules is defined in the annual Financial Statements presented for Council consideration each year. For example, a linear infrastructure has depreciation rates between 10 and 75 years, whereas land owned by the Town remains the same value while it is owned by the Town.

The 3-year roadmap defined in the presentation will roll out the asset management system to all departments and provide information for all assets. The software will be initially rolled out to the Recreation Department. This will provide valuable experience and feedback to progress to the more technically challenging infrastructure. A citizen portal will be initiated in the second year

REPORT TO COUNCIL

COMMITTEE: Administration **DATE: August 23, 2022**

SUBJECT: Asset Management Program 3-Year Roadmap

for the Recreation Department only and then progressed to include all areas. The initial cost for year 1 has already been provided by a Federation of Canadian Municipalities Municipal Management Asset Program grant. The remaining $125,000 to $265,000 will be added into future capital planning over 2023 and 2024.

The Asset Management Bylaw is being presented for Council consideration on this agenda to ensure AM practices are a requirement of our operations.

ALTERNATIVES TO RECOMMENDATIONS:

- Changes to the proposed bylaw

ATTACHMENTS:

- Asset Management Presentation
- 3-Year Asset Management Roadmap

Prepared by:	**Reviewed by:**
Patrick Bergen ASAO August 23, 2022	Glenn Smith SAO August 23, 2022

TOWN OF **HAY RIVER**

ASSET MANAGEMENT

INSIDE

PG. 2

What is Asset Management, and why is it required?

PG. 5

What are the Town of Hay River's plans to implement an Asset Management System?

PG. 7

How long will it take? What will it cost? What are next steps?

ROADMAP: ASSET MANAGEMENT

QUICK FACTS

The Town of Hay River is developing a 3-year Roadmap to Asset Management system implementation.

An Asset Management system will allow the Town to better manage its infrastructure, as well as save money and plan for the future in a much more cost-effective manner.

An Asset Management system will soon be required by legislation, and will ensure sustainable, high-quality services for residents.

This process will result in a detailed inventory of all Town assets as well as all the tasks required to operate and maintain these assets.

Special software is required, and successful implementation will require a Town champion and attention to detail.

To start, Mayor and Council should move to support this 3-year Roadmap to Asset Management and establish an Asset Management Bylaw.

RISK!

A CASE HISTORY ...

What are the risks of not implementing an Asset Management system? Here's an example from a nearby municipality. In this municipality management had determined that staff had not been the exercising valves on water mains on a regular basis (or at all, actually). Exercising valves is the act of opening and closing them several times to clear them of corrosion and sediment and ensure that they are operational.

Staff were instructed to exercise valves on an annual basis. Further, a valve exerciser was purchased to support this work. However, staff were typically too busy to perform this work as they felt other more immediate tasks were more important.

One February, in -40-degree Celsius weather, a water main broke. The high rate of flow from the broken water main undermined the adjacent sewer line which also broke. The water from the broken water main then flowed up the sewer line and flooded the basement of several houses. Unfortunately, staff were unable to shut the water main off because ... all the valves would not operate properly; they were stuck open, would not turn, or would not close completely. The entire situation took over two weeks to repair at a cost of over $500,000. Residents were impacted with flooded basements, street closures, and water interruptions. Efforts to isolate the water resulted in surges that caused two curb stops to fail in other areas of town, with more damage, costs and resident impact. Had an AM system been in place senior management would have been aware that the required PM work was not being completed and been able to take appropriate action.

And risks are only increasing. Resident expectations grow each year. Climate change strains drainage systems and drives the frost deeper into the ground each Spring, threatening water and sewer systems. The cost of doing business each year increases with inflation, however block funding does not. Regulations become more and more stringent (fire fighting, water licencing, WSCC). Current accounting practices require tracking of "tangible capital assets"; if you don't invest in your assets the value of your municipal corporation decreases.

As previously stated, the Town has assets valued at approximately $123 Million. Imagine a 1% annual savings! However, also envision an additional 1% annual loss due to inefficient operation. That is the risk you face.

ASSET MANAGEMENT

WHAT IS IT, AND WHY IS IT REQUIRED?

Asset Management (AM) is the acknowledgement that the Town of Hay River (the Town) owns over $123 Million in infrastructure, and that modern management techniques are required to ensure that this infrastructure is operated, maintained, and replaced in the most efficient and cost-effective manner possible, while guaranteeing that services to residents are not impacted.

Ultimately, the Town is a service organisation, providing services to residents that include transportation, garbage collection, potable water, recreation, firefighting, etc.

These services are provided at a level approved by Council; i.e., snow clearing can be required to happen after every snowfall, or monthly regardless of snowfall.

In order to provide these services, the Town requires resources; financial resources that are then used to hire human resources and to purchase the equipment and facilities required to provide services.

For example, providing fire-fighting services requires fire fighters. Fire fighters require fire trucks, and fire trucks require a fire hall to be parked in. To simplify, the Town owns assets to support staff in providing services.

Depending on the level of service (LOS) provided, different resources are required. From the first example, more frequent snow clearing may require more staff, additional snowplows, and a larger garage to house them. This increased LOS comes with higher purchase, operating, maintenance, and replacement costs.

Infrastructure comes in three basic types; fleet (vehicles and equipment) vertical (buildings and structures) and linear (roads, sidewalks, ditches, water and sewer lines). All infrastructure has a lifetime; a truck may last for seven years while a sewer line for seventy. As infrastructure ages it becomes more expensive to operate and maintain and more likely to break-down.

In order to reduce the cost and impact of reactively maintaining infrastructure (i.e., only fixing it when it breaks) Preventative Maintenance (PM) is typically performed. For example, most people change the oil in their truck every 8,000 kms in order to avoid having to replace their engine after 100,000 kms. Not only is this less costly, but an oil change can be scheduled for an opportune time, the appropriate contractor selected in advance, and parts purchased beforehand; an unexpected failure results in service disruption, schedule delays, resident impact, additional costs due to overtime work and expedited shipping.

Further, deciding when it is time to replace aging infrastructure is not easy. Best practice is to replace infrastructure when it comes to end-of-life regardless of current condition. I.e., most light trucks have a published life of seven years, beyond which the cost to maintain becomes increasingly high; high-cost items like engines and transmissions become due for replacement, and best practice suggests at this point it is time for a new light truck.

Unfortunately, most communities cannot afford to replace infrastructure at end-of-life, as funds are not available. Unlike residents who can get a mortgage to buy a new home, or a loan to buy a new truck, municipalities have to save funds in reserves in order to ensure the money is available for infrastructure replacement at a future date. Without the proper tools to inform these replacement needs Councils across Canada have instead chosen to use savings to purchase additional infrastructure and increase LOS to residents, to the detriment of the savings required to replace existing infrastructure and maintain current LOS in other areas.

In an environment where there are more assets to replace than available funding, the Town must risk manage asset replacement. To do this properly, you need to know the condition of your assets so that you can properly prioritise your work. For example, two light trucks at end of life, one with a recently replaced transmission and one without, and funds available to replace only one; which one do you replace? This decision is informed by historical data; age, condition, recent work completed, etc. The truck with the old transmission may be the initial choice for replacement, but further review of the data may indicate that the truck with the new transmission may not have received regular oil changes and one could anticipate an engine failure in the near future.

This leads to a discussion about ensuring appropriate PM. Even though responsible for hundreds of millions of dollars of infrastructure, most communities do not have a PM system. Maintenance decisions are often reactive' and PM work is often ad-hoc and not highly prioritised. Truly, without a proper PM system you can quickly devolve into a situation where staff are too busy addressing reactive maintenance to 'get around to' any PM.

As such, you may see situations as described above where a vehicle not only goes without the proper maintenance, but also that this omission is not recorded. Frontline supervisors often make immediate decisions based on availability of resources, environmental conditions, perceived importance, etc., without some of the higher-level considerations faced by their managers. For example, a supervisor may decide he does not have the staff to perform snow removal in the entire town prior to Spring melt and omits certain areas he determines to be low impact.

The resultant standing water undermines a section of roadbed, considerably shortening its life. Had a manager been immediately aware that this work was not completed he would have had the opportunity to determine that overtime or a hiring a contractor was much less costly than replacing 500 metres of asphalt.

Your managers are tasked with providing services to residents at the level approved by Council. Further, this has to happen while adhering to a Council-approved budget. This is a juggling act of conflicting priorities; allocating fiscal and human resources to procurement, operation, maintenance, and replacement. The bigger and more complicated your community becomes the more difficult this task becomes, and the more removed your decision makers become from the operational aspects of your organisation.

An AM system addresses all of these problems. An AM system consists of a database of all your infrastructure and the work required to operate and maintain it (what, when, how long, how much); everything from "replace your Firehall every 40 years" to "wax the floors once per month" and "check the boiler every day". Data should be detailed enough to include information such as floor waxing requires 3 hours of labour and $40 of material to complete.

With this database you can:

- Create a PM system. Also called a Maintenance Management system, you can produce work orders for all the PM work that has to happen that day, that week, or that year.
- You can track work done and work not done. This keeps staff honest and provides managers with a real-time understanding of asset condition.

- You can identify resource requirements. I.e., the PM system may identify 90 hours of work required for the upcoming week. With only two 40-hour staff, do you approve overtime? Hire a casual? not perform the work? Now you have the tools to make an informed decision, where historically the decision may have been much more arbitrary and not made at an appropriate level of management. At a higher level this exercise can inform staffing levels and budget amounts, if seasonal or annual analysis shows systemic shortfalls or excesses.
- You can develop informed long-term capital plans and make appropriate decisions regarding sustainable levels of service. With all the data at hand and the ability to ensure PM is happening you can risk manage the replacement of capital assets and better understand annual operating costs, necessary reserve contributions and affordable levels of service. With a better understanding of the value and condition of assets, more accurate values can be used when calculating amortisation and depreciation for accounting purposes.
- An AM system can support additional data as well; standard operating procedures (SOPs) can be attached to each PM task, safety requirements can be added that coordinate with Town safety and training systems, assets can be tagged to ensure better tracking, warranty information can be recorded (staff are often unaware that a repair may be free of cost) web interfaces can be used to solicit resident condition feedback (potholes, missing street signs, etc.) and the completion of a task can update inventories and trigger procurement processes to replace required materials and supplies via accounting software tie-ins.

Ultimately, a well-executed AM system can "maximise benefits, reduce risks and provide satisfactory levels of service to the community in a sustainable manner" (for more like this, please see the attached booklet "Asset Management 101").

The benefits proposed come with much work, and this 3-year Roadmap to Asset Management details the organisational commitment required to achieve the required outcome.

LEGISLATION!

WHAT IS REQUIRED?

An AM system is now a requirement in order to receive Federal funding. Given Federal funding flows though the GNWT, MACA is working to support implementation of municipal AM systems. This support includes some data collection, and purchase of AM software. Covid has delayed MACA's work in this area such that their timelines are delayed, however the intent is to coordinate where possible in order to reduce costs to the Town.

Further, Federal legislation is pending that will require municipal AM systems. This is an acknowledgement of the precarious state of municipal infrastructure across Canada. This 'infrastructure cliff' is a result of a post-war building boom approximately 50 years ago; this infrastructure is now at end-of-life however municipalities have not maintained the reserves required to replace it. Informed risk management is now required, and an AM system is the tool to do this.

As previously stated, current accounting practices require tracking of "tangible capital assets" ; current valuations used for budgeting purposes inaccurately reflect the value of Town assets.

Policy and governance are an integral part of successful AM system implementation. As such, it is expected that the Town establish an AM Bylaw.

ASSET MANAGEMENT

THE PLAN ...

Fundamentally, the plan to introduce an AM system is simple, however the devil is in the details.

The first step is to advise Mayor and Council of the initiative and solicit your support via motion and approved bylaw. As this is a 3-year plan, there will be continuing time and money commitments to put this system in place.

Next the proper software has to be selected. There are good options out there currently, including one sponsored by the GNWT, however proper functionality is essential to ensure the success of the initiative. Proposed functionality includes:

- Preventative Maintenance system - work orders and work order tracking.
- AM - asset condition reporting, risk management, capital planning, budget and human resource tracking.
- Resident online portal - opportunity for residents to report asset issues.
- Accounting software interface - inventory tracking, procurement management, cost reporting.
- Other data - SOPs, safety requirements, photos and asset tagging, geo-location of assets (they show on a map) warranty information.
- Ease of use - as will be discussed, the software needs to be easy to use by frontline staff, otherwise implementation will be much more difficult.

Next, the data has to be collected. This is not as simple as a list of infrastructure, as an effective AM system needs to know all the work that goes into operating and maintaining that infrastructure. Data will include:

- A list of all fleet, vertical, and linear infrastructure.
- Age, condition, and replacement cost of this infrastructure.
- A system breakdown of each piece of infrastructure; i.e., for vertical this may be building envelope, interior fit-up, and mechanical systems.
- A list of tasks required to operate and maintain these systems; i.e., for building envelope this may consist of roof replacement every 20 years, stain siding every five years, shovel walkway in winter every morning.
- Each task will identify required resources; number of hours to complete task, required supplies and materials. I.e., staining of siding might require 40-hours labour, $400 stain, and $1,000 rental of scaffolding.
- Each task will have an associated SOP to support staff in completing the task. Collection of this information will ensure management understands the requirements on the ground, while also taking the opportunity to update/improve work processes and procedures for efficiency, safety, and organisational benefit (i.e., the simplest way for an employee to complete a task may not be the most beneficial from a management perspective).
- Additional data to be collected would include safety requirements, current inventory of materials and supplies, photos of assets (name plates, serial numbers) warranty information, and geo-tags.

This will be a lot of work given the breadth of infrastructure owned by the Town, and the intent is to start the process with the Recreation Department which has simpler infrastructure than the Protective Services and Public Works Departments and provides opportunity to test systems and processes prior to Town-wide rollout.

Also, some data will be time-consuming to collect. Establishing SOPs for tasks will be a lot of work but will provide staff the opportunity to liaise with management in the process of establishing these procedures and support employee buy-in during the implementation process. Gathering age and condition information for linear infrastructure will also be difficult, as this infrastructure has been constructed and maintained in fits and starts over many years as the town expanded.

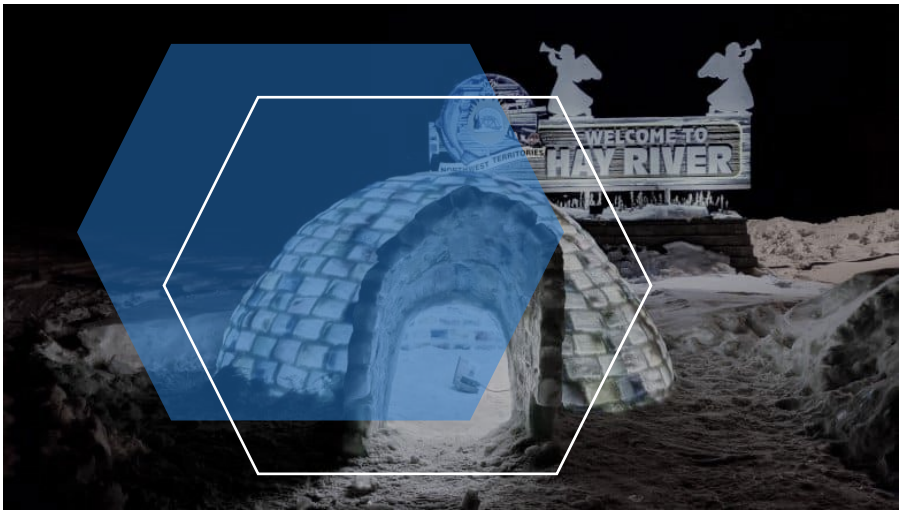
Fortunately, there are some existing resources to draw from, including insurance reporting, as-builts and O&M manuals, fleet maintenance schedules, GNWT resources, etc., and part of the work will be to compile all this data.

The final part of the plan will be implementation. This is where staff begin working to a work order system and follow the associated work procedures. Managers track work done/not done and respond accordingly. Informed capital planning and budgeting begins, and the database is updated and maintained as required. To support this work there will be parallel efforts to review and update human resource policies, job descriptions and organisational charts.

Changing how staff work is not easy and requires perseverance and oversight. Staff will resist change, and improper implementation can be seen by staff as a questioning of their skills and work ethic which will create resistance and pushback. A champion will be required to ensure management has a resource dedicated to ensuring the success of the AM system. The intent is that the Assistant SAO job description will be revised to include AM system oversight duties.

A poor implementation will not only alienate staff, but also can result in inaccurate and incomplete data entry. Once the database becomes out-of-date its usefulness drastically declines. As such, it is of utmost importance that the software interface is user-friendly to ensure there are no perceived impediments to use.

Implementation will have to be iterative. It is impossible to presume all the obstacles and difficulties that may arise. There may be a need to revise data collection methods, areas of responsibility within departments, implementation techniques, etc. The intent is to learn from Recreation Department implementation prior to Protective Services and Public Works implementation.



ASSET MANAGEMENT

SCHEDULE, COST, NEXT STEPS.

The proposed schedule and costs associated with implementation of the 3-year Roadmap to Asset Management are:

Year 1

- Mayor & Council approval of and Asset Management Bylaw. (***on August 23, 2022 Council Agenda***)
- Software is selected. (***Final presentations to selection committee on September 6, 2022***)
- Data is collected for the Recreation Department; data will include a high level of detail regarding assets including SOPs, warranty information, photos, and asset tagging, however safety system integration, geolocation of assets and finance system interface (inventory control, procurement) will not happen at this stage.
- Human resource policies, job descriptions and organisational chart are reviewed and updated to reflect new operational requirements for staff and managers.
- Training of managers and staff on selected software.
- AM system implementation; testing, learning, updating as required for Recreation only.

Cost: $50,000 provided by FCM grant

Year 2

- Geolocation data collected and entered for Recreation Assets
- Data is collected for Protective Services and Public Works Departments however linear assets will not be addressed at this stage. Geolocation data not collected at this stage.
- Implementation of resident online portal for Recreation asset problem reporting
- Training of managers and staff on selected software.
- AM system implementation; testing, learning, updating as required.

Cost: $65,000 to $135,000

Year 3

- Geolocation data collected and entered for PWS and Protective Services non-linear assets.
- Data is collected for Public Works Department linear assets including geolocation of these assets.
- Implementation of resident online portal for PWS asset problem reporting
- Utilise data; risk management and capital planning, update operating budgets and human resource requirements, determine reserve shortfalls.

Cost: $60,000 to $130,000

Future Initiatives

- Integrate accounting, inventory management and procurement systems.
- Interface with safety protocols.
- Geolocation of all assets.

The first step is Mayor and Council approval; attached is a proposed motion that will start work on this ambitious but necessary endeavour.

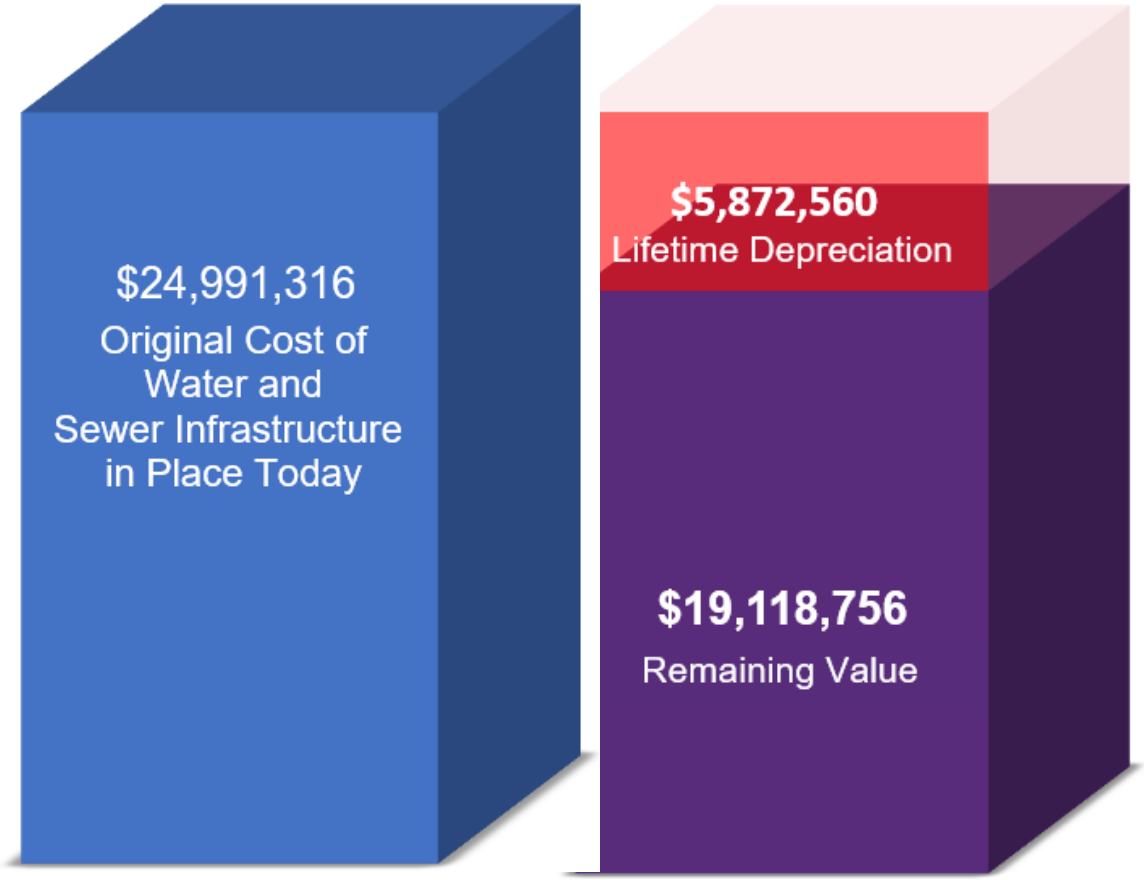
Asset Management

Town of Hay River

August 2022

What is Asset Management?

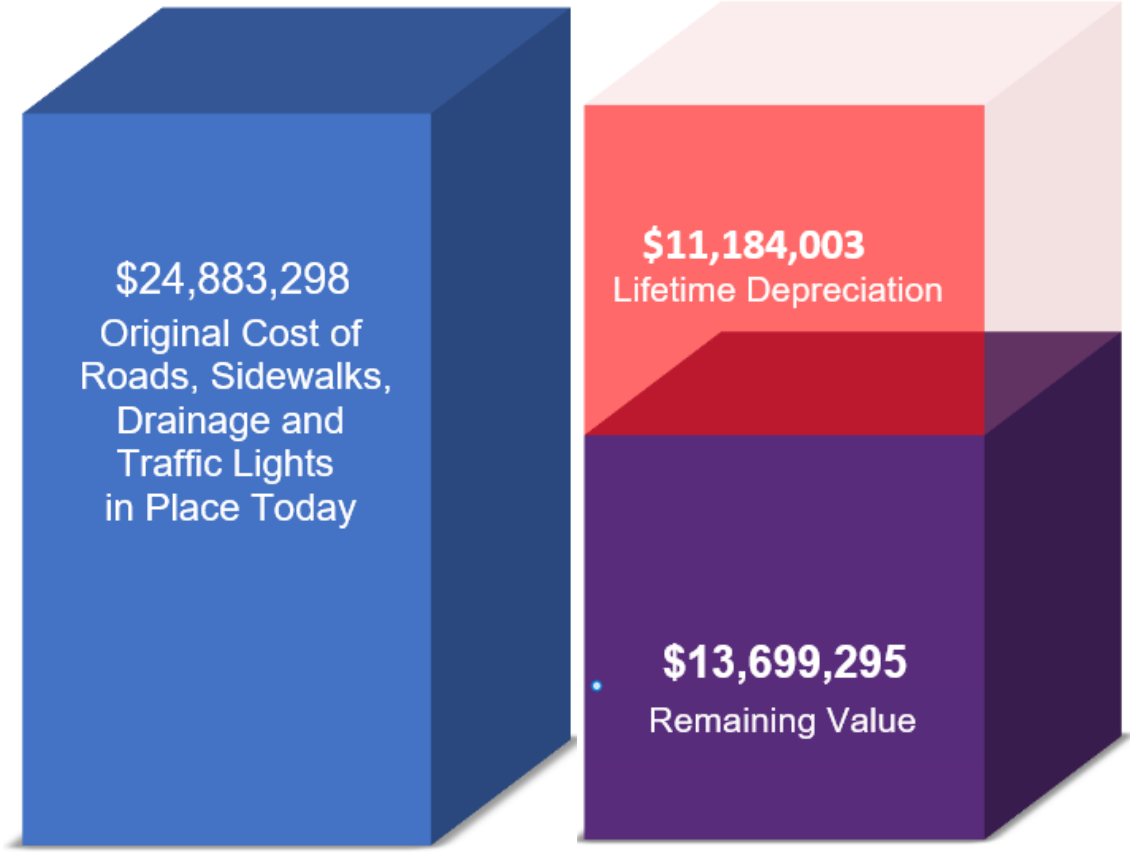
WATER AND SEWER



Annual Depreciation $454,104

Added or Upgraded Infrastructure in the last 5 Years $1,144,520

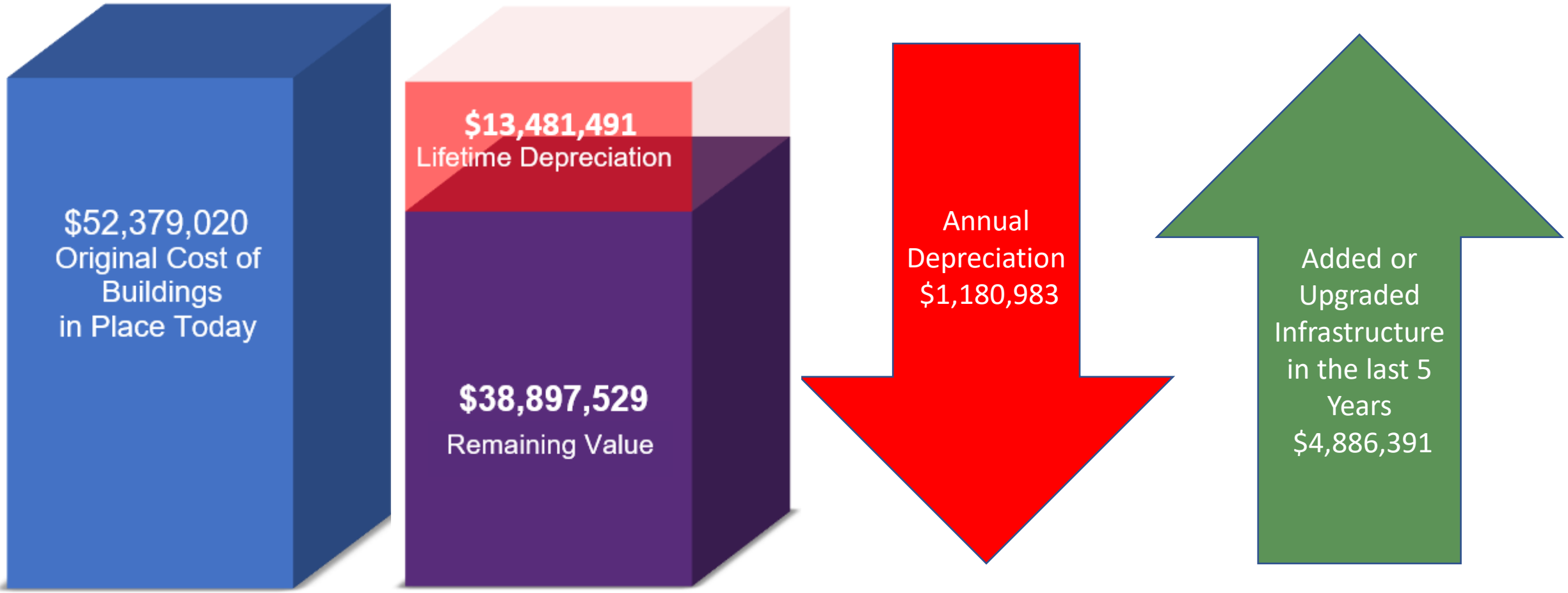
LINEAR STRUCTURES



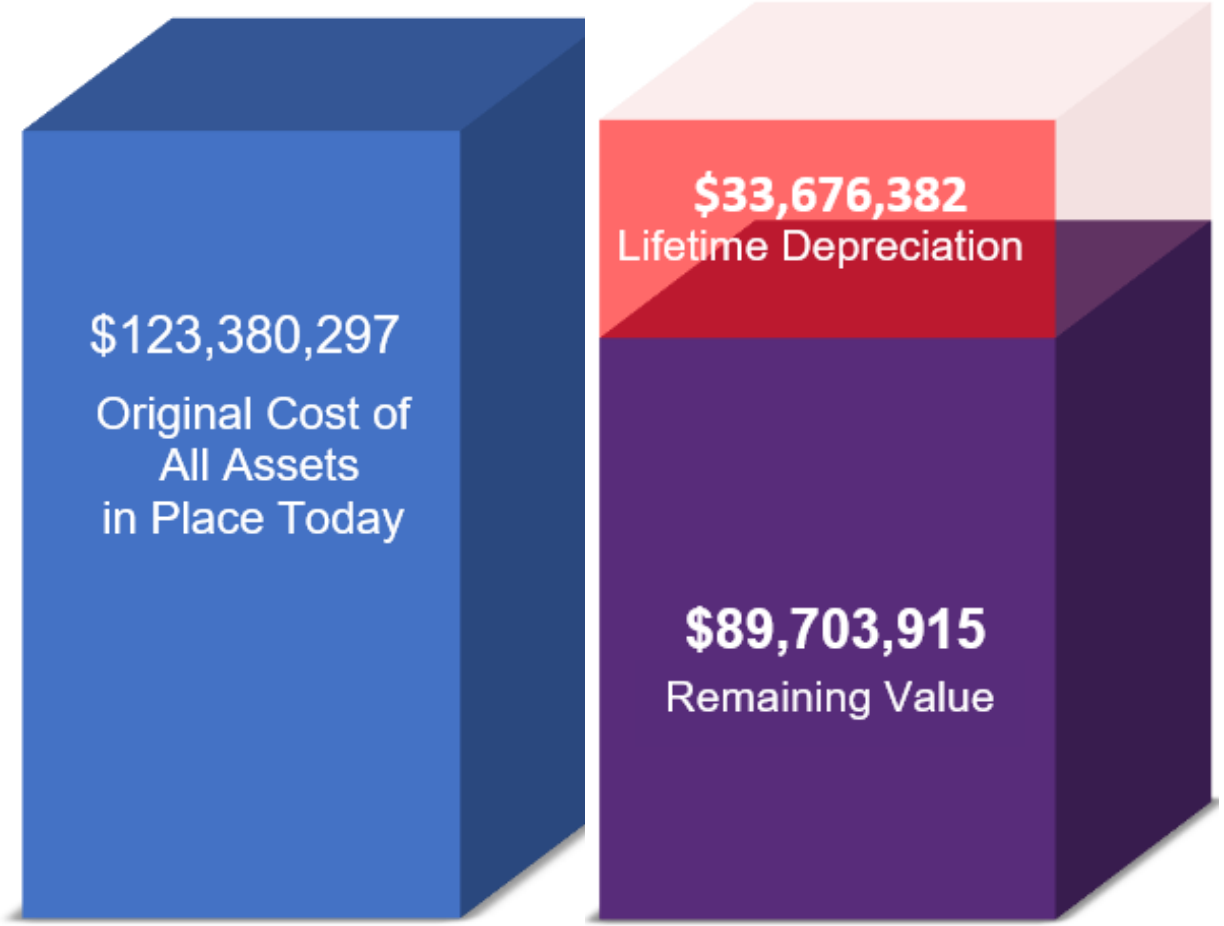
Annual Depreciation $997,412

Added or Upgraded Infrastructure in the last 5 Years $1,443,194

BUILDINGS


$52,379,020
Original Cost of Buildings in Place Today
$13,481,491
Lifetime Depreciation
$38,897,529
Remaining Value
Annual Depreciation $1,180,983
Added or Upgraded Infrastructure in the last 5 Years $4,886,391

ALL ASSETS

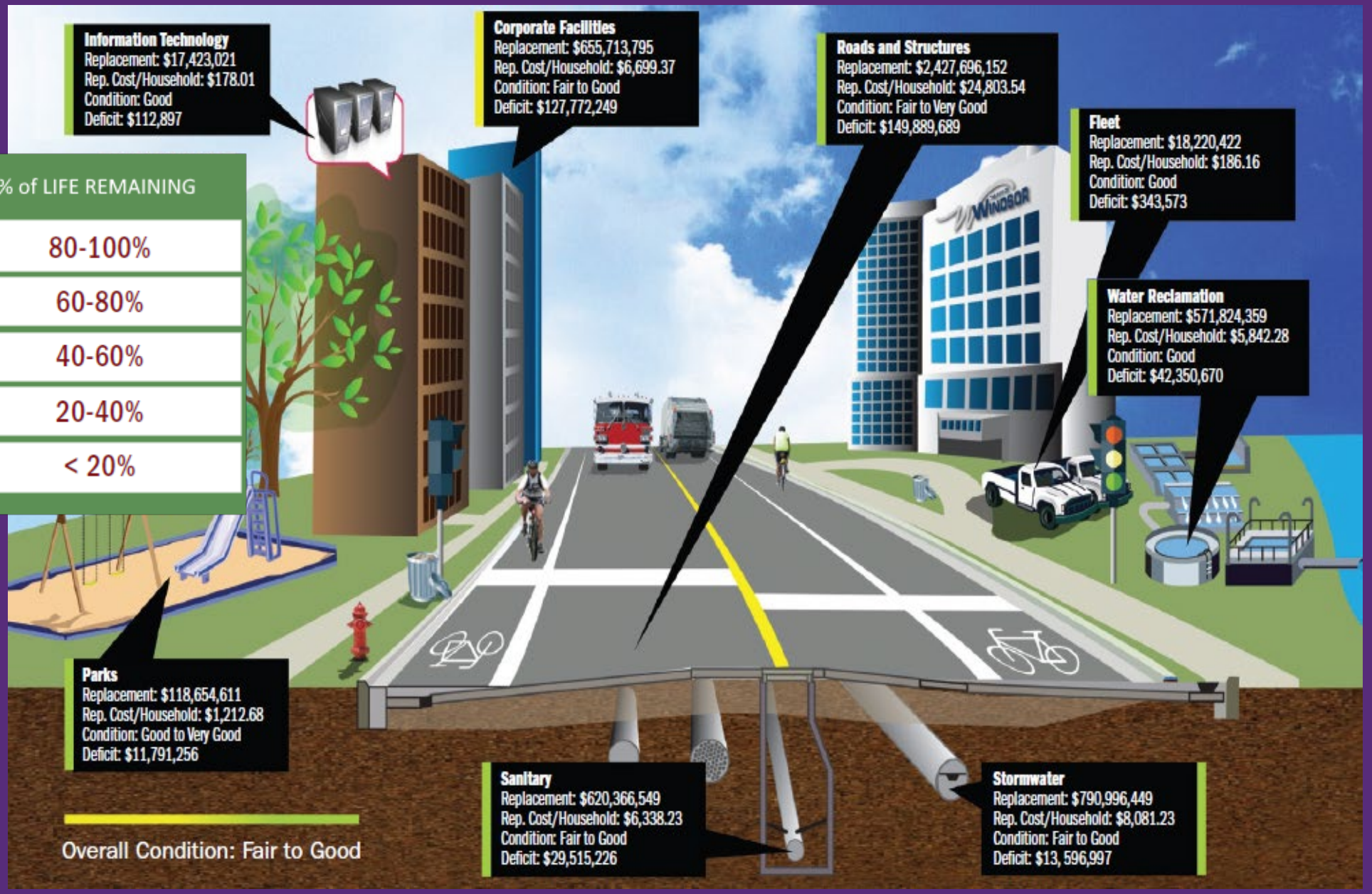


Annual Depreciation $3,405,528

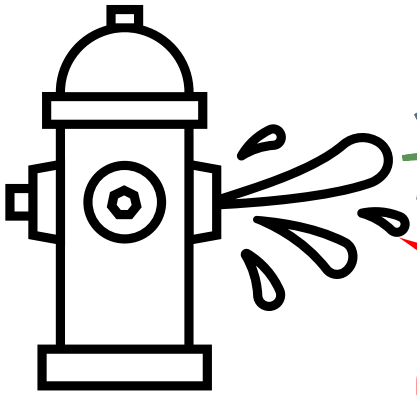
Net Added or Upgraded Infrastructure in the last 5 Years $43,399,223

Including the New Arena

CONDITION	% of LIFE REMAINING
Very Good	80-100%
Good	60-80%
Fair	40-60%
Poor	20-40%
Very Poor	< 20%



What Would Implementing Asset Management Do?



Extend Life by Scheduling Maintenance and Testing

Save Time and Money by Documenting any Replacement Parts

Increase Reliability by Attaching Maintenance and Repair Histories

Save Capital Costs by Scheduling Replacement with Other Projects

Hay River
NORTHWEST TERRITORIES

Year 1

- Mayor & Council approval of and Asset Management Bylaw. (***on August 23, 2022 Council Agenda***)
- Software is selected. (***Final presentations to selection committee on September 6, 2022***)
- Data is collected for the Recreation Department; data will include a high level of detail regarding assets including SOPs, warranty information, photos, and asset tagging, however safety system integration, geolocation of assets and finance system interface (inventory control, procurement) will not happen at this stage.
- Human resource policies, job descriptions and organisational chart are reviewed and updated to reflect new operational requirements for staff and managers.
- Training of managers and staff on selected software.
- AM system implementation; testing, learning, updating as required for Recreation only.

Cost: $50,000 provided by FCM grant

ASSET MANAGEMENT - 3 YEAR ROADMAP

Year 2

- Geolocation data collected and entered for Recreation Assets
- Data is collected for Protective Services and Public Works Departments however linear assets will not be addressed at this stage. Geolocation data not collected at this stage.
- Implementation of resident online portal for Recreation asset problem reporting
- Training of managers and staff on selected software.
- AM system implementation; testing, learning, updating as required.

- **Cost: $65,000 to $135,000**

ASSET MANAGEMENT - 3 YEAR ROADMAP

Year 3

- Geolocation data collected and entered for PWS and Protective Services non-linear assets.
- Data is collected for Public Works Department linear assets including geolocation of these assets.
- Implementation of resident online portal for PWS asset problem reporting
- Utilise data; risk management and capital planning, update operating budgets and human resource requirements, determine reserve shortfalls.

- **Cost:** $60,000 to $130,000

ASSET MANAGEMENT - 3 YEAR ROADMAP

REPORT TO COUNCIL

DEPARTMENT: **ADMINISTRATION** **DATE: August 23rd, 2022**

SUBJECT: **EXCUSED ABSENCE**

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER excuses Mayor Jameson from the Regular Meeting of Council, Tuesday, August 23rd, 2022.

BACKGROUND:

Mayor Jameson has asked to be excused from the Regular Meeting of Council, Tuesday, August 23rd, 2022

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

N/A

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

N/A

Prepared by:
Stacey Barnes
Council Administrator
Date: August 23rd, 2022

Reviewed by:

REPORT TO COUNCIL

DEPARTMENT: **ADMINISTRATION** **DATE: August 23rd, 2022**

SUBJECT: **BANK SIGNING AUTHORITY**

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER appoints the following Council and Administrative representatives as bank signing authorities: Mayor Kandis Jameson, Deputy Mayor Keith Dohey, Senior Administrative Officer Glenn Smith, Assistant Senior Administrative Officer Patrick Bergen and Director of Finance and Administration Sam Mugford.

BACKGROUND:

Bank signing authorities are required in order to meet the Town's obligations under the Signing Authorities Bylaw and the *Cities, Towns and Villages Act*.

From Council, the recommended signing authorities are the Mayor and Deputy Mayor. From Administration, the recommended signing authorities are the SAO, ASAO and the Director, Finance and Administration.

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Cities, Towns & Villages Act, S.N.W.T. 2003, c.22
Signing Authorities Bylaw No. 1764/LEG/00

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

N/A

Prepared by:
Sam Mugford, CPA, CA
Director of Finance
August 18, 2022

Reviewed by:
Glenn Smith
Senior Administrative Officer
August 18, 2022

BY-LAW NO. 2445
MUNICIPAL CORPORATION OF THE TOWN OF HAY RIVER

Town of Hay River
Northwest Territories

Bylaw No. 2445

Asset Management Bylaw

BY-LAW NO. 2445
MUNICIPAL CORPORATION OF THE TOWN OF HAY RIVER

A BYLAW of the Municipal Corporation of the Town of Hay River in the Northwest Territories to provide for an asset management program aimed at sustainable service delivery pursuant to the *Cities, Towns and Villages Act*, S.N.W.T. 2003, c.22, sec. 53-59.

WHEREAS the Council of the Municipal Corporation of the Town of Hay River deems it desirable to promote best practices in asset management at the local government level;

NOW THEREFORE the Council of the Municipal Corporation of the Town of Hay River hereby enacts as follows:

1. **SHORT TITLE**

1.1. This Bylaw may be cited as "The Asset Management Bylaw."

2. DEFINITIONS

2.1. "**Asset Management**" means the systematic and coordinated activities and practices of an organization to optimally and sustainably deliver on its objectives through the cost-effective lifecycle management of Tangible Capital Assets;

2.2. "**Asset Management Plan**" means a long-term plan that outlines assets, asset conditions, levels of service, asset and service risks, activities and programs for each service area, and resources required to provide a defined level of service in the most cost-effective way;

2.3. "**Asset Management Program**" means a corporation-wide program for the management of the Town's Tangible Capital Assets aimed at achieving Sustainable Service Delivery;

2.4. "**Senior Administrative Officer**" means the Senior Administrative Officer of the Town or a person designated to act in the place of the Senior Administrative Officer;

2.5. "**Town**" means the Municipal Corporation of the Town of Hay River;

2.6. "**Council**" means the Council of the Town of Hay River;

2.7. "**Full Lifecycle Cost**" means the total cost of a Tangible Capital Asset throughout its life, including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and disposal;

2.8. "**Sustainable Service Delivery**" means an approach to service delivery whereby current community service needs are met in a socially, economically, and environmentally responsible manner that does not compromise the ability of future generations to meet their own needs; and

2.9. "**Tangible Capital Asset**" has the meaning established under the accounting standards applicable to local governments by the Public Sector Accounting Board.

3. **ASSET MANAGEMENT PROGRAM**

3.1. The Senior Administrative Officer will establish and maintain an Asset Management Program.

3.2. In complying with Section 3.1, the Senior Administrative Officer will endeavour to:

3.2.1. establish and maintain Asset Management Plans, directives, practices, and procedures in accordance with best practices;

3.2.2. ensure personnel, financial resources, and other operational capabilities deemed necessary by the Senior Administrative Officer are provided and that responsibilities under the Assessment Management Program are effectively delegated.

3.2.3. create a corporate culture where all departments, officers, and employees have a role to play in Asset Management by providing awareness and professional development opportunities; and

3.2.4. regularly identify new opportunities for achieving Sustainable Service Delivery.

4. **LIFECYCLE COSTING**

4.1. The Senior Administrative Officer will endeavour to provide or to coordinate the provision to Council of all available information and advice pertaining to Lifecycle Costs to facilitate decision-making related to the renewal, upgrade, and acquisition of Tangible Capital Assets.

4.2. Council will consider Lifecycle Costs in all decisions related to the renewal, upgrade, and acquisition of Tangible Capital Assets and in doing so will consider information provided to Council under Section 4.1.

READ A FIRST TIME this day of August 2022

_____
Mayor

READ A SECOND TIME this day of 2022

_____
Mayor

READ A SECOND TIME this day of 2022

_____
Mayor

CERTIFIED that this bylaw has been made in accordance with the requirements of the Cities, Towns and Villages Act S.N.W.T., c.22, s22, s.70 and the by-laws of the Municipal Corporation of the Town of Hay River on this day of 2022.

_____
Senior Administrative Office Glenn Smith