



OUR FIRST YEAR IN REVIEW

**Report to: Members of Council
All Members of the Administration
Residents of Three Rivers**

Dated: December 2019

It is a pleasure to recap our first full year of operation as the new Town of Three Rivers. As the 4th largest community on the Island and certainly the largest in area, we have made considerable progress in creating our own identity and earning a progressive and well respected reputation. Collectively we have all contributed to making this happen and my personal thanks goes out to the Council, our CAO and all Members of our Administration.

The Council has met regularly each month with little break from the pressing needs of our developing municipality. We have convened 16 Council meetings and 12 Committee of Council meetings. Given the average length of these meetings of around two and half hours, that results in approximately 70 hours at the table seeing to the business of the community. This does not take into consideration the sub committees, Planning Boards, Sewer and Water Boards etc. that would add to both the number of meetings and hours.

During our time debating issues, strategizing and resolving the best course of action, Council enacted 10 essential bylaws, many of which have involved considerable investigation. Our community now has bylaws addressing Borrowing, Municipal Fees, Grants, Code of Conflict, Conflict of Interest, Council Procedures, Remuneration, Council Size, Establishing Tax Groups, Reserve Funds and a Zoning Bylaw and Official Plan for Brudenell.

Council has also adopted numerous Policies that are important to the consistent and effective operation of the Municipality. We have debated and adopted policies regarding our Financial Plan, an Affordable Housing Tax Incentive Program, a Municipal Revitalization Tax Incentive, an Asset Management Policy, Capital Projects policy, Hall Rentals Agreements, In-Kind Grants and Town-owned Facilities Grant. We have also adopted many human resource policies including Substance Abuse Prevention, Code of Conduct for Staff, Drivers Abstract, Domestic Violence, Hand Held Electronics, Corrective Discipline, Working Alone, Preventing and Resolving Harassment, Safety, Fraudulent or Dishonest Conduct and Whistleblower, Record of Non Disciplinary Counselling, Respectful Workplace and a Wage and Benefit Plan. With the Assistance of Dan Hughes, these policies have been explained to staff and training sessions provided where required.

The CAO will be presenting further bylaws and policies for Council's consideration in the new year including the Emergency Measures Plan, a Procurement Bylaw, Records Retention, Freedom of Information, and a Sale of Assets Policy.

The Town requires key professionals/consultants to fulfill our role as a corporation. Early in the year and for the purpose of continuity, we engaged lawyers, bankers and insurers with the intent to issue Request for Proposals (RFP) to establish long term relationships. We require an auditor and there is a recommendation to appoint a firm for a five-year term before Council. We have issued an RFP for legal services and the submissions are currently being reviewed for a recommendation in early January. A banking and other financials services RFP will be issued in early January as well. Our insurers are Frank Cowan Company and discussions will ensue with them in the first quarter to either renew for a short term if advantageous or issue a long-term RFP. A template RFP has been developed by the CAO for engineering services that can be used on a project by project basis or for the appointment of an engineer for all projects.

Early this year we engaged the services of Insight Marketing who have undertaken several workshops with the Council and orchestrated several beneficial community consultations. With the guidance of Dawn Binns we have adopted a unique Three Rivers community brand, and impressive new logo, have undertaken development of a revitalized and eye-catching web page, and a popular and interesting community newsletter has been launched. Dawn has further provided advice and guidance on ensuring effective and meaningful dialogue with our citizens going forward.

Progress can take many forms but one of the more noticeable and important indicators is infrastructure renewal and advancement. Our capital program this year was over \$4M. We have seen significant upgrades to the Three Rivers Sportsplex with new boards, a new dehumidifier, new ice plant and this spring we will take delivery of our first ever brand new Ice Resurfacer. We have started work on needed ball field lighting and various building upgrades at the Cardigan Ball fields which is home to one of the most progressive and active ball associations on the Island. We have just operationalized the revolutionary solar field at the Wellness Centre which will result in

considerable energy savings for that facility. The long-awaited upgrade to the Georgetown lift station was recently approved and a new operations garage will be constructed in Georgetown early next year. We have approved the new Montague Splash Pad for construction in early spring and the Montague Waterfront Project which includes a pedestrian bridge joining both sides of the River, site improvements and an exciting new tourist visitation centre will be advanced in the coming months. The contract has been awarded for a kayak building on the Cardigan waterfront.

One of the most significant capital projects will be the replacement of the administrative offices in Montague. We have outgrown the temporary trailer and are investigating another trailer for the interim period until a permanent home can be constructed. An RFP for architectural services was issued and the submissions are currently under review to provide a new 6,000 square foot facility on the site of the former Montague Town Hall. This is another exciting project that will require all Council's involvement as the Administrative Offices Committee finalizes their recommendations.

Council has determined that a nine (9) member Council consisting of a Mayor and 8 Councillors is appropriate beginning with the next municipal election in 2021. Council has also agreed to determine a ward system and will appoint an Electoral Boundaries Committee to investigate the most beneficial ward system for our community. This will ensure that all areas of the Town receive the best possible representation.

Our organization requires qualified and competent staff to manage the affairs of the Town. We have a top-notch CAO in Jill Walsh, and we all owe her a debt of gratitude for her leadership, advice, commitment and the long hours she willingly gives as head of the administration. We have adopted an organization chart and to date, engaged a seasoned and experienced veteran as Manager of Community Services in Dorothy Anne MacDonald, a CA/CPA in Ashley Higginbotham as our Accountant, an experienced Member of the Canadian Institute of Planners in Gary Smith as our Planner, and excellent support staff in Chelsey Leard, Chantal Ansens, and Hannah Bell. These individuals join our existing excellent staff members in the persons of Allan Greene, Tommy MacLeod, Kyle Jenkins, Chris Morris, Mark Gotell, Naomi Gotell, and Dwayne McIntyre. These folks do a superb job in their roles and bring many years of exemplary and valuable experience to the Town. A special note goes to Tommy, Mark and Dwayne in their dual roles as Fire Chief for Montague, Georgetown and Cardigan. Joining us in January will be a Certified Engineering Technician in Matt Duffy for our Utility, and Rec and Events Coordinator Cathleen MacKinnon. Two further positions are out for competition for the Manager of Corporate Services and the Executive Assistant to the CAO.

I would be remiss if I did not extend the appreciation of the Council and Administration to both the Federal and Provincial governments. I would single out the staff within the Province's Municipal Affairs department who have provided invaluable assistance and were always quick to respond and offer their advice whenever asked. Further, the

various Federal and Provincial grant programs we have tapped has allowed us to achieve many improvements made to our infrastructure.

I believe there is value in taking time to reflect on our accomplishments as we head into another year serving the people of our great Town. My intentions are to post this report on our Web site, and have it included in our next Community newsletter. Again, my personal thanks and the appreciation of all our citizens for the tremendous work each Council Member and each member of the Administration have done for Three Rivers.

With utmost respect and valued appreciation to Council Members and Administration,

E. MacAulay,
Mayor