

AGENDA
FINANCE COMMITTEE

Bridgewater, NS

Tuesday, February 5, 2019 – 9:00 a.m.

Time & Page

1. CALL TO ORDER
2. ANNOUNCEMENTS, ACKNOWLEDGEMENTS, RECOGNITION: (Nil)
3. PUBLIC INPUT (15 Minutes)
4. APPROVAL OF AGENDA
5. APPROVAL OF MINUTES – December 4, 2018
6. BUSINESS ARISING FROM MINUTES: (Nil)
7. AWARDING OF TENDERS/RFPs:
8. PRESENTATIONS/SCHEDULED TIMES:
 - 8.1 Brian Keizer, FESC Chair re Recruitment and Retention Strategy 9:15 a.m. 2-19
9. CONSIDERATION OF CORRESPONDENCE: (Nil)
10. RECOMMENDATIONS FROM COMMITTEES & BOARDS:
 - 10.1 Fire Services Committee
 - 10.1.1 Fire Department Recruitment and Retention Strategy 2-19
 - 10.2 Region 6 Inter-Municipal Committee
 - 10.2.1 2019/2020 Budget 20-24
11. STAFF REPORTS:
 - 11.1 Finance Department
 - 11.1.1 Operating Fund Variance & Capital Status Report..... 25-32
 - 11.1.2 Proposed Area Rates - Street Lights & Hydrants 33-35
 - 11.1.3 Municipal User Fees – Proposed Amendments 36-40
 - 11.1.4 Tax Relief – Damaged Property, Branch LaHave 41
 - 11.2 Administration Department
 - 11.2.1 Adopting a Community Incentive Cleanup Program..... 42-44
 - 11.3 LaHave River Project Team
 - 11.3.1 LaHave River Straight Pipe Project – Inspection Fee Discussion 45-54
12. MAYOR’S/DEPUTY MAYOR’S/COUNCILLORS’ MATTERS:
 - 12.1 Lunenburg County Lifestyle Centre Financial Statements (M. Ernst)..... 55-58
 - 12.2 South Shore Regional Library Board Update (E. Hustvedt)
13. IN CAMERA:
 - 13.1 Contract Negotiations re Solid Waste Management under Section 22(2)(e) of the MGA
 - 13.2 Contract Negotiations re Fixed Wireless Internet under Section 22(2)(e) of the MGA
14. ADJOURNMENT

REQUEST FOR DECISION/DIRECTION

REPORT TO: Council
SUBMITTED BY: Fire and Emergency Services Committee
DATE: January 22, 2019
RE: Draft Recruitment and Retention Strategy
ORIGIN: Strategic Priorities 2018/2019

RECOMMENDATION

“Move that the FESC conduct public engagement on the amended Recruitment and Retention Strategy.”

BACKGROUND

The purpose of today’s discussion is to review the draft Recruitment and Retention Strategy and recommend that the draft strategy be presented to Lunenburg Regional Fire and Emergency Services for their feedback. The tactics, and the costs attached, were identified as priorities by FESC.

BACKGROUND

Recruiting and retaining active volunteers for the Fire Department has been a long running issue across Nova Scotia. The issue has been raised in discussion with departments, at LRFES meetings and at some FESC meetings in the past. Some of the issue stems from demographic trends affecting our county, including slow or no population growth in communities, and the aging population; however, there are also some concerns related more specifically to the fire service.

This year’s registration package collected the number for active firefighters in our 24 departments (plus the Town of Lunenburg's 48 members, the Town of Mahone Bay numbers were not available at the time of this memo), with 631 active firefighters we get an average of roughly 25 active fire fighters per department.

The provision of fire and emergency services through volunteer departments is a critical part of MODL’s protective services, and provides an invaluable resource to our communities, often times serving as the heart of the communities that they serve. As a result, Council understands the value of a strong fire service that has high levels of volunteers. Council identified recruiting and retaining firefighters as a strategic priority in 2017/18. This report provides a blueprint for the development of a strategy to achieve this goal.

The Fire & Emergency Services (FESC) subcommittee on Recruitment and Retention has worked very hard during the process and has worked closely with MODL’s Communications Officer and Fire Service Coordinator. The Committee showed ownership and leadership, and the discussions around the table from all Committee members, Councillors and Fire Service were engaging and brought different ideas to these discussions.

BUDGET IMPLICATIONS

Each element included in this Strategy contain a notation on the estimated one time or annual cost.

	One-time expense	Annual expense
Develop recruitment marketing materials	\$3,000	\$200
Developed and distribute recruitment package	\$500	\$100
Print & distribute annual recruitment & recognition newsletter		\$2,000
Paid newspaper ads		\$2,000
Paid radio ads		\$3,000
Paid Facebook ads		\$500
Increased community presence		\$1,000
Annual thank you BBQ		\$8,000
Online soft skills training		\$1,000
EFAP		\$16,000
Additional staff resource – dependant on tactics selected		\$5,000-\$22,500
Total		\$58,900

Please note that at the January 14, 2019 FESC meeting, the decision was made to remove the tax rebate option from the tactics list.

There is currently \$4,000 available in the Fire Services budget for recruitment and retention. Additional budget for 2019/20 would need to be allocated in order to meet the commitments set out in this strategy.

STRATEGIC PLAN

Council identified recruiting and retaining firefighters as a strategic priority in 2017/18 and in 2018/2019.

WORK PROGRAM IMPLICATIONS

The proposed plan would require significant staff time from both the Fire Services Coordinator, and the Communications Officer. Depending on the tactics selected for inclusion in the final, approved Strategy, additional Municipal staff resources will be required. The most highly labour intensive tasks are noted in each tactic. We could address some of the new tasks by leveraging a summer term or co-op position for the development of those tactics. In other tasks, it might require a work plan reshuffling or the hiring of a part-time, year-round resource.

The success of the Strategy will also require buy-in and engagement from the Fire Service, including the LRFES and the general membership of departments.

ALTERNATIVES

If significant revisions are identified, it is recommended that the Council direct staff to prepare a revised Strategy for consideration at a future Council meeting.

CONSULTATION

Once Council has approved the draft Strategy for review, the FESC will present the draft Strategy at two upcoming Lunenburg Fire and Emergency Services Regional meetings. The Strategy will be disseminated before the first meeting directly to all chiefs and in the agenda package, and attendees will have the opportunity to review the Strategy and ask questions or make suggestions for improvement. Those who cannot attend will be encouraged to submit a written submission.

CONCLUSION

The Volunteer Fire Service in Lunenburg County provides a critical protective service function for residents, and is a core part of our communities. A healthy volunteer base is essential for the continued success of our departments. The proposed Recruitment and Retention Strategy is intended for use through the partnership of the Municipality and the Fire Service to grow the volunteer ranks of these important community institutions.

Fire Service Volunteer Recruitment and Retention Strategy

DRAFT

Prepared by: Fire and Emergency Services Committee

May 14, 2018

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Executive Summary

In 2017, the Municipality of the District of Lunenburg's Fire and Emergency Services Committee (FESC) identified the need for a Recruitment and Retention Strategy that would assist fire departments in recruiting and retaining Fire Service volunteers. For the purpose of this strategy, Fire Service volunteers includes firefighters and all supporting personnel (truck drivers, event organization, etc.).

FESC brought forward their request to Council, and through Council's annual strategic planning process, the development of a Recruitment and Retention Strategy was identified as a strategic priority to Council.

This document is the culmination of surveys conducted with members of the public and the Fire Service, facilitated meetings with the Fire and Emergency Services Committee, discussions with Fire Service chiefs and ideas gathered through a scan of the best recruitment and retention practices used by fire departments in Lunenburg County and throughout Canada.

The strategy offers tangible steps and a toolkit the Fire Service and the Municipality can use to improve recruitment and retention.

Process

Recruiting and retaining active volunteers for the Fire Department has been a long running issue across Nova Scotia. The issue has been raised in discussion with departments, at LRFES meetings and at some FESC meetings in the past. Some of the issue stems from demographic trends affecting our county, including slow or no population growth in communities, and the aging population; however, there are also some concerns related more specifically to the fire service.

This year's registration package collected the number for active firefighters in our 24 departments (plus the Town of Lunenburg's 48 members, the Town of Mahone Bay numbers were not available at the time of this memo), with 631 active firefighters we get an average of roughly 25 active fire fighters per department.

The provision of fire and emergency services through volunteer departments is a critical part of MODL's protective services, and provides an invaluable resource to our communities, often times serving as the heart of the communities that they serve. As a result, Council understands the value of a strong fire service that has high levels of volunteers and identified recruiting and retaining firefighters as a strategic priority in 2017/18 and again in 2018/2019.

Audience Research

The project began with quality audience research. This has allowed us to create an evidence-based plan. We typically make assumptions about why people may or may not join the Fire Service based on our own experiences or those in our social circle. Objective audience research has allowed us to identify what might motivate people to join the Fire Service and understand why they leave.

This involved a statistically representative public survey of Municipality residents on their beliefs about volunteerism and the Fire Service, a self-selected survey of current firefighters, and two focus groups with Fire Service volunteers and non-Fire Service volunteers in attendance.

The audience research, along with information already developed by fire organizations across Canada, helped to guide us through robust discussion at two FESC meetings. After a presentation on the market research, a brainstorming and a prioritization exercise, the group selected initiatives that the Fire Service and the Municipality can use to improve recruitment and retention.

Timeline

September 2017	Council directed staff to work with FESC to develop a strategy
October 2017	Staff worked with the FESC on a scan of other Fire Service recruitment plans, and developed two surveys
January 2018	Audience research
February 2018	Summary report to FESC
March 2018	FESC discussion

<i>May 2018</i>	<i>Discuss and debate draft strategy completed by FESC</i>
<i>June 2018</i>	<i>Draft Strategy presented to Council</i>
<i>June to July 2018</i>	<i>Fire Department engagement – presentation at June 21 LRFES</i>
<i>September 2018</i>	<i>Council approval of strategy</i>

What we learned

Throughout our research, a number of positive things were brought to light.

- Firefighters are well-respected. The most common words top-of-mind for respondents when thinking about firefighters are “dedicated,” “brave,” and “courageous.”
- More than three-in-four of all respondents say they would find the time to volunteer if there was a cause they believed in.
- Current firefighters cite “giving back to my community” as the most common reason why they joined the Fire Service, and 90% rate their overall volunteer experience with the Fire Service as Very Good or Good.

Our research identified some external realities that affect recruitment:

- Time commitment. There are increased demands on volunteers' time, and many different ways to spend free time. Parents in particular are challenged with the increased focus on extracurricular activities and volunteering demands from their childrens' sports teams and schools.
- Employer-related. Young people especially cite getting out of work as a primary obstacle to volunteering with the Fire Service.
- Availability of people. Aging and decreasing rural populations make recruiting a challenge.

Our research also identified the following misconceptions about volunteering for the Fire Service:

- A high percentage of people do not believe there is a shortage of volunteer firefighters.
- People believe it takes a lot of training to become a firefighter and a lot of time to be one. There is a misunderstanding in the public about the degree of training needed, the time commitment required, and the types of non-firefighting volunteer opportunities available (i.e. truck driver, event assistance, office help).
- The most common reason for those in their 40s and older for not applying is feeling they're not in good enough physical shape.

Objective

The objective of this strategy is to assist the Fire Service in overcoming barriers to recruitment and retention of Fire Service volunteers. To do this, the recommended tactics in the strategy are designed to support the following objectives:

- Increase Fire Service volunteer recruitment.
- Increase Fire Service volunteer retention.
- Increase overall awareness of the need for Fire Service volunteers.
- Provide all Lunenburg County fire departments with a recruitment toolkit that they can use and adapt as they see fit.

Target Audiences

There are two primary audiences targeted in this strategy: residents, and members of the Fire Service. Within the community-at-large, several key audiences have also been identified, and specialized nuanced tactics have been developed for them.

Residents

A typical community resident may not think about the volunteer fire department on a regular basis. He or she may be aware that it exists, but unaware of the direct and indirect benefits the community receives from the presence of the fire department. **Residents, especially newcomers from cities and countries that only have career firefighters, also may not realize that their fire department is run by volunteers.** Communications with residents will be aimed at increasing general awareness of the volunteer fire department and generating interest in being involved in volunteer firefighting.

Key message: We need people, and there's something for everyone.

While targeted communications should take place to recruit both traditional and non-traditional volunteer demographics, the following audiences were identified as audiences of specific interest.

- Among those who say they are likely to volunteer in the future, males and 18 to 34-year-olds are the most common prospects.
- Youth (16 to 21-year-olds).
- Employees at companies that let their staff leave for firefighting.
- Newcomers who want join the community and build connections, who may not know there is a need for Fire Service volunteers.
- 35-50 year-olds

Youth

We believe that by providing youth with responsibility and training, if they stay in the area they will stay in the Fire Service. If you start them in training, even if they leave, they will find a department where they go. Their service to the Fire Service typically makes a strong impression on them, offering them a sense of importance and value. Parkview and New Germany School both offer a credit course through the Coop Credit program. Students have to be 16 years of age, and they receive one credit for 100 hours

as a member of the Junior or Regular member roster. There is an application process and studies involved besides the training etc. at a given Fire Department.

Key messages:

- Earn school credits for students over sixteen for contributing to the Fire Service
- Help you learn new skills, you can learn how to use fire fighting equipment.
- Improve your resume.
- It's prestigious – you're a hero!
- Camaraderie, it's somewhere you will feel like you belong, and are part of a team.

Employees

A number of local employers permit their staff to leave work with pay to respond to fire calls. Employees of these employers who are not currently Fire Service volunteers would be a good potential audience for our marketing. We will need to be cautious and respectful about targeting employers who are being charitable so as not to strain their generosity.

Key messages:

- Employers – get recognition for letting your staff leave to fight fires
- Camaraderie

Newcomers

Welcome newcomers to the community and invite them to join the Fire Service. The very nature of a rural community can make it hard to make connections because of the strong ties that already exist, and the distances between homes. Volunteering with the Fire Service can help new residents more fully join the community and offer them a way to integrate into the community fabric.

Key messages:

- Become part of the social fabric
- Built in networking with your neighbours
- Camaraderie – it's a family
- We need you – fire fighters and other Fire Service members are all volunteers
- There's a role for everyone

35 to 50-year-olds

Once small children have grown, parents have a bit more time to pursue interests of their own. Often, they've volunteered for their children's schools or sports teams, and may be open to different volunteering pursuits more focused on their personal interests.

Key messages:

- Volunteering with the Fire Service is flexible
- There's a role for everyone
- Help the community with meaningful work
- Camaraderie – strong fraternity

Overall Approach

The strategy consists of a partnership approach, sharing the responsibilities of recruitment and retention between the Municipality and the individual fire departments and related committees or associations. As a committee, the FESC brainstormed a large list of potential tactics to improve recruitment and retention, then prioritized the ones they felt would be most impactful. The complete list of potential tactics is available in Appendix A.

Fire Service Responsibility

The tools and tactics identified in the Fire Service section can be adapted and used by individual Fire Departments. This enables each Department to select the tools and tactics that they feel would be most effective in their community, and with the teams they have.

Municipal Responsibility

To support Fire Departments in their local activities, a number of centralized initiatives are recommended.

Recruitment Tactics

Fire Service Responsibility

The following are potential initiatives for individual Fire Departments. Each department is free to select the initiatives that they feel they can implement with the resources they have available, and that they believe will work in their community. Should a Fire Department choose to pursue any of the methods noted below, they are encouraged to reach out to the Municipality for additional direction or support if desired.

1. Assign recruitment responsibilities

There is great value in inviting current Fire Service volunteers into the recruitment process. In our survey of active firefighters, it was identified that the majority of Fire Service volunteers learned about the opportunity through a friend or family member. Our current volunteers are our best ambassadors, and their recruitment by word-of-mouth advertising is invaluable.

Existing Fire Service volunteers should be offered the opportunity to contribute to the planning of any recruitment initiatives. This will improve involvement in the initiatives, and it can also alleviate the pressure on the chief, and utilize the unique skill sets of individual Fire Service volunteers.

Each Department might choose to put one member or more in charge of recruitment in each Department, who will work with the Fire Service Coordinator to introduce new tactics. *(no cost)*

2. Increase marketing materials in Fire Halls

Fire Halls are important community gathering spaces in our Municipality. Many events, run by the Fire Service or by other community groups, take place in our Fire Halls. This offers a unique marketing opportunity. By increasing the marketing materials displayed at the Fire Halls and by integrating one on one contact at events, we can amplify our key messages.

At any breakfasts, suppers or other community events, consider offering facility tours or having a Fire Service volunteer speak to the group for two or three minutes about the need for volunteers. If your Fire Hall has a roadside sign, add regular recruitment messages to the sign. *(no cost)*

3. Develop a social media presence

A high percentage of our residents use social media. While the use of social media should be balanced with the need to ensure it does not create department inefficiencies, Fire Service volunteers can engage in social media in small windows of time as available. Individual Fire Departments can create a basic Facebook page that allows them to spread recruitment messages, share first-hand accounts of what it is like to be a Fire Service volunteer, and provide fire safety information to residents. *(no cost)*

4. Engage in speaking opportunities

Active engagement with community groups can support recruitment and retention. Involvement with community groups raises the profile of the fire department in the community and provides recruitment opportunities to those who are already volunteering for other organizations. The intent is not to "poach" volunteers from other organizations, but to seek out people who have the capacity to add more volunteering into their lives and welcome them to the Fire Service. Department Chiefs could speak at local Service Clubs about the need for volunteers, specifically with regards to support personnel. Individual Fire Departments should continue to participate in Fire Safety Week activities and talk about recruitment at these events. *(no cost)*

Municipal Responsibility

The Municipality is committed to supporting the local recruitment and retention initiatives undertaken by individual Fire Departments, and to initiating the centralized initiatives noted below that are selected by the FESC and approved by Council. These initiatives are well suited to being managed by the Municipality for the benefit of all. We recognize the limited time and resources available to individual Fire Departments. These Municipally-managed initiatives are intended to complement the local initiatives.

1. Develop recruitment marketing materials

The Municipality will develop a professional Fire Service volunteer brand. The brand would include visual and thematic elements that could be provided in a template form and customized for each Fire Department.

Using this branded material, the Municipality would produce posters, brochures and online content that can be requested by the Fire Service for their use at their events or on their social media channels. *(Estimated cost \$3,000 one-time expense, \$200 annually). This is a labour-intensive tactic.*

Additionally, the Municipality could create a recruitment package and distribute it to realtors, have the building department hand it out with occupancy permits, and provide it to the military base. *(Estimated cost \$500 one-time expense, \$100 annually). This is a labour-intensive tactic.*

2. Run a marketing campaign

Once a brand is developed, a Municipal-wide awareness campaign will be implemented to improve general awareness of the key messages. Mass media advertising would be coordinated as follows:

- Produce an annual recruitment and recognition newsletter distributed with Municipal Matters. *(Estimated cost \$2,000 annually)*
- Add longer articles in Municipal Matters that highlight various aspects of volunteering with the Fire Service. *(no cost)*
- Paid newspaper ads. *(Estimated cost \$2,000 annually)*
- Paid radio ads. *(Estimated cost \$3,000 annually)*
- Add regular recruitment messages and profiles of Fire Service volunteers on Municipal Facebook page. *(Estimated cost \$500 annually)*
- Editorial stories submitted annually to local media. *(no cost)*

This is a labour-intensive tactic that would require a new staff resource.

3. Expand content on modl.ca

Content created for the marketing campaign would be added to modl.ca. Additionally, we would add a fillable PDF or online form to the MODL website. Completed forms would be forwarded to the appropriate Fire Department. The Fire Service section of modl.ca would include links to every Fire Department website and Facebook page. *(no cost)*

4. Increased community presence

In conjunction with Fire Safety Week, the Municipality would promote the student bursary through local media, social media and presentations at the schools. The presentations will consist of defining the bursary and highlighting the fire services in a positive light and explain how students can get involved. The Fire Services Coordinator would build a relationship with guidance counsellors to encourage a relationship, and suggest they refer students to the Junior Firefighter program and make posters and brochures available to the school.

We would set up a booth at highly attended fairs, shows and conferences in our community, staffed with the Fire Services Coordinator and a Fire Service volunteer. Use this opportunity to connect to individual residents and reach the broader audience. Greet people that pass: "We're in need of new volunteers for the Fire Service in the community. Can I give you this brochure to read, and to pass on to a friend if you're not interested personally?" *(Estimated cost \$1,000 annually)* *This is a labour-intensive tactic that would require a new staff resource.*

~~5. Explore the opportunity to advocate for municipal, provincial and federal governments for tax rebates~~

~~The Municipality could advocate to the federal and provincial governments for increased tax rebates for Fire Service volunteers, and for funding or tax incentives for those companies/business who allow firefighters to leave their place of work. This would lessen the financial burden to a business and maybe allow for some pay for those firefighters who leave work for fire calls. The Municipality could advocate through the Fire Service Association of Nova Scotia (FSANS). *(no cost)*~~

The Municipality could explore the options for creating a municipal fire tax rebate. Currently the MGA only allows rebates for low-income. The Municipality could request an allowance to offer a rebate on the fire tax to Fire Service volunteers. A rebate program would need to be application-based so that the Municipality could confirm volunteer status and actual fire tax paid. The Municipality could also establish a maximum rebate value (e.g. \$100) to manage the program budget. *(\$65,900 annually) This is a labour-intensive tactic that may require a new staff resource.*

Retention Tactics

As noted earlier, our current volunteers are our best ambassadors, and their recruitment by word-of-mouth advertising is invaluable. As such, current Fire Service volunteers should be treated in ways that make them want to continue supporting the Fire Service and inspire them to support recruitment through their personal connection.

Current firefighters cite “giving back to my community” as the most common reason why they joined the Fire Service, and 90% rate their overall volunteer experience with the Fire Service as Very Good or Good. Of the firefighters who responded to the survey, the primary tactics they believe would increase their commitment to the Fire Service are a pension, more training, more recognition and increased tax rebates.

Fire Service Responsibility

The following are potential initiatives for individual Fire Departments. Each Department is free to select the initiatives that they feel they can implement with the resources they have available, and that they believe will work in their community. Should a Fire Department choose to pursue any of the methods noted below, they are encouraged to reach out to the Municipality for additional direction or support if desired.

1. Create a mentor program

A strong fraternity can be intimidating to new recruits. Chiefs could assign each new volunteer a “buddy” that checks in on them regularly and builds a strong, respectful relationship.

2. Be alert to burnout

Chiefs could be more cognizant of the potential for volunteer burnout and support their volunteers when they need to step back from their regular responsibilities for short periods of time.

Municipal Responsibility

The Municipality is committed to supporting the local recruitment and retention initiatives undertaken by individual Fire Departments, and to initiating the centralized initiatives noted below. These initiatives are well suited to being managed by the Municipality for the benefit of all. We recognize the limited time and resources available to individual Fire Departments. These Municipally-managed initiatives are intended to complement the local initiatives.

1. MODL to host an annual thank you BBQ for Fire Service volunteers

A number of municipalities host an annual appreciation event for the Fire Service. An annual BBQ could be organized and funded by the Municipality, offering Fire Service volunteers an opportunity to strengthen their relationships with each other and communicate the Municipality's appreciation. *(estimated cost \$8,000) This is a labour-intensive tactic that require a new staff resource.*

2. **Continue to send MODL Fire Services Coordinator and Councillors to annual banquets/awards ceremonies.** *(no cost)*
3. **Soft skills training/online training made available for Fire Chiefs**
 - Emotional Intelligence
 - Conflict resolution
 - Leadership skills
4. **Explore the opportunity to make Employee Family Assistance Program (EFAP) counselling available to all Fire Service volunteers** *(\$24 per member annually)*

FSANS has been looking at a Family Members Assistance Program that would cost \$24 per member per year. This gives access for the entire family to life skills help, counseling, and legal assistance. The Municipality could offer to pay for this service, or explore how this could be added to the insurance program under review.

Budget

	One-time expense	Annual expense
Develop recruitment marketing materials	\$3,000	\$200
Developed and distribute recruitment package	\$500	\$100
Print & distribute annual recruitment & recognition newsletter		\$2,000
Paid newspaper ads		\$2,000
Paid radio ads		\$3,000
Paid Facebook ads		\$500
Increased community presence		\$1,000
Annual thank you BBQ		\$8,000
Online soft skills training		\$1,000
EFAP		\$16,000
Municipal fire rate rebate		\$65,900
Additional staff resource – dependant on tactics selected		\$5,000-\$22,500
Total		\$58,900

Appendix A

Potential recruitment tactics discussed at FESC:

- Firefighters/chiefs speak at high schools
- Firefighters/chiefs speak at service clubs
- Community open houses
- Talk about recruitment at fire safety day events
- Roadside signs with recruitment message and safety messages at each firehall
- Social media stories on Municipal Facebook page
- Social media stories on individual fire department Facebook pages
- Hold fire station tours
- Host “wash the truck” community events
- Have firefighters man a booth at community events. “We’re in need of new volunteer firefighters in the community. Can I give you this brochure to read, and to pass on to a friend if you’re not interested personally?”
- Develop a recruitment brochure or postcard, distribute at events, put at the library
- Direct mail recruitment piece
- There are many videos about becoming a volunteer firefighter – is there value in creating a new video, or just sharing other videos on our various social media accounts?
- Ask other local municipalities to participate/cost share?
- Students – municipality will provide a bursary towards your studies if you attend a minimum ## of FD time
- Giving a rebate on property tax if you are giving at least 5 years service
 - Maybe have municipality pay the fire tax rate if you volunteer
 - Just do a minimum ## of hours, do not need to be an active fire fighter
- Create a mentor program
 - Strong fraternity can be intimidating
 - Makes sure you have one buddy that checks into
 - Buddy system
- Everyone who goes to a certain % of training,
 - MODL should pay for the fire fighter to attend the CVFSA training session and conference (anywhere in Canada)
 - Real intensive training
- Put one member in charge of recruitment in each department
 - Gives it a special role,
 - takes some of the work away from chief
- At the breakfasts & community events make sure that the doors are open and tour people through the facility.
- Link to every fire department’s website on MODL’s website
- Recruitment – fillable PDF on MODL website. We just send it to the local department
- Do recruitment fair/Barbeque
 - Hold a job fair, meet & Greet
 - Conveys message: we need you, we want you
 - Reps from every department

- Bring a couple different fire trucks
- Have the auxiliary there as well
- If you sign up on this day, you win a trip to Cuba (like a bridal show)
- Tuition for local students/ Tokyo incentive model
- Door knocking
- Booth at job fairs
- Schools: Build relationships with guidance counsellors to encourage a relationship. Have posters and brochures for the school. Speak at high school events. Attend career day.
- Create a recruitment package and give to realtors, building department can hand out with occupancy permits, give to military base
- Annual recruitment and recognition newsletter distributed with Municipal Matters
- Articles in Municipal Matters
- Recruitment messaging, application form and links to fire department websites on modl.ca
- Paid newspaper ads
- Radio ads
- Editorial stories submitted regularly to local media
- Chiefs speak at service clubs
- Talk about recruitment at fire safety day events
- Add regular recruitment messages to roadside signs at fire halls
- Share Municipal Facebook posts on individual fire department Facebook pages

Potential retention tactics discussed at FESC:

- MODL to host an annual thank you BBQ for Fire Service volunteers
- Continue to send MODL Fire Services Coordinator and Councillors to annual banquets/awards ceremonies
- Soft skills training/online training made available for Fire Chiefs
 - Emotional Intelligence
 - Conflict resolution
 - Leadership skills
- Employee Family Assistance Program (EFAP) counselling
- Buddy system
- Identify burnout and stop it before it happens
- Let Chiefs and others step back if needed
- Recognize the auxiliary
- Prequalify applicants
- Provide a handbook or guide for new firefighters
- Additional tax credits, more from the feds or province and a new Municipal tax credit
- Refund on the fire area rate for volunteers
- More paid training, specialty training
- Fuel discounts for personal use
- Municipality to say thank you, loudly and often
- Identify those needing more support
- Have a buddy system for new recruits, have someone checking in on them



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Kevin Malloy
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Bridgewater, NS B4V 2W8

December 3, 2018

RE: Budget Approval 2019-20

Dear Mr. Malloy,

On Friday, November 23, 2018, the Region 6 Inter-Municipal Committee met regarding the budget for the upcoming fiscal April 1, 2019 – March 31, 2020.

The following motion was passed:

MOTION: to recommend approval of the 2019-20 Region 6 Inter-Municipal Committee Budget in the amount of \$829,018 to member councils as presented. M/C

Pursuant to FINANCES of the Region 6 Inter-Municipal Agreement; items 34 – 39

- “34. The proposed Committee budget shall be submitted to the Councils of each of the Parties prior to 4:30 p.m. on December 31st of each year.
- 35. The Councils of each of the Parties shall approve said budget, or refuse to do so, by 4:30 p.m. on March 14th of the year to which said budget applies.
- 36. Should the Council of any of the Parties fail to approve or refuse to approve the proposed Committee budget and so notify in writing the Committee by the stated deadline, then the said budget is deemed to have been approved by that Council.
- 37. The proposed Committee budget shall be binding on all of the Parties if approved by the Councils of 75% or more of the Parties, so long as the Parties whose Councils have approved represent a minimum of 50% of the total population represented by the Parties to this agreement – said figures to be taken from the most recent available Census of Canada statistics.
- 38. In the event that motions of refusal to approve result in a proposed Committee budget not receiving approval of the necessary majority of Councils, the Committee shall revise the proposed budget taking into account any comments that may have been provided and submit a revised budget to the Councils of the Parties.
- 39. Should the Council of any of the Parties fail to approve or refuse to approve or refuse to approve a revised proposed Committee budget within 45 days after receipt of same then the said budget is deemed to have been approved by that Council.”

Respecting the enclosed budget, please review with your council and respond to Region 6 before 4:30 pm, March 14, 2019 on your approval or refusal.

Should you have any questions on either document please feel free to contact myself at 902-624-1339 or Chair, Michael Ernst at 902-624-8864.

If you require my attendance at the council meeting when the budget is up for discussion, feel free to contact me by phone or email.

Regards,

A handwritten signature in blue ink that reads "Valda Walsh". The signature is written in a cursive, flowing style.

Valda Walsh BSc TME EP
Regional Coordinator

encl.

Region 6 Solid Waste Management

INCOME	2018-19 Projection	2018-19 Budget	2019-20 Estimates
Contracts/Service Agreements			
Education Contract	64,261	64,424	64,261
Coordinator Agreement	42,028	42,028	42,028
Enforcement Contract	89,519	89,459	89,519
Services	3,000	3,000	3,000
Sub-total	\$ 198,808	\$ 198,911	\$ 198,808
Stewardship/Incentives			
Dairy Stewardship	91,756	87,000	87,000
Diversion ¹	365,427	320,000	365,200
Municipal Approved Programs	80,500	80,500	80,500
Interest		0	
Sub-total	\$ 537,683	\$ 487,500	\$ 532,700
Municipal Contribution			
Municipal Billing ²	82,179	95,749	88,510
Inter-Municipal Program (transfer) ³	16,000	0	9,000
Sub-total	\$98,179	\$95,749	\$97,510
TOTAL	\$ 834,670	\$ 782,160	\$ 829,018



Region 6 Solid Waste Management

EXPENSES	2018-19 Projection	2018-19 Budget	2019-20 Estimates
OPERATING EXPENSE			
Coordinator Salary	64,702	65,278	65,996
Coordinator Benefits	11,420	11,605	11,648
Travel (Coordinator)	6,500	6,500	6,500
Training and conference	2,040	2,040	2,040
Office Rental	9,222	12,522	8,400
Cleaning	780	780	780
Cell phones	1,000	1,500	1,100
Phone/fax	2,100	1,700	2,200
Office supplies and services ⁴	2,900	2,400	3,000
Computer/materials ⁴	1,000	2,000	1,500
Insurance	3,000	2,700	3,100
Administration	9,390	9,390	9,390
Legal	1,000	2,000	1,000
Auditor	7,561	7,561	7,822
Contingency ⁵	0	2,500	0
Sub-total	\$ 122,615	\$ 130,476	\$ 124,476
EDUCATION			
Education salary	50,155	50,601	51,158
Educator Benefits	8,298	8,424	8,464
Travel (education)	9500	9500	9500
Signs/web/advertising ⁶	500	1,200	1,000
Environment Week ⁶	0	500	0
Compost Awareness Week ⁶	1,000	1,500	1,200
Waste Reduction Week ⁶	0	500	0
Public bins maintenance ⁶	200	1,500	1,200
Program materials ⁶	200	1,000	800
Inter-Municipal program ³	16,000	0	9,000
Sub-total	\$ 85,853	\$ 74,725	\$ 82,322
PAYMENTS TO UNITS			
Enforcement Contract	89,519	89,459	89,519
Dairy Stewardship	91,756	87,000	87,000
Diversion ¹	365,427	320,000	365,200
Municipal Approved Programs	80,500	80,500	80,500
Sub-total	\$ 627,202	\$ 576,959	\$ 622,219
TOTAL	\$ 835,670	\$ 782,160	\$ 829,018
Revenue/Expenditure	-\$ 1,000	\$ -	\$ 0



Region 6 Solid Waste Management

Notes to BUDGET:

1. Diversion Credits - In June 2018, Divert NS reported a three year 'Diversion Credit Smoothing' formula. This means \$4.4 M will be the total amount used over the next 3 years. Region 6 averages 8.3% of diversion credit pot so \$365,200 is used for budget.

2. Municipal Billing (details below) - this line pays for the operations that are not covered through grant and contracted services. \$88,510 estimate will be offset by \$14,240 surplus (\$15,186 less \$947 Municipal Approved Program deficit) as reported in the 2017-18 audited financial statements.

Actual to be billed to municipal members will be **\$74,270**

3. Inter-Municipal Program (transfer) – April 1, 2018 Region 6 engaged ReCollect to build an electronic sorting app. The cost for this app was \$9,000 plus \$7,000 for promotion. Region 6 passed a motion on September 14, 2018 to pay for the app at \$9,000 in 2019-20.

4. Office supplies and services - formerly known as 'Phones/fax/copier/computer' - renamed to be more inline with our expenses as we now have a contracted Information Technology service provided under the Municipal Joint Services Board. Costs for routine upgrades on software are an added cost that will bring R6 in over budget for this year. an increased estimate for 2019-20 should account for this appropriately.

5. Contingency - Contingency has not been used over the past three years and therefore will be eliminated.

6. Outreach programs (events), public bins and program materials and advertising - changes in the education contract no longer oblige us to keep separate accounting of the various events and related materials. Beginning in the next budget year, we will combine much of the material goods along with programs to simplify the accounts. Divert NS currently provides much of the event displays and materials instead of each region creating and displaying their own. This has reduced our overall program costs significantly.

<i>Municipal area serviced:</i>	<i>Pop'n</i>	<i>% of Region</i>	<i>2019-20 Estimate</i>
Shelburne Shared Services	6,562	7.25%	\$ 5,387.63
Town of Bridgewater	8,532	9.43%	\$ 7,005.07
Town of Mahone Bay	1,036	1.15%	\$ 850.59
Municipality of Lunenburg	24,863	27.49%	\$ 20,413.39
Municipality of Barrington	6,646	7.35%	\$ 5,456.60
Town of Clark's Harbour	758	0.84%	\$ 622.34
Municipality of Chester	10,432	11.53%	\$ 8,565.04
Town of Lunenburg	2,263	2.50%	\$ 1,858.00
Municipality of West Hants	15,368	16.99%	\$ 12,617.67
Region of Queens Municipality	10,351	11.44%	\$ 8,498.53
Town of Windsor	3,648	4.03%	\$ 2,995.14
Total	90,459	100.00%	\$ 74,270.00





Municipality of the District of Lunenburg

INFORMATION REPORT

Finance Committee
February 5, 2019
Item: 11.1.1
Authorization: E. Wentzell

REPORT TO: Finance Committee

SUBMITTED BY: Elana Wentzell, CPA, CMA

DATE: February 5, 2019

RE: 2018/19 Operating Fund Variance Report & Capital Project
Status Update as at December 31, 2018

ORIGIN: Staff

EXECUTIVE SUMMARY

The enclosed Operating Fund Variance Report gives Council details of operating budget accounts where forecasted savings will be achieved and where additional costs are expected to be incurred.

The Capital Budget Status Report is enclosed to give Council information on the status of the Capital Projects approved in this fiscal year.

Changes from the prior months' report are highlighted in yellow.

BUDGET IMPLICATIONS

Some Departments are forecasting budget shortfalls in some accounts with overages in others. Staff are projecting an increase in Operating surplus.

Capital Projects are moving forward as indicated on the attached status report.

CONCLUSION

Staff are projecting operating budget shortfalls in some accounts which are offset by budget overages in others, with a forecasted 2018/19 Operating Budget surplus of \$700,800 (vs budget of \$83,000). This represents a budget variance of 2.06%.

The Capital Budget Status Report indicates that projects in the amount of \$2,170,838 have been completed to date.

Department: Finance and Administration

Report Prepared By: Elana Wentzell

Date Jan 29, 2019

Report Approved By: _____

Date _____

Reviewed By CAO: _____

Date _____

**Municipality of the District of Lunenburg
Operating Fund Variance Report
December 31, 2018**

	Actual Cost	Annual Budget	Forecast	Actual Variance (% Budget left)	Forecast Variance	Comments on Forecast Variance
REVENUE						
Tax Revenue	\$ 22,947,424	\$ 22,817,300	\$ 22,943,300	-1%	\$ 126,000	Estimate increase in residential billing based on actual
Business Property	173,184	164,000	172,800	-6%	8,800	Based on actual received from Aliant and HST Offset
Deed Transfer Tax	1,152,855	1,225,000	1,275,000	6%	50,000	Based on expected revenues in next three months
Other Taxes	97,655	66,300	97,600	-47%	31,300	Based on actual Change of Use Tax Billed
Grants in Lieu of Taxes	203,569	198,200	203,700	-3%	5,500	
REMO recovery from Other Units	39,857	53,100	53,100	25%	-	
Sale of Services (Recreation & Bldg Insp)	92,913	48,200	65,000	-93%	16,800	Building Inspection \$3,000, Recreation Program Fees \$13,800
Other Revenue - Fines, Permits, Rentals & Interest	1,057,660	1,373,600	1,558,800	23%	185,200	Based on actual interest earned estimate on funds in bank and estimates of other revenue. Includes interest that is transferred to Reserves.
Farm Acreage Grant	50,596	87,200	87,200	42%	-	
Provincial Grants	45,321	51,300	55,400	12%	4,100	
TOTAL REVENUE	\$ 25,861,034	\$ 26,084,200	\$ 26,511,900	1%	\$ 427,700	
EXPENDITURES						
Mayor & Council	\$ 282,874	\$ 397,100	\$ 373,200	29%	\$ (23,900)	Estimate savings based on actual costs to date
Bank Interest & Charges	1,866	3,200	3,200	42%	-	
Administration	471,836	738,900	739,000	36%	100	
Finance	428,570	625,300	610,100	31%	(15,200)	Estimate savings due to staffing changes
Tax Exemptions	148,565	167,300	149,500	11%	(17,800)	Based on actual tax exemptions received
Legal & Advisory Services	128,109	571,400	583,100	78%	11,700	Estimate based on forecast costs for Procurement \$15,000; Personnel Policy changes \$17,000; LCLC Transition \$5,000. Offset by savings in Lyme Disease Project \$12,000 and Safety study \$15,000.
Administration Building, Supplies and Data Processing	374,035	664,400	618,500	44%	(45,900)	Estimate increase based on actual billing for IT Services \$22,000, offset by savings in other IT costs \$8,000 and Council Approved Contingency \$60,000
Allowance for Uncollectible taxes	3,379	65,000	65,000	95%	-	
Tax Sale Expenses	44,712	70,000	70,000	36%	-	

Municipality of the District of Lunenburg Operating Fund Variance Report December 31, 2018						
	Actual Cost	Annual Budget	Forecast	Actual Variance (% Budget left)	Forecast Variance	Comments on Forecast Variance
Government Relations, Communications & Municipal Celebrations	43,765	80,500	79,500	46%	(1,000)	Savings in Municipal Celebrations
Insurance	65,581	68,500	67,400	4%	(1,100)	Based on actual insurance costs for year
Grants to Organizations	294,169	441,000	402,100	33%	(38,900)	South Shore Fieldhouse increased grant \$1,000; and Vogler's Cove grant \$1,600. Offset by Leadership Grant estimate reduction \$1,500 and reduction for PACE loans \$40,000.
Assessment Services	688,246	680,700	688,300	-1%	7,600	Estimate savings based on actual costs
Police Protection	2,419,659	3,251,500	3,226,300	26%	(25,200)	Estimate savings based on actual contract costs
Correction Services & Prosecutions	261,217	504,200	499,000	48%	(5,200)	Estimate savings based on actual annual billing for forensics
Fire Protection Municipal Costs	214,411	287,300	285,000	25%	(2,300)	Estimate savings based on actual materials costs and advertising.
Emergency Measures	61,211	124,400	117,400	51%	(7,000)	Estimate savings based on shelter grants approved
Protective Inspection Services	252,958	477,600	470,200	47%	(7,400)	Savings estimate based on Building Inspector turnover
Dog Control	26,886	36,000	36,000	25%	-	
Common Services (Engineering)	213,340	327,300	329,800	35%	2,500	Estimate savings in staff services costs
Municipal Road Maintenance	333,262	682,400	653,000	51%	(29,400)	Based on estimated savings for Municipal road maintenance
Garbage & Waste Collection	2,053,362	2,816,600	2,811,100	27%	(5,500)	Based on actual fuel rebate received for Collection Contract
Regional Housing	0	35,000	35,000	100%	-	
Planning & Zoning	308,221	425,000	442,000	27%	17,000	Estimate increase based on actual costs for Subdivision By-Law Review
Economic Development	487,057	991,600	872,200	51%	(119,400)	Estimate \$25,000 savings based on actual insurance and maintenance costs for schools and \$20,000 SSREN, ISP contracts \$72,000, staff travel and conference fees \$3,000.
Recreation Staffing, Facilities and Programming	725,586	1,055,700	994,100	31%	(61,600)	Estimate savings based on: budgeted overtime, staff travel & expenses \$1,500, cellular costs \$3,000, general programs \$6,700, fall programs \$1,200, summer programs \$11,900, swim program \$14,700, special events \$3,000, P/T Gatekeepers \$9,100 & Rec Facilities \$10,300.
Libraries	119,786	160,000	160,000	25%	-	
LCLC	353,006	442,500	415,500	20%	(27,000)	Prior Year surplus received in current fiscal year

**Municipality of the District of Lunenburg
Operating Fund Variance Report
December 31, 2018**

	Actual Cost	Annual Budget	Forecast	Actual Variance (% Budget left)	Forecast Variance	Comments on Forecast Variance
Education	6,001,613	8,002,200	8,002,200	25%	-	
Financing & Transfers	999,848	1,802,600	2,022,600	45%	220,000	Estimate increased Transfer for Open Space funds received included in "Other Revenue" above and interest transfer for reserves included in interest revenue and reduction for Gas Tax transfer for ISP Projects.
TOTAL EXPENDITURES	\$ 17,807,131	\$ 25,995,200	\$ 25,820,300	31%	\$ (174,900)	
Area Rates						
Fire Protection Revenue	3,217,118	3,106,000	3,216,200	-4%	110,200	Based on actual billing
Fire Protection Expenditures	(3,268,151)	(3,106,000)	(3,216,000)	-5%	(110,000)	Based on expected expenditures
Sewage Collection & Disposal Revenue	560,682	600,600	594,300	7%	(6,300)	Based on actual billing
Sewage Collection & Disposal Expenditures	(379,250)	(590,800)	(568,300)	36%	22,500	Based on expected expenditures
Private Road Maintenance Revenue	162,457	160,900	162,600	-1%	1,700	Based on actual billing
Private Road Maintenance Expenditures	(154,721)	(152,900)	(154,800)	-1%	(1,900)	Based on expected expenditures
Street Lighting Revenue	121,545	122,500	121,500	1%	(1,000)	Based on actual billing
Street Lighting Expenditures	(101,363)	(146,300)	(146,300)	31%	-	
NET AREA RATES	\$ 158,317	\$ (6,000)	\$ 9,200		\$ 15,200	
SURPLUS (DEFICIT)	\$ 8,212,220	\$ 83,000	\$ 700,800		\$ 617,800	
% Annual Budget		0.28%	2.34%		2.06%	

**Municipality of the District of Lunenburg
2018/19 Capital Budget Status Report**

	Project Budget	Actual Cost		Staff Comments
		31-Dec-18	Variance	
General Government Services				
Administration Building	7,200,000	99,239	7,100,761	RFP for Design awarded
Financial Reporting Software	42,000	-	42,000	Defer based on new priorities for Finance Department (REN closeout and LCLC)
Phone System	11,000	12,551	(1,551)	New Phone System installed July 2018
Planning Services				
Flood Risk Identification Phase 2 of LiDar Project	100,000	3,194	96,806	Awarded by Council Jan. 22, 2019 to CBCL \$196,800; \$7,000 Tech Advisor
Building Inspection Vehicle Replacements	70,000	-	70,000	Awarded by Council on November 13, 2018. Total Cost \$68,933
GPS equipment Replacement	19,000	11,977	7,023	Completed
Transportation Services				
Paving of Stonehurst, Tanner & Southside Roads	560,000	360	559,640	Southside Road paved in 2018 by NSTIR; Original budget was 137,500 (MODL's Share). Tender came in high, and on Oct 2, 2018 Council approved a new budget of \$199,500.
White Ave Paving and Culvert Replacement	135,000	154,333	(19,333)	Project Complete
Whitley Lane Culvert Replacement	80,000	53,417	26,583	
Municipal Roads Projects	250,000	-	250,000	Placeholder in advance of Council and NSTIR project selection

**Municipality of the District of Lunenburg
2018/19 Capital Budget Status Report**

	Project Budget	Actual Cost		Staff Comments
		31-Dec-18	Variance	
Environmental Health Services				
Aerated Compost Carts	20,000	8,658	11,342	Purchased as required
New Germany I & I Mitigation	7,000	6,434	566	Report and easy fixes complete. Shovel ready tender complete with detailed drawings.
New Germany WWTP Equipment Replacements	60,000	22,342	37,658	Spare clarifier motor purchased. No other purchases to be made this FY.
New Germany Collection System Refurbishment	15,000	16,990	(1,990)	Complete. Replacement pump for Pump Station 3 purchased.
New Germany WWTP Controls/SCADA	30,000	27,309	2,691	Complete.
Cookville WWTP Refurbishment & Upgrades	20,000	58	19,942	Awarded for \$15,000 plus tax. Waiting for spring to start work on roof and HVAC system.
Conquerall Bank WWTP Upgrades	25,000	-	25,000	Complete. Testing inconclusive. pH adjustment system installation has been added to next FY capital budget.
Garden Lots Water/Sewer Upgrades	75,000	-	75,000	Dept of Municipal Affairs was contacted to gauge interest in studying the potential for a collaborative project in advance of the Federal Funding Call.
Riverport School demolition and remediation	10,000	521	9,479	RFP for demolition & site remediation to be prepared for release in early 2019. Extension from NSE has been requested but no response back.
Centre School Demolition	800,000	25,790	774,210	Demolition on hold - Transferred budget to Riverport School demolition & site remediation
LaHave River Straight Pipe Replacement Program	2,321,400	1,478,682	842,718	Total of 77 septic systems installed in 2018.
Economic Development Services				
Cookville Internet Tower Access Road/Trail Connector	43,000	3,204	39,796	RFP ready for release late Fall 2018
Osprey Village - Nathan Cirillo Road Expansion	50,000	16,907	33,093	RFP for design services is scheduled for Council Award on January 22, 2019.
CES/CEF Building Parking Lot	85,000	-	85,000	Tender for work to be released in early 2019. Carry forward to 2019/20 budget year.
Highway 103 Signage Project	10,000	-	10,000	Department of Transportation has been contacted to determine date of installation.
Internet Capacity Study - Long term Strategy & Implementation	250,000	3,234	246,766	Study is complete. Awaiting contracts b/t ISPs MODL & other funders. Moving costs to Operating Fund ISP Budget.

**Municipality of the District of Lunenburg
2018/19 Capital Budget Status Report**

	Project Budget	Actual Cost		Staff Comments
		31-Dec-18	Variance	
Recreation Services				
Water Sampling Meter for Sherbrooke Lake	10,000	9,379	621	Water Sampling Meter - Complete.
Replace MARC ATV with Side by Side	30,000	834	29,166	RFQ has been issued. Deadline is January 23, 2019. Plan is to have the side by side delivered by the middle of March 2019.
LaHave Sunset Park Land Purchase	145,000	-	145,000	Balance of land purchase not required as total expensed in 2017/18
Hirtle's Beach removal of canteen & park entrance widening	15,000	246	14,754	Demolition is complete. There is a 10% holdback for lawn seeding in the spring 2019
LaHave Sunset Park Walking Path & Parking	15,000	-	15,000	Reviewing options for parking/park improvements/signage
MARC Admin Building floor & water bunker roof	30,000	1,398	28,602	Design work currently underway for modifications to water system. Require excavation to determine U/G pipe locations in spring 2019. Will not be replacing the flooring in the Administration Building this year.
Miller Point Kiosk Replacement	10,000	-	10,000	Preliminary planning has begun. Funds are being requested to be carried over to the 2019-2020 capital budget.
River Ridge Common - Phase 2	200,000	168,004	31,996	RFP awarded to Hornbeam Contracting. Work underway.
Sherbrooke Lake Park Design & Implementation	75,000	45,773	29,227	RFP Awarded to EDM Planning Services. Final Report was presented to both MODL and MODC Council's.
TOTAL	12,818,400	2,170,838	10,647,562	



Municipality of the District of Lunenburg

REQUEST FOR A DECISION

Finance Committee
February 5, 2019
Item: 11.1.2
Authorization: E. Wentzell

REPORT TO: Finance Committee
SUBMITTED BY: Elana Wentzell, CMA, CPA
DATE: February 5, 2019
RE: 2019/20 Proposed Area Rates for Streetlights and Hydrants

RECOMMENDATION

Move that the Finance Committee recommend that Municipal Council approve:

- **The 2019/20 Fire Hydrant Rate at \$0.1358 per \$100 of Assessment**
- **The 2019/20 Street Light Rates as presented**

EXECUTIVE SUMMARY

Enclosed please find proposed budgets for Street Lights and Fire Hydrants for 2019/20.

These rates are calculated based on the prior years' revenues collected against actual costs taking into consideration the current year's assessment and any estimated cumulative overage and shortages in the accounts.

BUDGET IMPLICATIONS

As part of the budget process, area rates are required to be approved by Council. Street Light and Hydrant rates can be easily forecasted now based on the nature of the revenues and expenditures. Revenues have been received and most expenditures have been recorded.

Department: Finance and Administration

Report Prepared By: Elana Wentzell

Date: January 25, 2019

Report Approved By: _____

Date _____

Reviewed By CAO: _____

Date _____

**Municipality of the District of Lunenburg
Area Rates 2019/20 Draft Budget**

STREET LIGHT RATES	2018-19 Approved	2019-20 Proposed
Rates per \$100 of assessment		
Riverport	\$ 0.028	\$ 0.028
Dayspring	\$ 0.051	\$ 0.077
New Germany	\$ 0.042	\$ 0.044
Catidian Place	\$ 0.009	\$ 0.014
Pine Haven Subdivision	\$ 0.040	\$ 0.041
 Flat Rates Per Property		
Barss Corner	\$ 48.20	\$ 52.08
Vogler's Cove, Broad Cove & Cherry Hill	\$ 22.09	\$ 51.05
Chelsea	\$ 83.32	\$ 91.48
Pine Grove	\$ 20.08	\$ 54.28
Oakhill acres	\$ 32.35	\$ 34.45
Little Tancook	\$ 37.70	\$ 31.29
Whitley & Jenny	\$ -	\$ 12.44
Westside Drive	\$ 160.00	\$ 192.90

FIRE HYDRANT RATES	Actual 2017/18	Actual 2018/19	Proposed 2019/20
Rate per \$100 of assessment	0.129	0.140	0.1358
Opening Surplus (Deficit)	(\$2,898)	(\$2,315)	(\$134)
Total Cost to Recover	\$54,028	\$56,714	\$57,065
Net Cost	\$56,926	\$59,029	\$57,199
 Area Rate Generated	\$54,611	\$58,895	\$57,062
 Ending Surplus (Deficit)	(\$2,315)	(\$134)	(\$137)
	Projected		



Municipality of the District of Lunenburg

REQUEST FOR A DECISION

Finance Committee
February 5, 2019
Item: 11.1.3
Authorization: E. Wentzell

REPORT TO: Finance Committee
SUBMITTED BY: Elana Wentzell, CPA, CMA
DATE: February 5, 2019
RE: Municipal User Fees
ORIGIN: Staff

RECOMMENDATION

“that the Finance Committee recommend to Council that Municipal Council approve the proposed amendments to Policy MDL-58 Fee Policy as presented and hereby gives seven (7) days’ notice of its intention to approve the proposed amendments to Policy MDL-58 at the February 12, 2019 Council Meeting.”

EXECUTIVE SUMMARY

Municipal Council has asked that Staff look at increasing user fees. Staff have taken all fees charged by the Municipality and considered the application of a three-year cumulative CPI (5%) increase to the amount charged.

Staff have rounded numbers where appropriate. A determination has been made that some fees listed in existing By-Laws and Policies cannot be changed without amendments to these documents. Staff will endeavor to update any that already indicate fee amounts and reference them back to Policy MDL-58. This will result in one policy that encompasses all user fees charged.

Policy MDL-58 is enclosed highlighting the proposed amendments.

BUDGET IMPLICATIONS

The annual effect of the proposed changes is expected to generate approximately \$5,000. in increased revenues (\$900 Recreation rentals, \$600 Planning fees, \$3,500 Administration/Tax information fees).

CONCLUSION

Staff have updated user fees based on Council direction. Going forward, fees will be updated every three years with cumulative CPI and brought to Council for approval.

Department: Finance and Administration

Report Prepared By: Elana Wentzell

Date January 8, 2019

Report Approved By: _____

Date _____

Reviewed By CAO: _____

Date _____

**Municipality of the District of Lunenburg
POLICY**

Title: Fee	
Policy No. MDL-58	
Effective Date: 11 January 2011; February amendments effective 01 April 2019	Amended Date: May 10, 2011; February 12, 2019

1.0 Title.

The Municipality of the District of Lunenburg shall establish an administrative policy concerning fees charged for municipal services.

2.0 Administration.

Where appropriate, this Policy will be referenced in related Bylaws, concerned with the service identified. Any amendments and/or changes to the Policy will be at the determination of Municipal Council, on the recommendation of staff, or on the recommendation of related Committees of Council.

3.0 Purpose.

The Municipality will provide clarity to citizens as to the various fees it charges, on the various government services it provides to them.

4.0 Listed Fees.

Fees shall be as follows:

4.1 Planning and Development Applications & Fees

	Fee
Bylaw Amendment, Planning Strategy Amendment	\$500 525+Advertising
Development Agreement	\$500 525+Advertising
Development Permit	\$25 26
Final Plan of Subdivision	\$105
+ each lot after two lots	\$26
Fire Inspection Fees	\$210
Map Book	\$25
Map Reproduction Fee	\$11
Map Reproduction Fee /Sq Ft	\$0.55
Planning Documents	\$11
Private Road Maintenance & Improvement Charge	5%
Property Record Certificate	\$58
Variance	\$75 79
Zoning Certificate	\$50 53

4.2 Recreation User Fees (Rentals)

	Fee
Ballfields	\$21 per hour + HST
Ballfield League	\$19 per hour + HST
MARC Rental Fee	\$11 per hour + HST
MARC Residence Fee	\$5 per person + HST per night

4.3 Administration User Fees

	Fee
Dog Tag - Replacement	\$1.00
Fax (per page)	\$0.60
NSF Cheques	\$15.00
Photocopies - B & W (per page)	\$0.15
Photocopies - Colour (per page)	\$0.30
Tax Certificate	\$42.00
Tax Sale Admin Fee	\$160.00
Verbal Tax Information	\$11.00

4.4 Engineering User Fees

	Fee
Sewer Permit Fee	\$120.00

5.0 Exempted Organizations

Active non-profit organizations registered under the Societies Act will be exempt from paying those fees identified under section 4.1 of this Policy. **[amended May 10, 2011]**

Clerk's Annotation for Official Policy Book

Date of Adoption: January 11, 2011

Date of Notice to Council Members
of Intent to Consider Amendments: April 11, 2011

Effective Date of Amendments: May 10, 2011

I certify that this "*Fee Policy*" (MDL-58) was adopted by Council as indicated above.

April Whynot-Lohnes, Municipal Clerk

Date



Municipality of the District of Lunenburg

REQUEST FOR DECISION

REPORT TO: FINANCE COMMITTEE
SUBMITTED BY: ELANA WENTZELL
DATE: FEBRUARY 5, 2019
RE: TAX RELIEF – DAMAGED PROPERTY

RECOMMENDATION

That Audit & Finance Committee recommends to Council that Municipal Council approve tax relief in the amount of \$191.27 as per the submitted application for the property located at 8 Oakes Rd, Branch Lahave, AA# 04868358, and as per the Municipality's Damaged Property Relief Policy.

BACKGROUND

The following taxpayer has completed application for tax relief due to fire loss of residential property:

<u>NAME</u>	<u>PROPERTY TAX BILLING</u>	<u>Pro-rated Taxes on Remaining</u>
Althea Wentzell		
Laurie Wentzell	2017/2018 \$ 889.38	\$191.27
AA# 04868358		

DISCUSSION

Staff have reviewed the application and are satisfied they meet the requirements of the Damaged Property Relief Policy.



Municipality of the District of Lunenburg

REQUEST FOR DECISION

REPORT TO: Chair and Members of Finance Committee

SUBMITTED BY: Sherry Conrad, Municipal Clerk

DATE: February 5, 2019

RE: **Community Litter Clean-up Incentive Event Grant**

RECOMMENDATION

“that staff be directed to contact Region 6 and the Municipal Joint Services Board to see if they would be interested in undertaking a community litter clean-up incentive program for their respective municipal units; and further, that if they are not interested, staff bring back proposed amendments to Policy MDL-43 to incorporate a Community Litter Clean-up Incentive Event Grant”.

EXECUTIVE SUMMARY

Staff was directed to do further research on the provision of the Municipality offering a grant to volunteers or community groups to do a clean-up of the litter along the side of the road as an incentive to undertake such a project. The *Municipal Government Act* authorizes municipalities to give grants or funding to organizations that are non-profit or registered as a charitable organization.

Staff reviewed a number of programs that are currently being offered by municipalities. There are three main types of programs.

1. A program whereby the municipality provides a grant to non-profit organizations or community groups, who have completed a road side litter clean-up through the Department of Transportation and Infrastructure Renewal's programs. The group applies to TIR for the permit and, if approved, TIR provides them with the material and safety guidelines they need for the clean-up. Evidence of the completion of the clean-up would be required.
2. A program whereby the municipality provides a grant to non-profit organizations and community groups and implements the program. This would require the Municipality to implement and coordinate the program. The group would still be

required to get a permit from TIR and need to submit it with their application. The municipality would be responsible for providing safety vests, gloves, signs, pylons, etc., and safety guidelines and suggestions. The group would be required to obtain their own insurance and to name the municipality as additional insured on their policy. There is the option for community groups that do not have their own insurance to do the clean-up under the umbrella of an organization that has their own liability insurance.

3. A program organized by an outside organization that deals with waste collection and education such as the Eastern Regional Solid Waste Management Program.

DISCUSSION

There was a question as to whether the group or organization had to be registered as a non-profit. The *Municipal Government Act* authorizes municipalities to provide grants or financial contributions to non-profit organizations, therefore, the organization or group would have to be registered as a non-profit or charitable organization.

Liability was a concern that was raised with regard to offering such a program. If Council only provided a grant and the clean-up was organized and completed under one of the TIR programs, the Municipality could be relieved of liability issues if there is a liability clause on the application form and it is signed by someone who has authority for the organization. Waiver forms would also add another layer of protection.

If Council undertakes the implementation and coordination of the program, staff is recommending that the group be required to get \$2 million liability insurance with the Municipality named as an Additional Insured.

The option which reduces all liability to the Municipality would be to approach Region 6 or the Municipal Joint Services Board to see if they would be interested in administering such a program provided the municipal units provide the funding to cover the grants. Region 7 "Eastern Region Solid Waste Management" administers such a program. The Region 7 Program offers an incentive to non-profit groups taking part in a litter clean-up program to clean litter from the sides of roads and ditches or on 1.5 acres of public property (such as beaches or parks) in Region 7. The group makes application, which includes a clause the group will assume all liability, requires each participant to sign a waiver to that effect, requires the group to hold a permit from TIR, outlines how the waste will be sorted, and does an inspection of the clean-up site before and after the clean-up.

BUDGET IMPLICATIONS

Council can set any amount in its budget for litter clean-up.

STRATEGIC PLAN

N/A

WORK PLAN

If Council chooses option 1, which is to provide a grant to organizations that participate in a TIR Litter Clean-up Program and requires the signing of a waiver, staff resources would be required to process the application and to ensure all participants sign the waivers.

If Council chooses option 2, which is to implement and coordinate the program, staff resources would be required to implement the program and to do an inspection of the site to ensure the clean-up was completed.

If Council chooses option 3, which is to have Region 6 or the Municipal Joint Services offer the program, there would be minimal impact to staff.

ALTERNATIVES

1. Undertake option 1 or 2.
2. Refer to Region 6 or the Municipal Joint Services to see if they would be interested in undertaking the same type of program as Region 7 with each municipal unit providing funds for grants to organizations within their municipality.
3. Take no action.

CONCLUSION

Litter along road sides has been an issue that Council has been requesting the Province to address. Such a program may encourage community groups to get out and do a road side litter clean-up for a fund-raising event.

Contacting Region 6 or the Municipal Joint Services Board would allow the opportunity for other municipalities to participate in the program.

Department: Administration

Report Prepared By: Sherry Conrad, Municipal Clerk

Date: Jan. 21, 2019

Report Approved By: Alex Dumaresq, Deputy CAO

Date: Jan. 23, 2019



Municipality of the District of Lunenburg

REQUEST FOR DECISION

REPORT TO: Finance Committee

SUBMITTED BY: LaHave River Project Team
Maria Butts
Stephen Pace
Alex Dumaresq
Sarah Kucharski
Tyler Richardson

DATE: February 5, 2019

RE: LaHave River Straight Pipe Project – year 1 Report

RECOMMENDED MOTIONS

That the proposed amendments to the inspection fee section of Policy MDL-72 “LaHave River Wastewater Management District Cost Recovery”, as presented, be included with the proposed amendments going forward to Council for approval on February 12, 2019.

BACKGROUND

MODL has now completed a successful first year of installations under the LaHave River Straight Pipe Replacement Program. The installations during this first year were all voluntary, that is homeowners come forward and self-identified as having a straight pipe. Not all property owners have information on the type of septic system in place on their property, and in some cases, it is expected homeowners will not voluntarily identify themselves as requiring a straight pipe replacement, despite the benefits of the program. As a result, an inspection program is required to assist in confirming systems that have a tank and field in place (but where records are not available) and identifying where there are straight pipes that need replacement.

During discussion on the year one review and proposed changes to the LaHave River Straight Pipe Project, the topic of cost recovery for the inspection program was raised. Under the current fee policy for the program (Policy MDL – 72), properties that require an inspection must pay for the costs of the

inspection, less any applicable federal and provincial grants. The net cost of inspection per property after grants is \$120. This fee includes scheduling, a camera and/or dye test, report preparation and applicable taxes. Where a straight pipe is identified and the property is entered into the replacement program, the cost of this inspection is included in the recovery charge for the new septic system. Under the current policy, if a home requires inspection and the inspection determines there is a tank and field in place, then the homeowner is billed the net cost of inspection.

ISSUE

A concern has been raised regarding the appropriateness of charging homeowners for the inspection where there is no straight pipe found. It is expected that many of the homes that will require an inspection do in fact have an acceptable system in place. There are several reasons why a homeowner may have a septic system in place, but no paperwork is available:

- The homeowner may have purchased the property from a developer or previous owner who had the system installed, and never received any paperwork from the prior owner.
- The homeowner may not have received or retained the certificate of installation, or paperwork from the contractor who installed their system.
- Nova Scotia Environment retains records of installations for 15 years. Files that are older than 15 years are destroyed.
- Prior to 2001 MODL did not collect Certificate of Installation information: an occupancy permit could be obtained from the Municipality if a septic permit had been issued. As a result, for homes built or renovated before 2001, MODL does not have confirmation that an acceptable system was installed.

As a result, homeowners who have had an acceptable system installed, and are not violating any federal, provincial or municipal regulations, may be charged for the inspection because they do not have, nor could the Municipality recover, a copy of the Certificate of Installation for their system.

OPTIONS

OPTION 1: Include cost in admin fee applied to Replacement Program participants

Council could revise the fee policy in such a way that inspection costs for properties where no straight pipe is found would not be charged for the inspection. Instead, the administrative charge applied to all straight pipe replacements could be revised to include the costs of this class of inspections. Based on current program estimates, this would be approximately 764 inspections. Because the charge would not be billed directly to the homeowner, an additional HST portion of the charge is avoided, meaning the estimated cost for these inspections is \$80,200. Using the original program estimates to develop the administrative fee, this would result in the administrative fee increasing \$342 for year two of the program to \$1,566 per installation. Properties found to have a straight pipe would still have the direct cost of inspection applied to their recovery charge when their system was replaced. A draft revision to sections

6 and section 3.1.2 of the policy is included for the committee's consideration (Blue highlighted revisions).

OPTION 2: Exclude the inspection costs for homes with acceptable systems from the program

Council could revise the fee policy to waive the recovery charge where an acceptable system is found. The cost would then be required to be funded from the general rate. Based on current program estimates, the total cost required from the general rate is approximately \$80,200.

This approach would contradict one of the guiding principles Council established when consulting on and developing the project: It was Council's intention that all project costs not funded from grants should be recovered from the beneficiaries of the program. Since the development of the program, this has been a consistent message relayed to participants and the general public. As a result, staff do not recommend pursuing this option.

OPTION 3: Status Quo

Council could determine not to amend the charge policy for inspections. This would preserve the guiding principle regarding cost recovery. However, this option may impede the Municipality's ability to complete the program as planned. Based on early feedback from residents who will be required to complete an inspection, the charging of a fee where there is no straight pipe is a major source of resistance to voluntary participation. As the number of non-compliant property owners increases, so do program costs. In addition, compliance to force inspections will be time consuming, which will increase the period of time required to enter all straight pipe owners into the replacement program. This in turn could jeopardize the completion of the project before funding expires in March of 2023. Finally, having to take enforcement action on residents who do not have straight pipes in order to complete the project will create reputational damage for the Municipality.

STRATEGIC PLAN

Council has identified the replacement of straight pipes as a strategic priority during the previous Council term. Removing the fee for inspections is expected to remove a major barrier to determining the exact number of straight pipes needing to be replaced.

BUDGET IMPLICATIONS

See costs discussion above.

COMMUNICATIONS

A communications plan has been developed for the inspection program. Should Council change the cost recovery method, the communications plan will be revised accordingly.

CONCLUSION

Council has established an ambitious goal to see the Lower LaHave River Straight Pipe Free by 2023. After a successful first year of voluntary installations, MODL is embarking on an inspection program which will require greater participation from property owners in the Waste Water Management District. The proposed change in cost recovery respects the overriding principle that the program participants should bear the costs of the program not covered by the federal and provincial funding, while removing a significant barrier that may have frustrated MODL's efforts to identify all straight pipes in the Waste Water Management District.

Department: Administration

Report Prepared By: Alex Dumaresq Date: Jan 29, 2019

Report Approved By: _____ Date:

Reviewed By CAO: _____ Date:

Municipality of the District of Lunenburg POLICY

Title: LaHave River Wastewater Management District Cost Recovery	
Policy No. MDL-72	
Effective Date: September 12, 2017	Amended Date:

1. Definitions

- 1.1. “Agreement” means the written, signed Straight Pipe Replacement Agreement between the Owner and the Municipality for the Straight Pipe replacement with an On-Site Sewage Disposal System.
- 1.2. “Annual Maintenance Charge” means the amount levied to recover the costs of management and maintenance of an On-Site Sewage Disposal System installed pursuant to the *By-Law Respecting the LaHave River Wastewater Management District*.
- 1.3. “Authorized Municipal Personnel” means the Designer, Installer, member of the LaHave Project Management Team, a municipal wastewater operator, or agent hired by the Municipality to provide services pursuant to the *By-law Respecting the LaHave River Wastewater Management District*.
- 1.4. “Certificate of Installation” means the documentation required as per the *On-Site Sewage Disposal Systems Regulations* verifying an On-Site Sewage Disposal System has been installed.
- 1.5. “Designer” means the Professional Engineering firm(s) as defined by the *On-Site Sewage Disposal Systems Regulations* of Nova Scotia and selected by the Municipality to evaluate properties and select or design an approved system.
- 1.6. “Director of Engineering” means the Director of Engineering of the Municipality or designate.
- 1.7. “Council” means the Council of the Municipality of the District of Lunenburg.
- 1.8. “Inspection” means the tasks required for Authorized Municipal Personnel to determine if a Straight Pipe exists from the building(s) upon the property.
- 1.9. “Installer” means the Qualified Person(s) as defined by the *On-Site Sewage Disposal Systems Regulations* of Nova Scotia and selected by the Municipality to complete the installation of approved systems.

- 1.10. “LaHave River Project Management Team” means the project leadership team ~~consisting of the Deputy CAO, the Director of Engineering, the Director of Planning, the Municipal Engineer the Director of Planning, the Municipal Engineer, and the Project Coordinator~~ ~~Coordinator~~, as appointed by the CAO, or any other employees of the Municipality as appointed from time to time, by the CAO.
- 1.11. “Municipality” means the Municipality of the District of Lunenburg or any employee or agent hired by the Municipality.
- 1.12. “Project ~~Coordinator~~ ~~Coordinator~~ **Manager**” means the person hired by the Municipality to provide project coordination services for the Straight Pipe Replacement Program pursuant to the *By-law Respecting the LaHave River Wastewater Management District* and applicable regulations.
- 1.13. “Public Sewer” means a sewer system that is located on public property and that is owned and maintained by a municipality.
- 1.14. “On-Site Sewage Disposal System” means a system for the treatment and disposal of sewage from a building not directly connected to a Public Sewer or other central sewage collection and treatment system.
- 1.15. “Owner” means the following:
- 1.15.1. An owner, part owner, joint owner, tenants in common or joint tenant of the whole or any part or parcel of land or building;
 - 1.15.2. In the case of absence or incapacity of a person or persons having ownership of the parcel of land or building, a trustee, an executor, a guardian, an agent, a mortgagee in possession or a person having the care or control of land or building; or,
 - 1.15.3. In the absence of proof of the contrary, the person assessed for the taxes on the parcel of land or building.
- 1.16. “Real Property” means an assessed property located within the Wastewater Management District upon which an On-Site Sewage Disposal System is installed under this program.
- 1.17. “Recovery Charge” means the charge levied to the Owner to recover the costs of the Work.
- 1.18. “Straight Pipe” means the transport of raw, untreated or partially settled sewage directly to a watercourse or drainage system that leads to a watercourse in place of a sewage disposal system.
- 1.19. “Straight Pipe Replacement Program” means the Work undertaken to replace all Straight Pipes with the Wastewater Management District with On-Site Sewage Disposal Systems pursuant to the *By-Law Respecting the LaHave River Wastewater Management District*.

- 1.20. “Wastewater Management District (WWMD)” means an area established by the Municipality within which it has the power to manage all wastewater disposal systems both public and private (i.e. individual, on-site sewage disposal systems.).
- 1.21. “Work” means any activity related to, but not limited to, the required Inspections, assessments, surveys, design, installations, construction, property restoration, operation and maintenance for and of On-Site Sewage Disposal Systems to replace Straight Pipes within the Wastewater Management District.

2. Charges Imposed

- 2.1. Where the Municipality installs an On-Site Sewage Disposal System for an Owner of Real Property within the WWMD, a one-time Recovery Charge and an Annual Maintenance Charge is hereby levied as a first lien on the Real Property that received the On-Site Sewage Disposal System under the By-law Respecting the *LaHave River Wastewater Management District*.

3. Amount of Recovery Charge

- 3.1. The amount of Recovery Charge levied shall be determined in accordance with the provisions of this Policy and may be calculated based on any and all costs related to the Straight Pipe Replacement Program pursuant to the *By-law Respecting the LaHave River Wastewater Management District*.

- 3.1.1. Direct program costs include, but are not limited to:

1. Costs related to Inspections, surveys, design, assessments, installations, construction and property restoration; and
2. Any taxes, levies, fees, and any other costs incurred during the Work, or during the application, recording and administering of agreements, liens or charges.

- 3.1.2. Program administration costs include, but are not limited to:

1. Costs related to the Education and Awareness Program; ~~and,~~
2. **Inspection costs not directly related to properties found to have a straight pipe; and**

- 2.3 **Project coordination and oversight costs.**

- 3.2. The Recovery Charge shall be determined by summing the total direct program costs and program administration costs as per Section 3.1, less any eligible federal and provincial funding.

- 3.3. The Recovery Charge shall become effective on the date on the Certificate of Installation.

- 3.4. For non-residential properties that require an On-Site Sewage Disposal System that exceeds the capacity requirements of a single family, four-bedroom house, the

Owner shall be responsible for additional cost of the larger capacity system. The additional cost to be recovered from the Owner shall be determined by the LaHave River Project Management Team.

3.5. Notwithstanding the above, the maximum contribution of federal and provincial funding allocated toward reducing the Recovery Charge **for a commercial property** shall not exceed \$19,667 plus a 2.5% escalation **for each year after 2018** and applicable taxes.

4. Payment of Charges and Interest

4.1. The Recovery Charge imposed pursuant to this Policy, at the option of the Owner, be paid in equal monthly installments over a period of not more than seven (7) years, together with the administrative charge rate of four percent (4%) per year.

4.2. Payment of the Recovery Charge shall occur as follows:

4.2.1. The Owner(s) will make equal monthly payments to repay the outstanding Recovery Charge, including administrative charges payable on the unpaid Recovery Charge, calculated monthly, not in advance. These payments must be made through a pre-authorized payment plan set up through the Municipality. The payment schedule will be made available through the Municipality.

4.3. Administrative charges will begin accruing on the date on the Certificate of Installation.

4.4. In the event of a default of any payment of any installment, the outstanding balance of the Recovery Charge is immediately due and payable. Interest shall be accrued on the amount then due and payable at the same rate applied by the Municipality for unpaid taxes and charges in default. The Recovery Charge imposed pursuant to the *By-law Respecting the LaHave River Wastewater Management District* constitutes a first lien on the property and has the same effect as rates and taxes under the Assessment Act.

5. Amount of Annual Maintenance Charge

5.1. The amount of the Annual Maintenance Charge levied pursuant to Section 2 shall be as set by resolution of Council, and determined by the maintenance requirements of the On-Site Sewage Disposal System installed:

5.1.1. The Annual Maintenance Charge for traditional tank and field systems shall be determined by the contract costs for agents hired by the Municipality to perform required maintenance as specified by the designer, plus ten percent (10%) for a reserve fund for unexpected repairs.

5.1.2. The Annual Maintenance Charge for all other On-Site Sewage Disposal Systems shall be determined by the contract costs for agents hired by the Municipality to perform required maintenance as specified by the designer, plus the costs of equipment and parts as required, plus ten percent (10%) for a reserve fund for unexpected repairs.

5.2. The Annual Maintenance Charge shall be added to the final tax bill and shall become effective in the tax year following the issuance of the Certificate of Installation.

5.3. The Annual Maintenance Charge shall terminate seven (7) years from the date on the Certificate of Installation, where the full responsibility of the On-Site Sewage Disposal System is transferred to the Owner.

6. Inspection Charges

6.1. Where an Owner cannot provide proof of a sewer system as per Section 3 of Policy *MDL 73 - LaHave River Straight Pipe Replacement Program*, a charge ~~will~~ **may** be applied to recover the expense of completing an inspection.

6.2. If the inspection results in a determination that there is a straight pipe, the inspection cost will be added to the total cost to replace the straight pipe with an appropriate system and included in the Recovery Charge.

6.3. If the inspection results in a determination that there is a ~~not a~~ straight pipe **and the property owner refuses to participate in the Replacement Program**, the inspection cost, including any site restoration costs required, shall be charged to the Owner. A bill will be issued for these charges upon the property owner, due 30 days from the date of issue. Interest shall be accrued on the amount then due and payable at the same rate applied by the Municipality for unpaid taxes and charges in default. If unpaid, this charge will constitute a first lien on the property and has the same effect as rates and taxes under the Assessment Act.

Clerk's Annotation for Official Policy Book

Date of Notice to Council Members
of Intent to Consider: August 22, 2017

Date of Adoption September 12, 2017

I certify that this "*LaHave River Wastewater Management District Cost Recovery Policy*"
was adopted by Council as indicated above.

Municipal Clerk

Date

LCMPCC Operating

INCOME STATEMENT
for the Period Ending Period 9, 2019
December 31, 2018

	Current Period		YTD		2018-19 Annual		Variance Budget/Forecast
	Actual	LastYear	Actual	Prior	Budget	Forecast	
Municipal Operating Grants	\$ 40,000	\$ 39,552	\$ 760,000	\$ 699,552	\$ 880,000	\$ 880,000	-
Arena	37,429	37,523	190,865	190,102	321,046	321,046	-
Aquatic Centre	26,133	21,379	158,119	152,583	221,009	221,009	-
Active Living and Room Rentals	2,520	2,984	71,342	68,185	87,470	87,470	-
Memberships	14,217	11,541	110,130	113,695	152,765	152,765	-
Library Rent	7,513	7,369	67,649	67,109	89,135	89,135	-
Concessions Rent	1,200	1,200	9,600	10,800	14,400	14,400	-
ATM and Vending	1,123	3,306	10,001	13,681	20,000	15,000	(5,000)
Advertising and Sponsorship	-	738	23,916	18,124	19,500	23,916	4,416
Miscellaneous	-	71	45,821	11,784	32,100	45,821	13,721
TOTAL REVENUE	130,134	125,661	1,447,444	1,345,614	1,837,425	1,850,562	13,137
Advertising and Promotion	1,412	2,233	5,439	8,130	22,000	10,000	12,000
Professional Fees	879	833	14,413	9,219	15,350	15,350	-
Bank, Interest, Credit Card and Other Fees	1,289	1,703	13,068	13,414	12,000	14,000	(2,000)
Concessions Expense	-	425	707	2,385	1,000	1,000	-
Facility Maintenance and Repairs	19,969	17,034	127,050	130,598	181,876	181,876	-
Housekeeping	2,284	820	15,477	14,976	20,000	20,000	-
IT Licensing, Fees and Support	2,041	1,531	19,399	17,372	41,600	41,600	-
Miscellaneous	812	1,059	1,562	2,829	2,000	2,000	-
Office	1,174	653	8,410	7,013	10,600	10,600	-
Pool Chemicals and Supplies	3,052	2,049	20,338	21,355	22,000	22,000	-
Programming	1,059	690	9,054	13,573	16,500	15,000	1,500
Staff Training and Courses	-	-	-	1,824	7,000	3,000	4,000
Telecommunications	583	729	6,454	7,101	10,000	10,000	-
Travel - Management Conferences	-	35	-	35	1,800	100	1,700
Uniforms	-	-	81	823	2,900	2,900	-
Utilities	35,768	31,988	298,705	291,472	403,501	414,001	(10,500)
Vending Expense	-	451	4,949	4,790	14,000	14,000	-
Wages and Benefits	75,025	69,871	734,396	723,895	1,041,388	1,000,000	41,388
TOTAL EXPENSE	145,346	132,105	1,279,502	1,270,804	1,825,515	1,777,427	48,088
SURPLUS (DEFICIT) BEFORE SPECIAL EVENTS	(15,212)	(6,444)	167,941	74,810	11,910	73,135	61,225
Special Events Revenue	-	422	77,073	34,165	157,850	83,000	(74,850)
Special Events Expense	-	1,638	51,965	25,119	126,280	57,000	69,280
SURPLUS (DEFICIT) FROM SPECIAL EVENTS	-	(1,216)	25,108	9,046	31,570	26,000	(5,570)
NET OPERATING SURPLUS (DEFICIT)	(15,212)	(7,660)	193,050	83,856	43,480	99,135	55,655
Transfer to Reserve	-	-	-	-	-	-	-
Special Projects (Net of Other Funding)	-	2,480	-	24,200	43,480	43,480	-
MFC Debenture Interest	-	-	128,670	134,756	128,670	128,670	-
TOB Transfer from Special Purposes Tax	-	-	(128,670)	(134,756)	(128,670)	(128,670)	-
TOTAL NON-OPERATING EXPENSES	-	2,480	-	24,200	43,480	43,480	-
NET SURPLUS (DEFICIT)	\$ (15,212)	\$ (10,140)	\$ 193,050	\$ 59,656	\$ -	\$ 55,655	\$ 55,655

Lunenburg County Lifestyle Centre
 LCLC
 Book King - Aged Receivables by Organization
 All Organizations
 As At: January 10 2019
 Created: 2019-Jan-10

Client #	Organization Name	Receivable Type	Invoice	0 - 30	30 - 60	60 - 90	90 - 120	120+
1400	Staff NLS/SFA course - monthly pmts	Registration Invoice	6213	194.07				
9652	Andrea Joudrey - enrolment receivable	Registration Invoice	6323	47.50				
735	Apollo Hockey	Scheduling Invoice	2501					450.00
2816	Arbonne International	Scheduling Invoice	2989		17.25			
696	Barracudas Swim Team	Scheduling Invoice	2844	138.00	241.50			
9	Bella Dental	Scheduling Invoice	2920	256.45	512.90			
9	Bella Dental	Scheduling Invoice	2921	256.45				
4455	Bridgewater Co-Housing	Scheduling Invoice	2965	70.00				
6872	Bridgewater Leafs	Scheduling Invoice	2939		397.25			
6872	Bridgewater Leafs	Scheduling Invoice	2940	512.90	256.45			
6872	Bridgewater Leafs	Scheduling Invoice	2941	256.45				
44	Bridgewater Parks Recreation & Culture Dept.	Scheduling Invoice	2669	86.25	86.25			
44	Bridgewater Parks Recreation & Culture Dept.	Scheduling Invoice	2670	28.75				
44	Bridgewater Parks Recreation & Culture Dept.	Scheduling Invoice	3094	238.05				
8	Bridgewater Skating Club	Scheduling Invoice	2824	1,219.76				
11235	Bridgewater Triathlon Club	Scheduling Invoice	3120	66.75				
50	Bryson Group Gentleman's Hockey	Scheduling Invoice	2653		769.35	256.45		
50	Bryson Group Gentleman's Hockey	Scheduling Invoice	2654	769.35	512.90			
50	Bryson Group Gentleman's Hockey	Scheduling Invoice	2655	256.45				
9768	Canadian Tai Chi Academy South Nova Branch	Scheduling Invoice	2719	57.50				
11357	Centre Scolaire de la Rive Sud	Scheduling Invoice	3083	170.20				
10785	Community Services	Scheduling Invoice	2867		97.75			
60	Dominion Securities	Scheduling Invoice	2953	218.04	218.04			
60	Dominion Securities	Scheduling Invoice	2954	218.04				
34	Edward Jones	Scheduling Invoice	2739	30.19				
1101	Elderfit	Scheduling Invoice	2858	437.00				
10705	Employment Nova Scotia	Scheduling Invoice	2894	115.00				
8361	Events Lunenburg County - Esso Cup	Scheduling Invoice	1448					18,170.00
1420	General	Scheduling Invoice	3037	181.70				
1179	Hebville Jr High Boys Hockey	Scheduling Invoice	3021		170.20			
11240	Municipality of the District of Lunenburg	Scheduling Invoice	2902		92.00			
42	Municipality of the District of Lunenburg	Scheduling Invoice	3093	238.05				
20	Nia	Scheduling Invoice	3020	28.75				
86	Nova Scotia Assessment Appeals Tribunal	Scheduling Invoice	2718	17.25				
56	OCR Wildcats	Scheduling Invoice	2914		769.35	256.45		
56	OCR Wildcats	Scheduling Invoice	2915	512.90	256.45			
56	OCR Wildcats	Scheduling Invoice	2916	256.45				
88	Old Pucks	Scheduling Invoice	2594				469.35	
88	Old Pucks	Scheduling Invoice	2929		512.90	512.90		
88	Old Pucks	Scheduling Invoice	2930	512.90	256.45			
88	Old Pucks	Scheduling Invoice	2931	512.90				
11114	Oyler Consulting	Scheduling Invoice	2762				11.50	
18	Park View Education Centre	Scheduling Invoice	2935	1,446.70	638.25			
18	Park View Education Centre	Scheduling Invoice	2936	425.50				
18	Park View Education Centre	Scheduling Invoice	3049	425.50				
57	PDLR Blues	Scheduling Invoice	2925	512.90	256.45			
57	PDLR Blues	Scheduling Invoice	2926	512.90				
691	Petite Riviere School	Scheduling Invoice	2882	158.70				
4818	PVEC Girls	Scheduling Invoice	2609		1,446.70			
4818	PVEC Girls	Scheduling Invoice	2838	170.20	170.20			
4818	PVEC Girls	Scheduling Invoice	2839	170.20				
55	Rusty Blades	Scheduling Invoice	2911	256.45				
11463	Seahawks Minor Football Club	Scheduling Invoice	3142	25.88				
4	South Shore Lumberjacks	Scheduling Invoice	2786		3,485.20	1,021.20		
4	South Shore Lumberjacks	Scheduling Invoice	2787	1,877.10				
4	South Shore Lumberjacks	Scheduling Invoice	2788	1,021.20				
4	South Shore Lumberjacks	Scheduling Invoice	2794	552.10				
4	South Shore Lumberjacks	Scheduling Invoice	2800	76.00				
7	South Shore Minor Hockey	Scheduling Invoice	2613	13,956.40				
7	South Shore Minor Hockey	Scheduling Invoice	2906	4,850.70				
6	South Shore Mustangs	Scheduling Invoice	2688	3,136.50	2,099.16			

6 South Shore Mustangs	Scheduling Invoice	2689	1,077.96					
11194 South Shore Regional Centre for Education	Scheduling Invoice	2863			138.00			
11194 South Shore Regional Centre for Education	Scheduling Invoice	2944		414.00	276.00			
11194 South Shore Regional Centre for Education	Scheduling Invoice	2945	276.00	138.00				
11194 South Shore Regional Centre for Education	Scheduling Invoice	2946	138.00					
68 South Shore Sledge Sharks	Scheduling Invoice	2832	255.30	170.20				
68 South Shore Sledge Sharks	Scheduling Invoice	2833	255.30					
1489 Special Olympics	Scheduling Invoice	2967		138.00				
35 St. John Ambulance Nova Scotia Council	Scheduling Invoice	2814	69.00					
10249 Town of Bridgewater	Scheduling Invoice	2852	11.50	606.63	97.75			
10249 Town of Bridgewater	Scheduling Invoice	3051	201.25					
10249 Town of Bridgewater	Scheduling Invoice	3052	97.75					
83 United Way of Lunenburg County	Scheduling Invoice	3125	41.03					
53 Valley Tire	Scheduling Invoice	2960	218.04					
11210 Velley Wild Female Bantam AA	Scheduling Invoice	2868	255.30					
547 Vinyasa Flow Yoga - Hachey	Scheduling Invoice	2803	23.00	23.00				
547 Vinyasa Flow Yoga - Hachey	Scheduling Invoice	2804	46.00					
45 Woody's Hockey Group (WHG)	Scheduling Invoice	2816		170.20				
9777 Zumba with Schrader	Scheduling Invoice	2390	57.50					
9777 Zumba with Schrader	Scheduling Invoice	2390	57.50					
Total Trade Accounts Receivable			\$ 77,141.99	40,559.41	14,922.98	3,039.60	-	18,620.00

Receivables

The additional receivables currently within Sage are as follows:

Atlantic Fabrics – arena advertising (resent invoice Dec 12)	\$1,725.00
Events Lunenburg County – Esso Cup expenses paid by LCLC on behalf of ELC	\$13,803.81
LQRCDA – balance of grant for free public swimming to be paid at end	\$600.00
Molson Coors – 2018-19 exclusivity agreement	\$3,000.00
Lumberjacks – invoice for new ice logos in August	\$3,721.07
SSRLB – ½ page advertising in Winter 2019 Rec Guide	\$79.47
Total additional receivables	<u>\$22,929.35</u>