

AGENDA
FINANCE COMMITTEE

Bridgewater, NS
Tuesday, March 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 – February 5, 2019
6. BUSINESS ARISING FROM MINUTES: (Nil)
7. AWARDING OF TENDERS/RFPs:
8. PRESENTATIONS/SCHEDULED TIMES:
 - 8.1 South Shore Tourism Cooperative – Funding Request 9:15 a.m. 1-19
9. CONSIDERATION OF CORRESPONDENCE: (Nil)
10. RECOMMENDATIONS FROM COMMITTEES & BOARDS: (Nil)
11. STAFF REPORTS:
 - 11.1 Finance Department
 - 11.1.1 5 Year Capital Plan 20-22
 - 11.1.2 2019/2020 Capital Budget..... 23-65
 - 11.1.3 2019/2020 Sewer Rates..... 66-69
 - 11.1.4 2017/2018 Lun. Co. Lifestyle Centre Surplus Funds 70-71
 - 11.1.5 Public Transit Gas Tax Allocation..... 72-73
 - 11.1.6 Summer Co-op Students..... 74
 - 11.2 Recreation Department
 - 11.2.1 Pesticide Use on the MARC Ballfields..... 75-78
12. MAYOR’S/DEPUTY MAYOR’S/COUNCILLORS’ MATTERS:
 - 12.1 Lunenburg County Lifestyle Centre Update (M. Ernst)
13. IN CAMERA:
 - 13.1 Land Negotiations re Oakland under Section 22(2)(e) of the MGA 11:30 a.m.
14. ADJOURNMENT



South Shore Tourism Co-operative

Donna Hatt | Joanne Cooper

Finance Committee

March 5, 2019

Item: 8.1

Authorization: E. Wentzell

Board of Directors and Advisors 2018-2019

Donna Hatt, Chair, *White Point Beach Resort*

Angela Steeves, Treasurer, *Oak Island Resort & Conference Centre*

Joanne Cooper, Secretary, *Best Western Plus Bridgewater*

Suzy Atwood, *Municipality of the District of Barrington*

Stephen Workman, *Ross Farm Museum*

Richard Lane, *Region of Queens*

Chasidy Veinotte-Dorey, *Municipality of the District of Lunenburg*

Val Kean, *Municipality of the District of Shelburne*

Deborah Lewis, *Town of Shelburne*

Stephanie Beaumont, *Municipality of District of Chester*

Stephanie Swain, *Marketing Coordinator, SSTC*

WINTER Festivals Committee

Joanne Cooper, Angela Steeves, Charles Otter, Donna Hatt, Emma Forsyth, Hilda Russell, Judy Boutilier, Karen Pinsent, Nancy Petrie, Richard Lane, Stephanie Miller Vincent, Suzy Atwood, Tina Grace, Stephanie Beaumont, Chasidy Veinotte, Stephen Workman, Stephanie Swain, Peter Richardson (and Barbra), Barbara Thomson (and Emily)



Nova Scotia South Shore
Tourism Co-operative

GOAL: Increase year-round demand for South Shore experiences, products and services thereby strengthening the viability and sustainability of our industry and assist in addressing several challenges faced by our operators and communities.



Investing Partners

Amos Pewter
Anchored Inn
Anchors Away Family Restaurant
Astor Theatre
Aspotogan Heritage Trust
Barrington Area Chamber of Commerce
Bay Ferries
Becky`s Knit and Yarn Shop
Best Western Bridgewater
Best Western Liverpool
Black Loyalist Heritage Society
Boxing Rock Brewing Company
Cape Sable Historical Society
Chester Merchants Association
(The) Coopers Inn

Destination Bluenose Coast
Fisheries Museum of the Atlantic
Hubbards Area Business Association
Kejimkujik National Park & National
Historic Site - Parks Canada
Lanes Privateer Inn & Restaurant
Lunenburg Arms Hotel & Spa
Oak Island Resort & Conference
Centre
Oceanstone
Petite Riviere Vineyards
Port Grocer
Quarterdeck Beachside Villas & Grill
Riverhills Golf & Country Club
Roseway River Cottages
Ross Farm Museum
Sable River View Cottages



Investing Partners *con't*

Saltbox Brewery Company
SeaStar Seafoods Ltd.
Shag Harbour UFO Incident Society
Sipuke'l Gallery
South Queens Chamber of Commerce
St Margaret's Bay Tourism Association
White Point Beach Resort
Wild Axe Productions
Wilson's Home Hardware
Wile's Lake Farm Market & Bakery

8 of 11 Municipal Partners

Town of Barrington
Town of Shelburne
Municipality of Shelburne County
Town of Lockeport
Region of Queens Municipality
Municipality of the District of Lunenburg
Town of Mahone Bay
District of Chester

South Shore Regional Enterprise Network
(SSREN)



Festival and Partner Engagement

- Blarney Stone
- The MARC
- LCLC for Lobster Crawl Craft Beer Festival
- Christmas in Petite Riviere
- New Germany Christmas Festival
- Pinehurst Community Hall
- South Shore Waldorf School
- BernART
- Bay to Bay Trails for Fat Bike Festival
- Christmas Tree Farms
- Riverbank Habitat
- Tancook Island
- Lahave Bakery
- Hirtles Beach and Gaff Point
- Cape Lahave Adventures and Pleasant Paddling
- Lahave Yacht Club
- Twisted Spoon Catering

YOU ARE INVITED TO

PETITE RIVIERE VINEYARDS

TO PARTICIPATE IN THE 2019

NOVA SCOTIA'S SOUTH SHORE
Est. 2017

LOBSTER CRAWL

**FEB 10TH, 2PM-5PM
DRINK RECEPTION
BEGINNING 1:30PM**

5 Sit Down Tasting!

65 / TICKET
Quantity Limited to 32!

**CONTACT US
AT EVENTBRITE**
February 4th

**5 LOBSTER FILLED
APPETIZERS
PAIRED WITH**

5 EXQUISITE WINES

Oh My!

Key Indicators

- Fixed Roof Room Nights
- Short-term Campsites
- Media Engagement
 - Traditional
 - Social
- Partner Investment
- Partner/Industry Surveys (pre & post Summer)



2018 South Shore YTD (TNS)

Jan – Nov

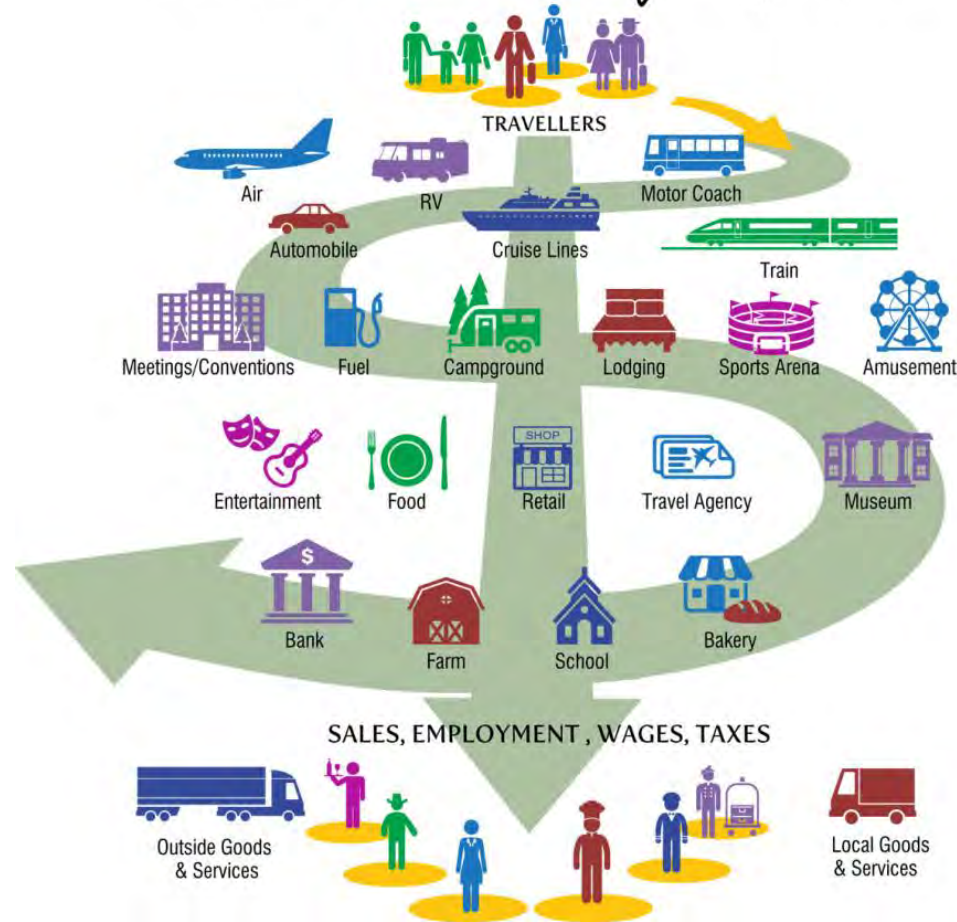
Reporting Accommodations 168,950 Rm

Nts Sold (Licensed)

Occupancy is 42.3% (57.7% opportunity)

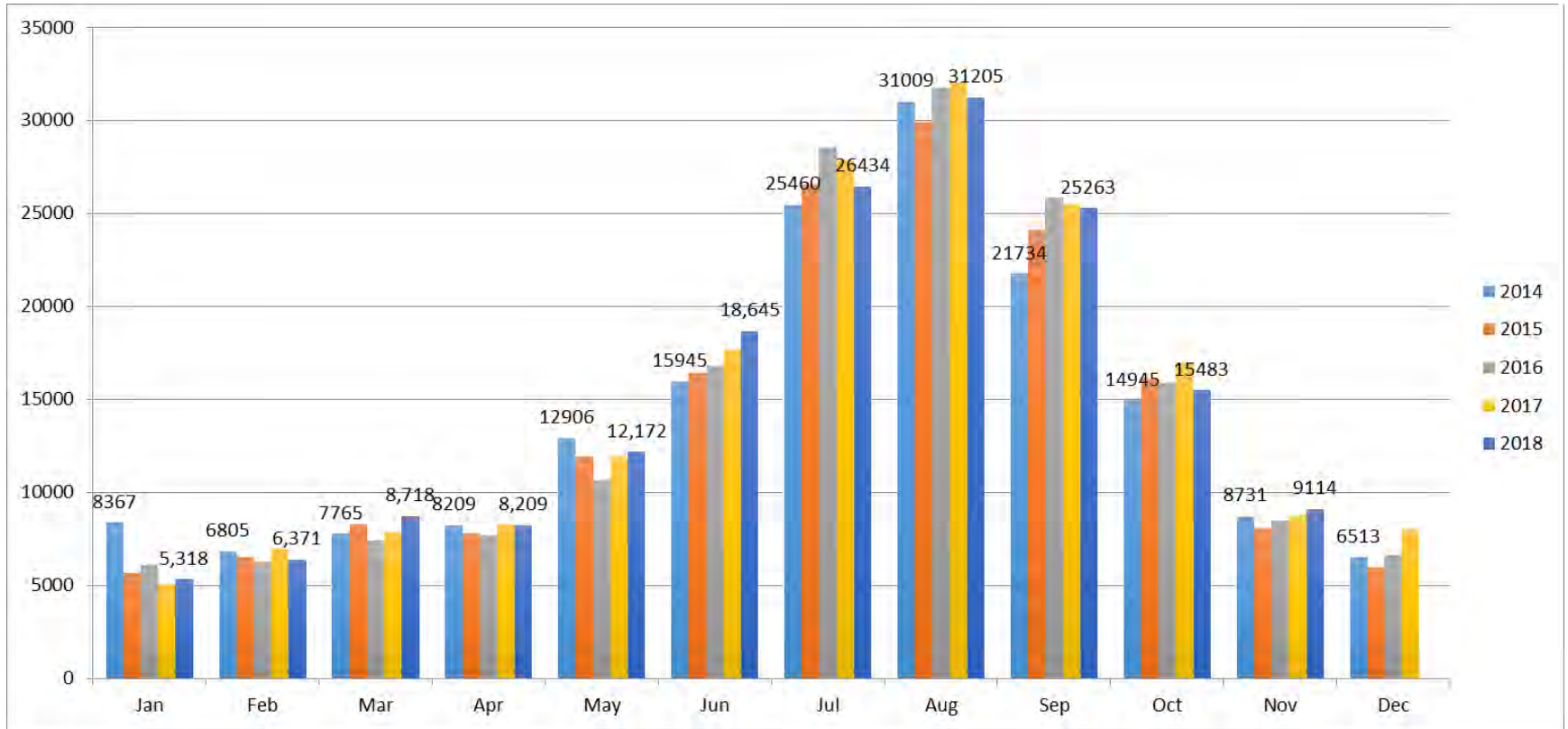
DYNAMIC CONNECTIONS

Tourism adds value every step of the way!

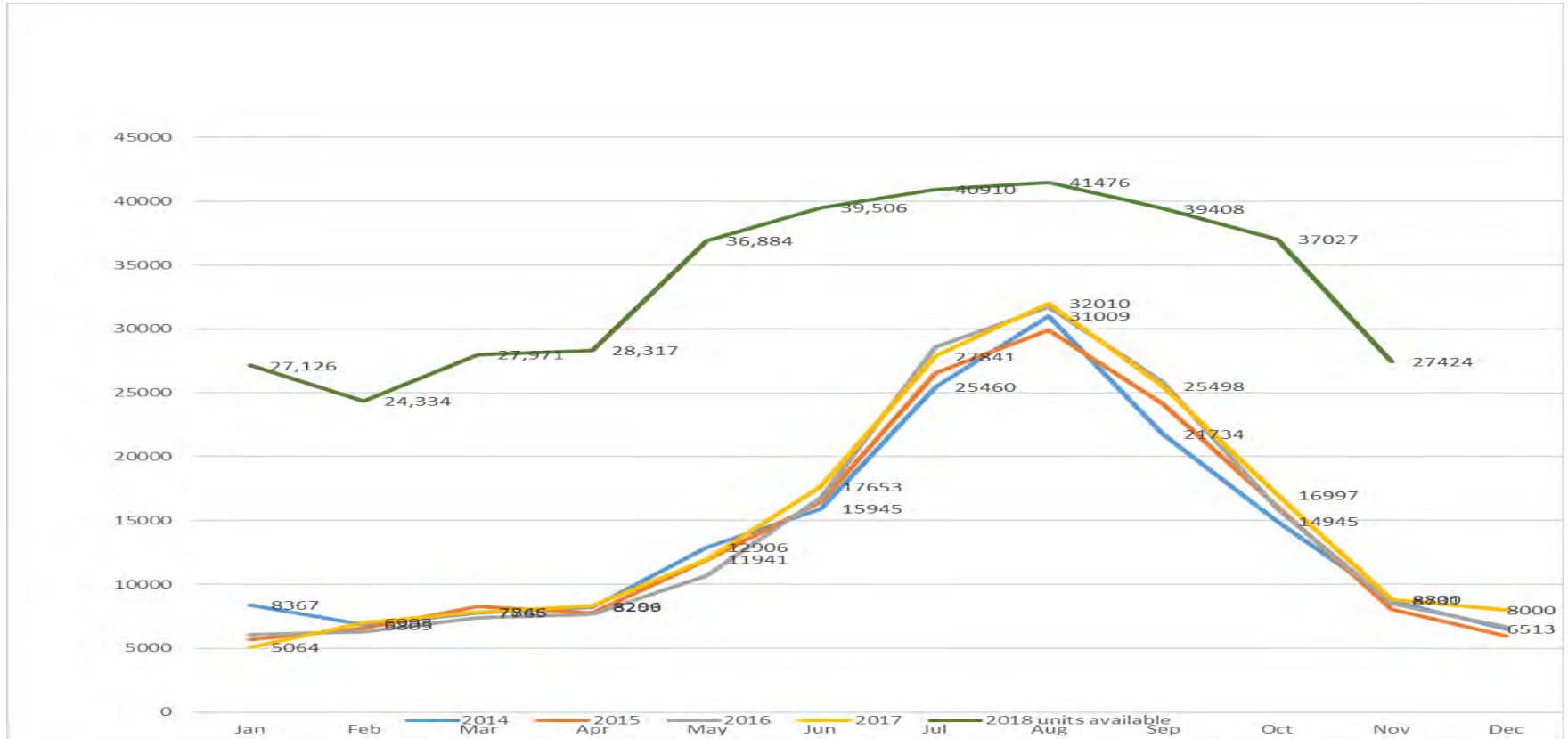


2016 – \$187 Million
2017 – \$216 Million

2014-2018 Room Nights Sold



2014-2018 Room Nights Sold



Marketing & Development

3-Year Shoulder Season Strategic Business Action Plan

ACOA Application Approved and Strategy Underway: \$94,075

3 phases: Strategic Plan; Accelerated Market Readiness; Implementation
December 2018 – February 2020

Winter Season Development



**NOVA SCOTIA'S
SOUTH SHORE
CHRISTMAS CRAWL**



**NOVA SCOTIA'S
SOUTH SHORE
LOBSTER CRAWL**



Marketing & Development

NovaScotia.com

- US: South Shore pages
- YOU: Listings

Social Media

- Facebook, Instagram, Twitter

\$10k TNS Digital Campaign Completed

- \$5,000 matched by TNS

Co-op Advertising

- Saltscapes
- South Shore Breaker and Chronicle Herald
- Your Local
- Travel Guides of Canada

Newsletters

- Internal & External

YOUTUBE

www.youtube.com/channel/southshoretourism

SSTC Blog

<https://nssouthshoretourismcoop.wordpress.com/>

ShowMe Maps

- Christmascrawl.ca
- Lobstercrawl.ca

Asset Development

- Videos and Images



Marketing & Development

Travel Media

- 2 media visits, 8 writers covering Lobster Crawl

Public Relations & Promotions

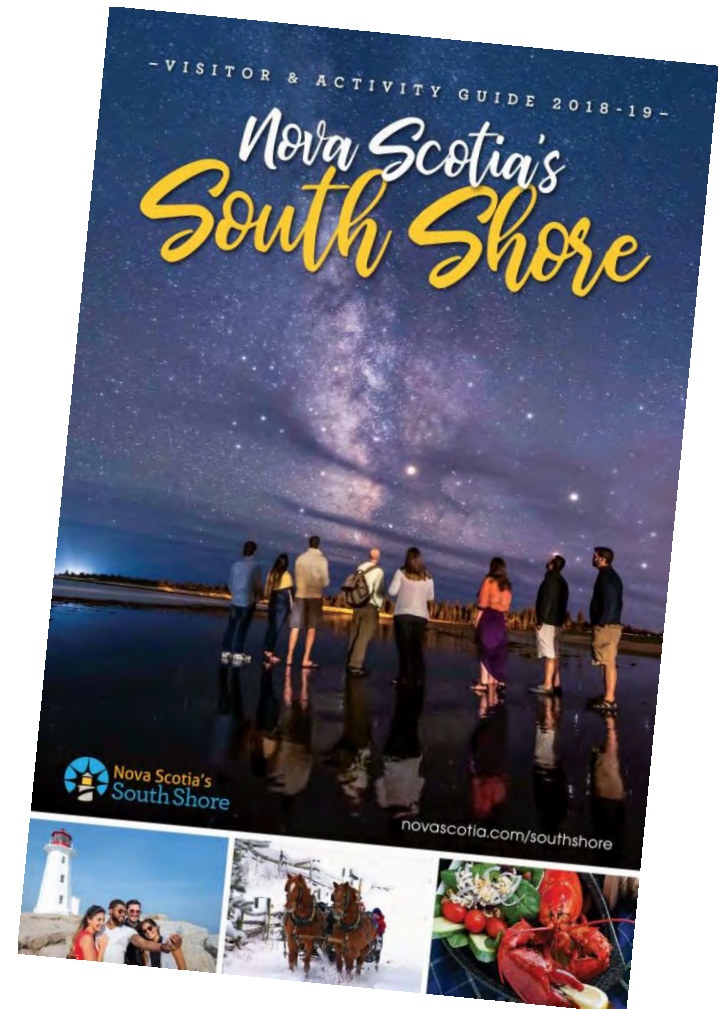
- Media Releases
- Global and CTV
- CBC Information Noon
- TNS Presentation
- South Shore Corporate Tour
- Tourism Miramichi Keynote
- Committees/Events
- Cooperative Ads – ie. Saltscapes

Trade Shows

- Saltscapes Expo (April)
- South Shore Expo (May)
- Harvest Meets the Holidays (Nov)
- Sip and Savour 2019

2019 South Shore Guide

Partnerships with Taste of Nova Scotia, TIANS, RANS₁₄



Financially Speaking

Revenues

| | |
|--------------------------------|--------------------|
| <i>8 of 11 Municipalities</i> | <i>\$13,879.50</i> |
| <i>36 Partners at \$350</i> | <i>\$12,600</i> |
| <i>Digital Marketing (TNS)</i> | <i>\$5,000</i> |
| <i>Total</i> | <i>\$31,479</i> |

Expenses

| | |
|--------------------------------|-----------------|
| <i>Contracted Coordinator</i> | <i>\$20,791</i> |
| <i>Digital Marketing (TNS)</i> | <i>\$10,000</i> |
| <i>Operational</i> | <i>\$688</i> |
| <i>Total</i> | <i>\$31,479</i> |

**ACOA \$94,000 funded over 2 years*



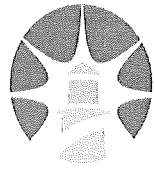
2017/2018 Municipal Investments (8 of 11 invested)

| Municipality | REN Formula % | Requested over two years | Requested April 2017 | Requested April 2018 |
|-------------------------------------|----------------------|---------------------------------|-----------------------------|-----------------------------|
| RQM | 16.77% | \$5031.00 | \$2515.50 | \$2515.50 |
| TOB | 12.54% | \$3762.00 | \$1881.00 | \$1881.00 |
| TOL | 4.01% | \$1203.00 | \$601.50 | \$601.50 |
| TOMB | 1.95% | \$585.00 | \$292.50 | \$292.50 |
| Lockeport | 0.47% | \$141.00 | \$70.50 | \$70.50 |
| Shelburne (Town) | 1.38% | \$414.00 | \$207.00 | \$207.00 |
| MODL | 32.26% | \$9678.00 | \$4839.00 | \$4839.00 |
| MODC | 24.62% | \$7386.00 | \$3693.00 | \$3693.00 |
| Shelburne District | 6.00% | \$1800.00 | \$900.00 | \$900.00 |
| Barrington District | | \$1800.00 | \$900.00 | \$900.00 |
| Clarkes Harbour | | \$282.00 | \$141.00 | \$141.00 |
| Total Municipal Contribution | | \$32082.00 | \$16041.00 | \$16041.00 |

Questions & Discussion



Nova Scotia South Shore
Tourism Co-operative



Nova Scotia South Shore Tourism Co-operative

February 11, 2019

Thank you again to the ***Municipality of the District of Lunenburg*** for being an investing member in the South Shore Tourism Co-operative. We have had a successful two years since we met to review and endorse the 2017-18 South Shore Tourism Marketing Plan. With the support of 9 municipalities and more than 40 tourism-related businesses and organizations from Peggy's Cove to Charlesville we have made significant progress toward our goal of growing year-round tourism on the South Shore.

My name is Angela Steeves and I am the Treasurer for the South Shore Tourism Cooperative. I am delighted to inform you, that our organization has an exciting 2019 ahead and we are asking for your funding consideration.

We're pleased to share just a few milestones and future projects with you:

We have launched and have growing interest in two major winter festivals – Christmas Crawl(formerly Tis' the Sea'son) and the Lobster Crawl - attracting international, national and local media attention and going viral with Lucy the Lobster on Groundhog Day in its inaugural year. In year two, we have had over 160 events register for both festivals combined. Both events are growing in popularity and gaining momentum as “must do” attractions between November and February.

As laid out in our two year marketing plan, we worked with you to promote the South Shore as a tourism destination through annual seven-month digital media campaign with Tourism Nova Scotia.

We facilitated a number of co-operative advertising initiatives including two full-page South Shore ads in Saltscapes Magazine, Our Local magazine and front and back pages in the Chronicle Herald.

We continue to enhance our South Shore Guide with new improvements and the addition of a visitor-friendly map. 40,000 guides were made available to Visitor Information Centres, hotels and at key events along the Shore.

We represented the entire South Shore at the spring Saltscapes Expo and the fall/winter Saltscapes Harvest Meets the Holidays ...

And most recently, on December 7th, 2018, Atlantic Canada Opportunities Agency(ACOA), announced they will be financially supporting the development of a three-year winter tourism plan to grown off-season regional tourism experiences. We can report that we wasted no time, and awarded the first phase of the project to RedPoint PR & Marketing.

Together, we illustrated the power of collaboration spawning several unique partnerships with craft brewers and local pubs, resorts and craftspeople, galleries and local wine, and sporting events paired with local cuisine.

Should you find our activities compatible with your funding interests, please consider this a formal request for your next funding cycle. If you require further information regarding my request, please do not hesitate to contact me at angela.steeves@oakislandresort.ca.

We are requesting a sum of **\$4839.00** from ***Municipality of the District of Lunenburg*** to continue as a supporting partner. Municipal contributions have been calculated based on the former South Shore Regional Enterprise Network formula. We welcome any suggestions or recommendations on how contributions could be calculated differently for our 2020 ask.

A cheque payable to Nova Scotia South Shore Tourism Co-operative can be mailed or delivered to:

Angela Steeves
Treasurer
South Shore Tourism Co-operative
527 Highway 10
Cookville, Nova Scotia B4B 7P4

Please mark your calendar for our Annual General Meeting on Tuesday, May 14th, 2019 (location: TBA) when we will present our 2019-20 South Shore Tourism Marketing Plan for your review and endorsement. We're looking forward to an amazing year ahead and as always welcome your feedback and input.

Thank you!

South Shore Tourism Co-operative Team

| Municipality of the District of Lunenburg - Capital Budget Investment Plan | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | 2019-20 & Future Funding | Notes on Years 1 - 5 |
|--|---|-------------------------|-----------------------------|----------------|----------------|----------------|--|---|
| PROJECT DESCRIPTION | | 2019-20 Draft Budget | 2020-21 Projected Budget | 2021-22 | 2022-23 | 2023-24 | | |
| GGs - General Government Services | | | | | | | | |
| | Financial Reporting/HR Accounting Software | - | 42,000 | | | | SNSMR Grant | Reporting software and implementation to be carried forward into 2019/20. Funding was secured from SNSMR for this project. |
| | Asset Management Plan | 50,000 | | | | | Gas Tax | Asset Management Plan consulting required to populate the Provincial Excel work sheets. |
| | Administration Building | 6,538,000 | 718,000 | | | | Capital & Operating Reserves & Sale Proceeds | Funding combination of Capital & Operating Reserves |
| | <i>Section Subtotal</i> | <i>6,588,000</i> | <i>760,000</i> | - | - | - | | |
| PS - Planning Services | | | | | | | | |
| | Flood Risk Mapping phase 2 of LiDAR Project | 80,000 | | | | | | |
| | Community Solar Project | 150,000 | | | | | Gas Tax | 2019 is the Final year to apply for Community Solar Project. Could be built in conjunction with new Administration Building. |
| | Vehicle replacement (2016 Ford Escape) | | | | | 35,000 | Dep'n reserve | Per Vehicle Replacement Policy |
| | <i>Section Subtotal</i> | <i>230,000</i> | - | - | - | <i>35,000</i> | | |
| TS - Transportation Services | | | | | | | | |
| | Road Paving Projects | 1,038,500 | 700,000 | 250,000 | 250,000 | 250,000 | Gas Tax | Placeholder in advance of Council and NSTIR project selection. None spent in 2018/19 move to 2019/20; also includes \$200K remaining from Stonehurst Bundle. 2020-21: \$450,000 Mun Roads; \$250,000 J Class. Operating Surplus funds may be required \$288,457 if all Gas Tax funds are expended as projected. |
| | <i>Section Subtotal</i> | <i>1,038,500</i> | <i>700,000</i> | <i>250,000</i> | <i>250,000</i> | <i>250,000</i> | | |
| EHS - Environmental Health Services | | | | | | | | |
| | Aerated Compost Carts | 20,000 | - | - | - | - | Gas Tax | Moving to MJSB based on new collection contract |
| | Riverport school demolition & remediation (Oct 8/18 deadline) | 1,083,900 | | | | | Environmental Liability + Potential Grant | Liability has been set up per PSAB requirements at March 31, 2016. Workshop was held Oct 31. No clear direction given as to remediate to Tier I or Tier II standards. Grant application for Tier I standards. |
| | Centre School Demolition | | 50,000 | 750,000 | | | Dep'n Reserve | Project deferred |
| | Lahave River Straight Pipe Replacement Program | 2,352,000 | 2,204,000 | 2,193,000 | 2,214,000 | - | BCF/Dep'n Reserve | 2/3 BCF, 1/3 Dep'n Res + \$1M donation to be paid back by participating residents |
| | Garden Lots Sewer & Water Upgrades | 75,000 | | | | | Gas Tax | Carry-over from 2018-19. Discussion with Dept of Municipal Affairs to study the potential of a collaborative project and application made for Federal Funding. |

| Municipality of the District of Lunenburg - Capital Budget Investment Plan | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | 2019-20 & Future Funding | Notes on Years 1 - 5 |
|--|---|-------------------------|-----------------------------|------------------|------------------|---------------|---|---|
| PROJECT DESCRIPTION | | 2019-20 Draft Budget | 2020-21 Projected Budget | 2021-22 | 2022-23 | 2023-24 | | |
| | Cookville Collection System Refurbishment | | | 10,000 | 30,000 | | Gas Tax & Swr Reserve | Deisgn Vacuum truck access to MH 52, 55 \$10,000; Construct access \$30,000 |
| | Cookville WWTP Refurbishment & Upgrades | 15,700 | 30,000 | 150,000 | | | Gas Tax & Swr Reserve | HVAC and roof repair \$15,700 carry over from 2018/19; garage, storage and workshop design \$30,000; construction \$150,000 |
| | New Germany Collection System Refurbishment | 20,000 | - | 410,000 | 150,000 | | Gas Tax & Swr Reserve | PS6 Renewal Design \$20,000; Design vacuum truck access to MH 4, 5, 123, 124 \$10,000; Construct access to manholes \$150,000; Repairs identified by I&I study \$400,000 |
| | New Germany WWTP | | 10,000 | | | | Gas Tax & Swr Reserve | Demolish Chlorine Contact Building. |
| | Hebville Pump Station Renewals | 50,000 | | 460,000 | | | Gas Tax & Swr Reserve | Design wet wells \$50,000. Construct and commission wetwells \$460,000 |
| | Conquerall Bank WWTP Upgrades | 25,000 | 10,000 | 50,000 | | | Gas Tax & Swr Reserve | Effluent pH adjustment \$15,000; SCADA upgrade; \$10,000; create specs for generator \$10,000; generator purchase & install \$50,000 |
| | Van Replacement (2014 Chev) - Sewer | | | | 35,000 | | Dep'n reserve | Replace van in 2020/21 |
| | WW Operator Truck Replacement (2014 F150) - Sewer | | | | | 30,000 | Dep'n reserve | Replace truck in 2021/22 |
| | <i>Section Subtotal</i> | <i>3,641,600</i> | <i>2,304,000</i> | <i>4,023,000</i> | <i>2,429,000</i> | <i>30,000</i> | | |
| EDS - Economic Development Services | | | | | | | | |
| | Osprey Village Reservoir Design | | | | | 50,000 | Gas Tax/TOB | TOB \$1,000,000 (keep in year 5) |
| | Rural Internet | - | - | - | - | | | Moved to Operating Budget for non-owned infrastructure projects. Gas Tax: 2019-20 \$500,000; future years \$250,000. |
| | Osprey Village - Nathan Cirillo Rd Extension | 1,750,400 | | | | | Osprey Village Reserve, Potential Grant & Dep'n Reserve | Extension of road from Shopping Centre Complex to Ch. Petite Evangeline to facilitate lot development in Osprey Village (Osprey Village Land Reserve \$765,671). A grant application has been submitted. |
| | CEF Building & Parking Lot | 125,000 | | | | | CEF Reserve | Repair canopy and pave parking lot. Paving Project deferred. |
| | Highway 103 Signage Program | 20,000 | 15,000 | | | | Operating Surplus Reserves | Highway signage Project to include VIC, Business park, Municipality of Lunenburg, Lunenburg County |
| | <i>Section Subtotal</i> | <i>1,895,400</i> | <i>15,000</i> | <i>-</i> | <i>-</i> | <i>50,000</i> | | |
| RS - Recreation Services | | | | | | | | |
| | MARC Improvements | 65,000 | 30,000 | - | 20,000 | | Dep'n reserve | 2019-2020 \$15,000 replace zero turn mower; \$50,000 for water system and soil remediation |
| | Ballfield Upgrades | 20,000 | | | | | | |
| | Active Transportation Plan Implementation | 415,000 | 270,000 | 150,000 | 150,000 | | Gas Tax | Paved shoulders on Municipal roads dependant on NSTIR projects |
| | Cookville Trail Connector (carry over) | 36,900 | | | | | Gas Tax/ OHV Fund | |

| Municipality of the District of Lunenburg - Capital Budget Investment Plan | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | 2019-20 & Future Funding | Notes on Years 1 - 5 |
|--|--|-------------------|------------------|------------------|------------------|----------------|----------------------------------|--|
| | | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | | |
| PROJECT DESCRIPTION | | Draft Budget | Projected Budget | | | | | |
| | Sherbrooke Lake - Park Design & implementation | | 75,000 | 200,000 | 150,000 | | Gas Tax | 2018-19: Design of the Park and implementation in phases over the next four years. Approved by Council March 13, 2018 |
| | Sherbrooke Lake - Road Upgrades | | 135,000 | | | | Sherbrooke Lake Capital Reserves | Upgrades to unmaintained section of the Woodstock Road (a public road) which leads to MODL property |
| | Riverport Playground | 40,000 | | | | | Dep'n reserve | Demolition and upgrades to meet CSA standards |
| | River Ridge Common | 300,000 | 240,000 | | 20,000 | | Gas Tax | Multi-year Recreation Project with trails and a natural playground |
| | Miller Point Kiosk Replacement | 10,000 | | | | | Dep'n reserve | Carry over from 2018 |
| | Wile's Lake | | 30,000 | 20,000 | | | Dep'n Reserve | 2020/21: Removal of two buildings; 2021/22: park upgrades |
| | LaHave Sunset Park Walking Path & Parking | 15,000 | | | | | Open Space | 2019-20: Walking path; parking lot (may be deferred) |
| | MARC - Truck (2008 Ford) | 75,000 | | | | | Dep'n reserve | Replace MARC Truck (2008 Ford F250) |
| | Sawpit Switchback Trail | 20,000 | 80,000 | | | | Gas Tax | A switch back walking trail from the upper parking lot leading to the lower parking lot and a "hitching post" structure to tie boats to tie boats to when launching and bringing them ashore. Includes estimated Project management costs. 2019-20 design; 2020-21 construction. |
| | <i>Section Subtotal</i> | <i>996,900</i> | <i>860,000</i> | <i>370,000</i> | <i>340,000</i> | <i>-</i> | | |
| Total Capital Projects | | 14,390,400 | 4,639,000 | 4,643,000 | 3,019,000 | 365,000 | | |
| Funding of Capital Projects | | | | | | | | |
| | Depreciation Reserves | 5,978,153 | 1,562,667 | 1,501,000 | 793,000 | 250,000 | | |
| | Gas Tax Reserves | 2,200,750 | 1,239,243 | 1,002,300 | 660,000 | 90,000 | | |
| | Provincial/Federal Grants | 2,096,677 | 1,511,333 | 1,462,000 | 1,476,000 | - | | |
| | Other Reserves - Capital Reserves | 3,284,247 | 135,000 | | | | | |
| | Other Reserves - Operating Reserves | 235,350 | 190,757 | 677,700 | 90,000 | - | | |
| | Other Contributions | 595,223 | | | - | 25,000 | | |
| Total Funding Capital Projects | | 14,390,400 | 4,639,000 | 4,643,000 | 3,019,000 | 365,000 | | |

Draft Capital Budget 2019/20

Finance Committee
March 5, 2019





Five Year Financial Strategy



5-Year Financial Strategy

The Development of the Strategy focused on:

- Being debt free by October 2021
- The desire to maintain stable tax rates
- The ability to add special rates for new infrastructure as required
- The ability to carefully manage reserves and continue to fund current commitments

5-Year Financial Strategy

Debt Affordability Model Considerations:

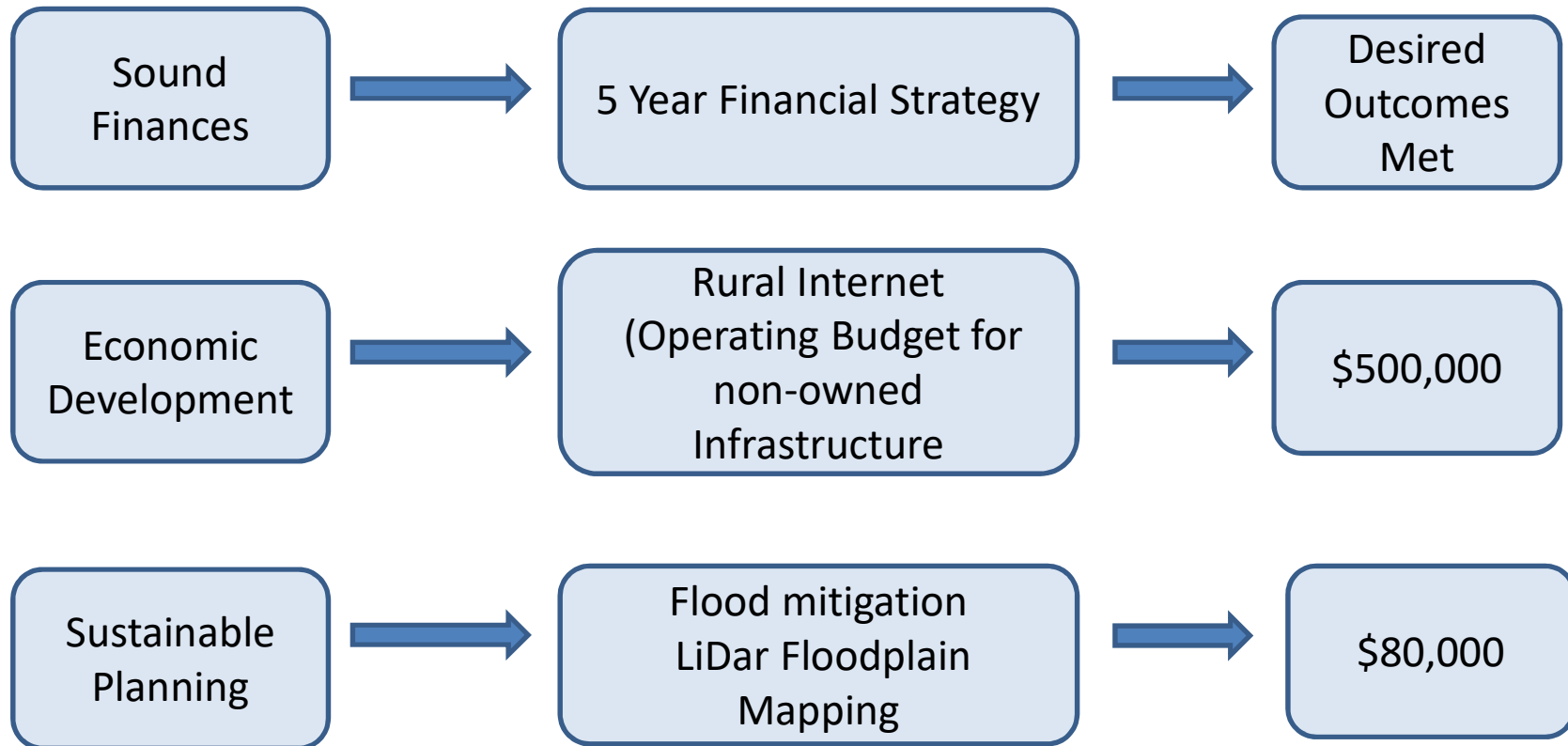
- Municipal future revenue and expenditure growth
- The impact on the tax burden of future generations
- Population and economic growth
- The effects of maintaining the current municipal tax rate, ensuring current municipal services are not jeopardized

5-Year Financial Strategy

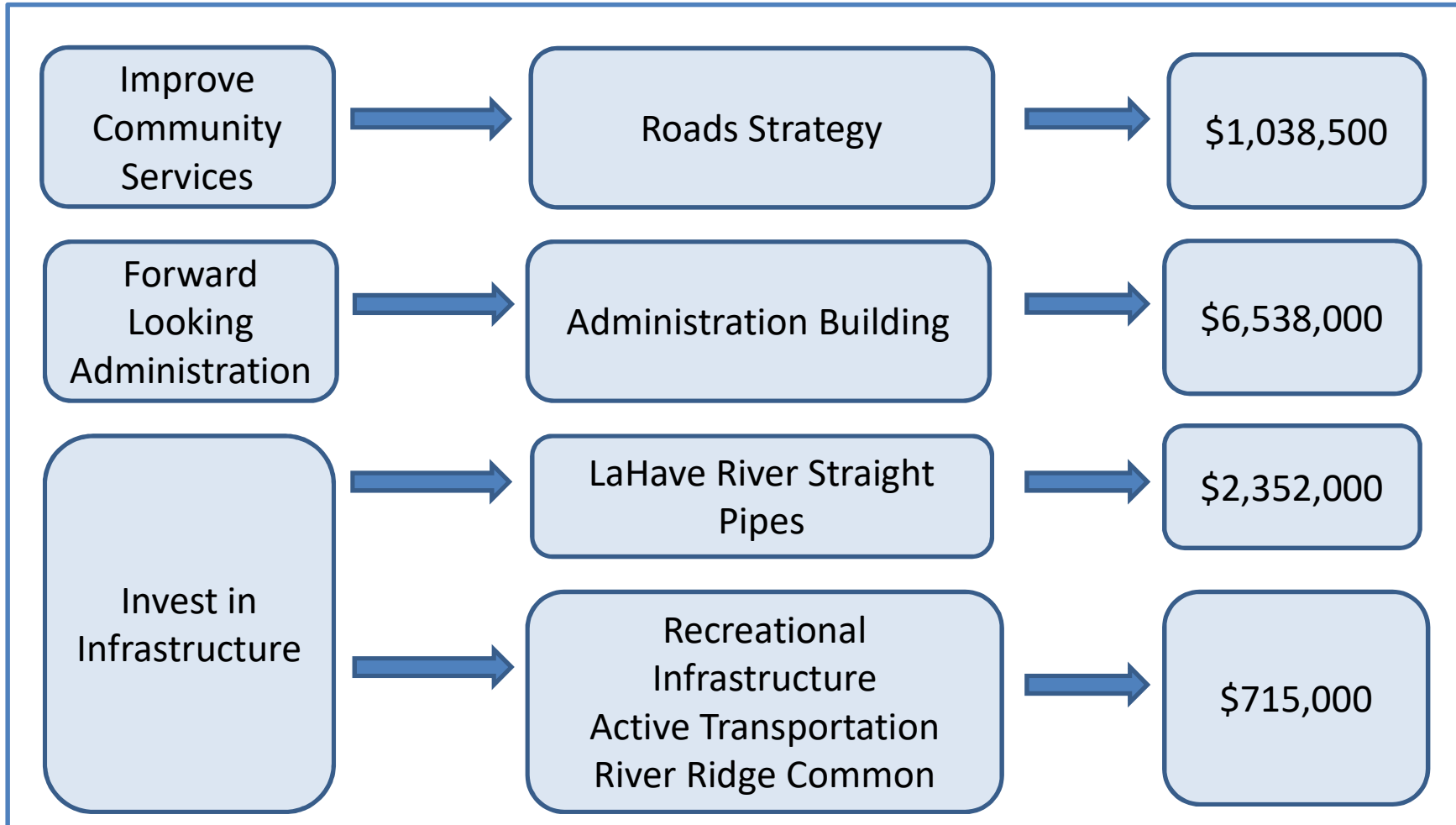
Debt Affordability Allows Decision Makers:

- Flexibility to plan for the future
- The ability to develop future capital improvement plans in a balanced, measured way
- The ability to prioritize capital projects that are competing for scarce resources
- The ability to develop a long term financial plan

Council Strategic Priorities



Council Strategic Priorities



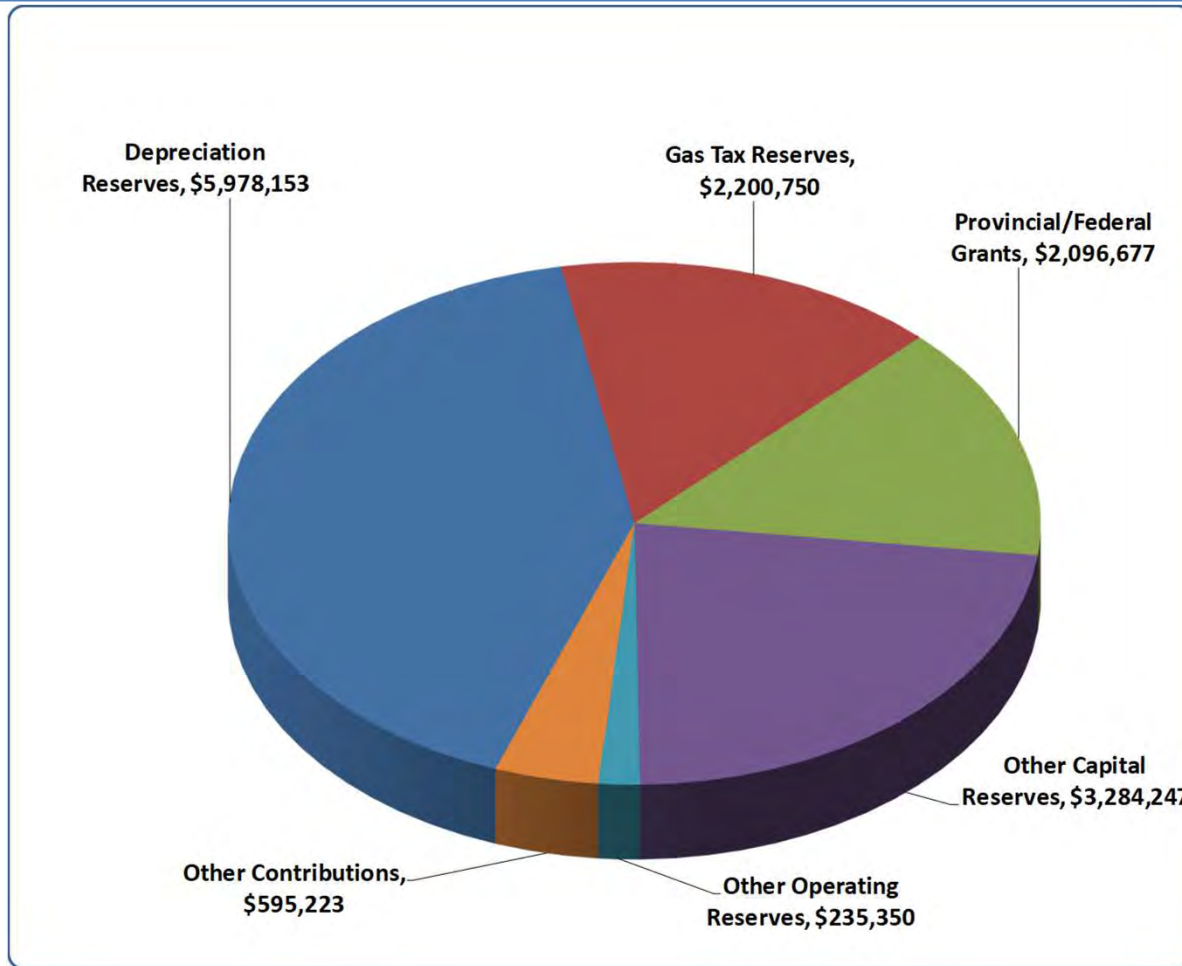


Draft Capital Budget Overview



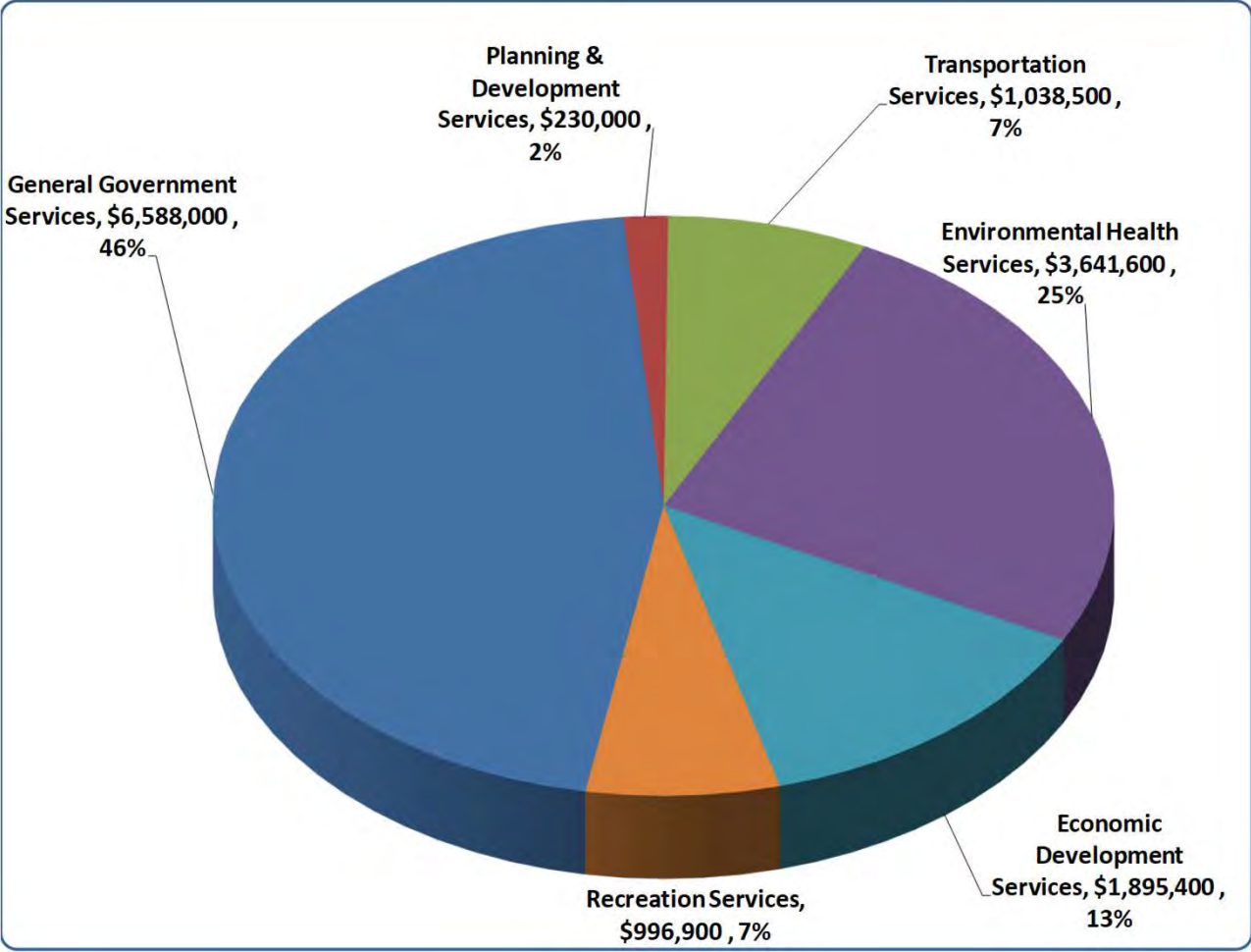
Draft Capital Budget \$14,390,400

Funding Sources:

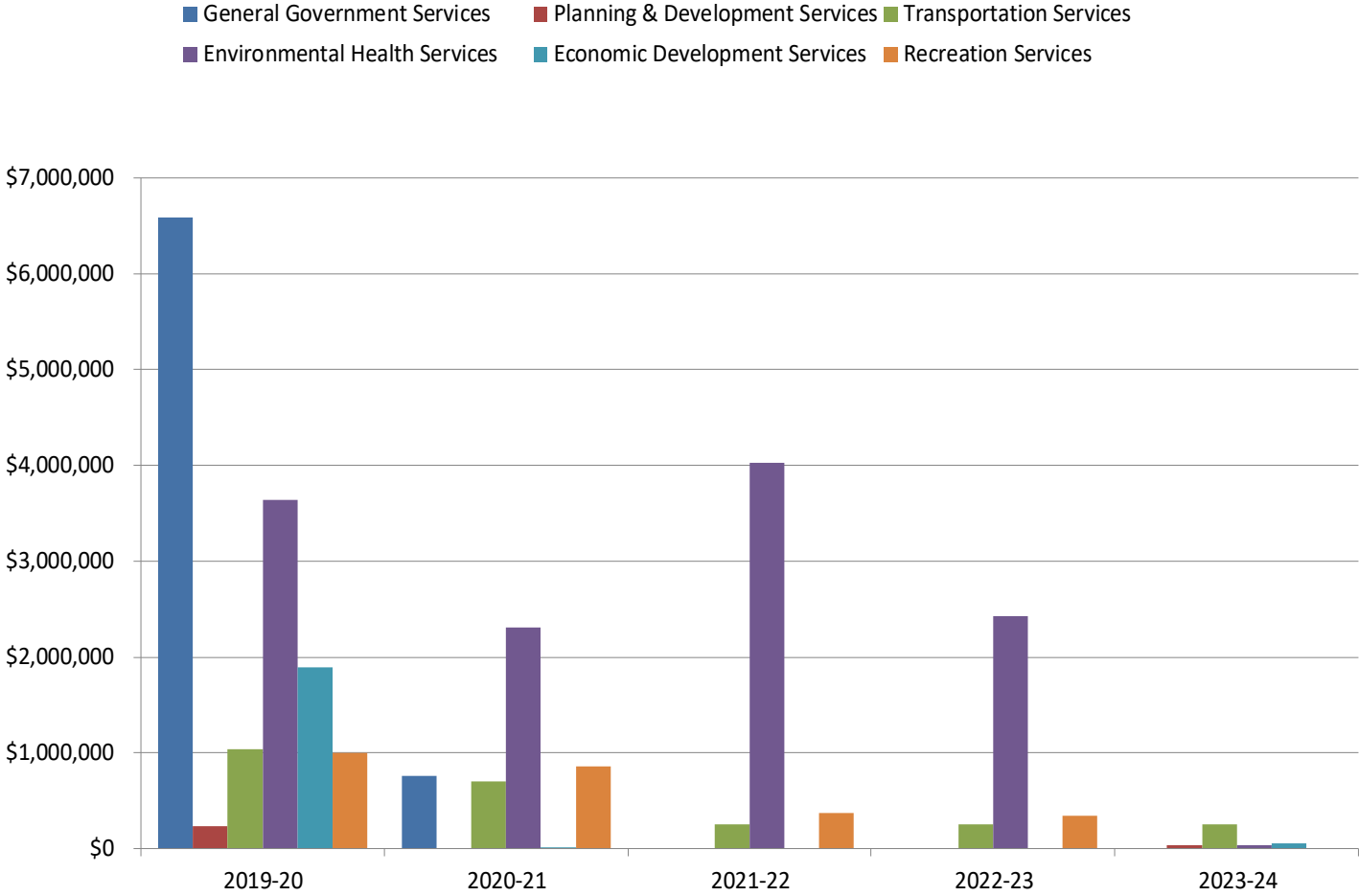


Capital Borrowing = \$0

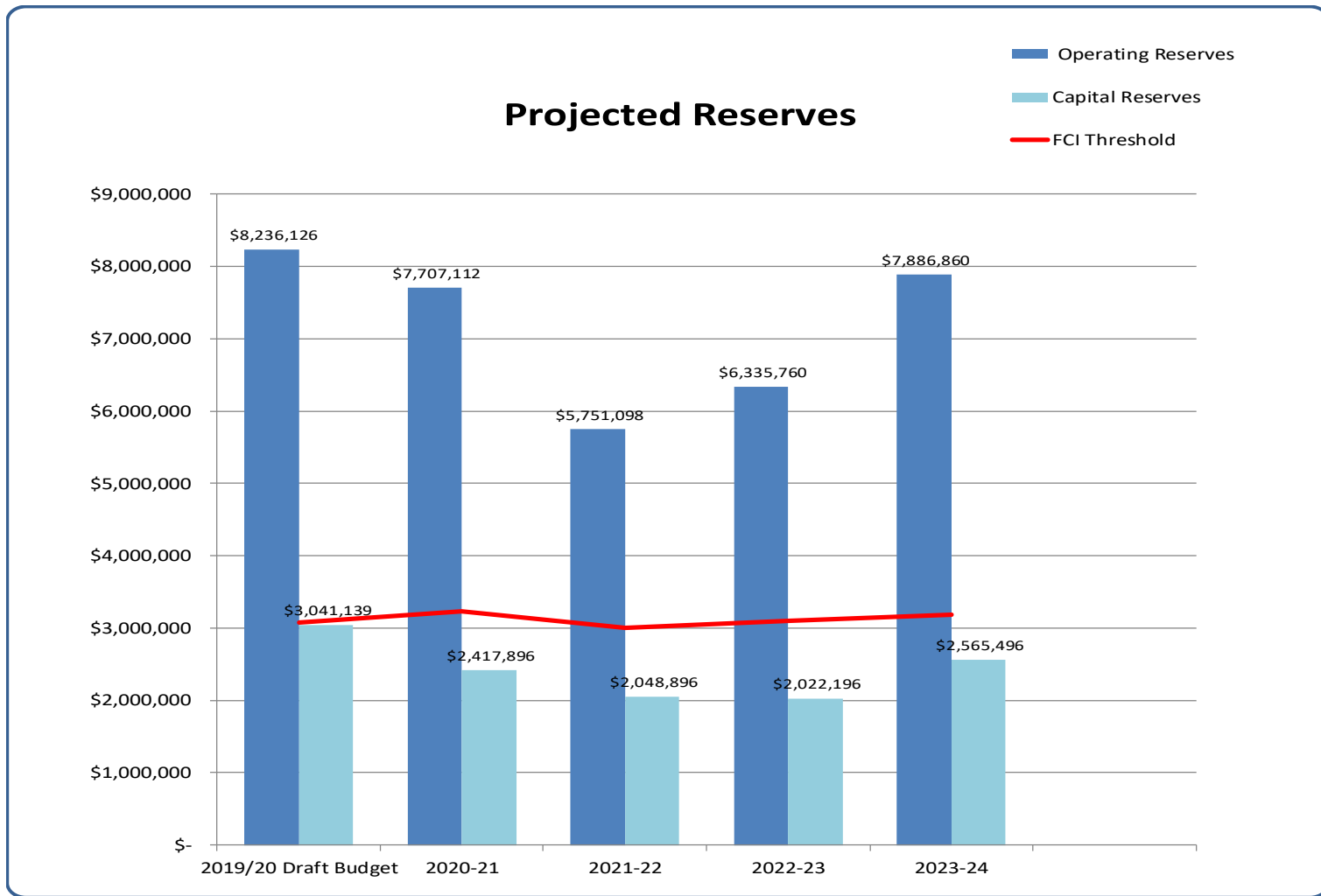
Draft Capital Budget by Department



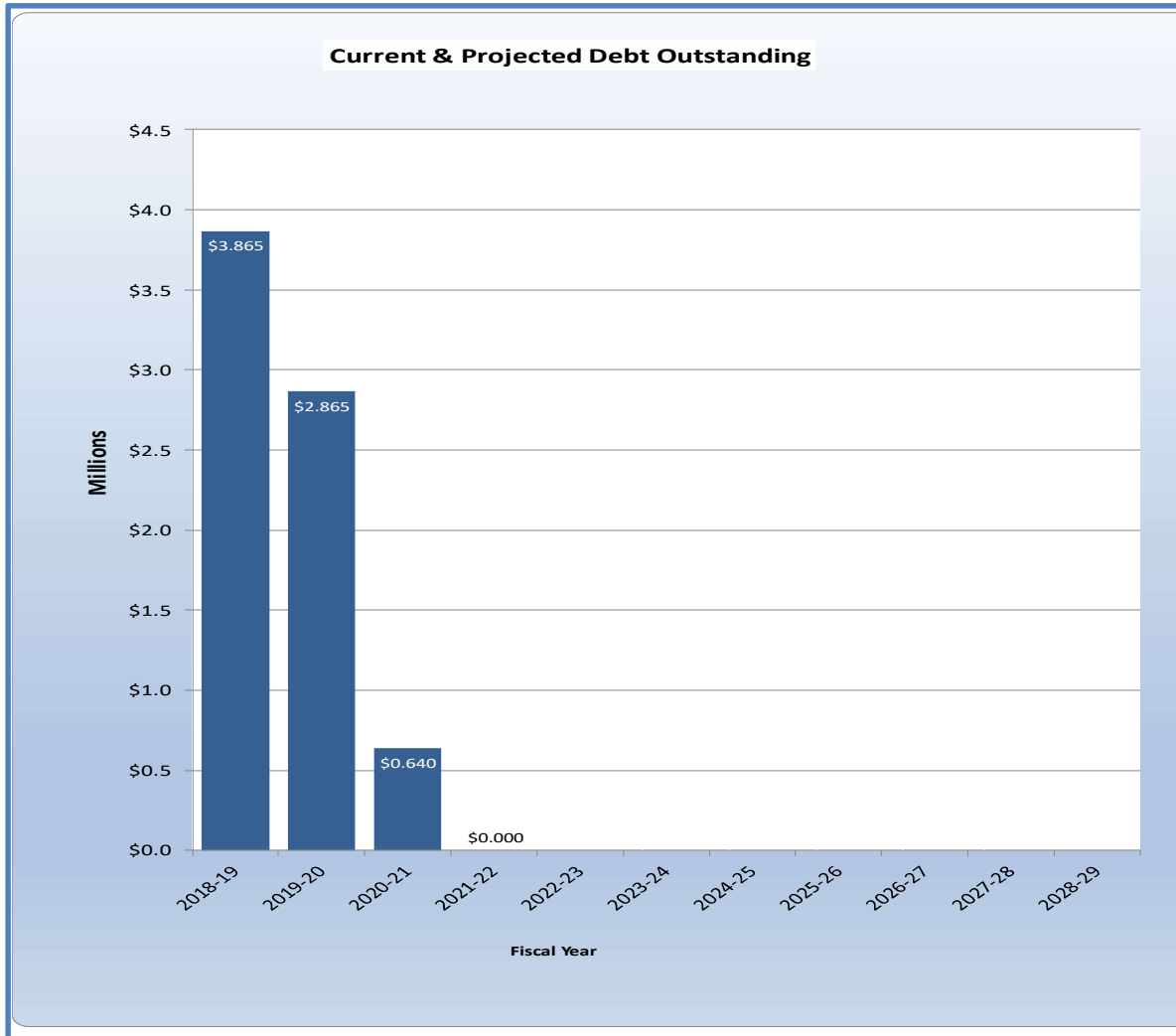
Draft Capital Budget – 5 Year Plan



Draft Reserves Balances – 5 Year Plan



Long Term Debt Repayment: Debt Free by 2021



| Year | Payment |
|--------------|-------------|
| 2018/19 | \$999,848 |
| 2019/20 | \$999,848 |
| 2020/21* | \$2,447,847 |
| October 2021 | \$640,000 |



2019/20 Draft Capital Budget



General Government Services

Asset Management Plan \$50,000

- Costs that may be incurred to implement the Asset Management Plan
- Funding from Gas Tax
- Manager of Wastewater Services is Project Lead



General Government Services

Administration Building \$6,538,000

- A new build or retrofit of existing administration building when Council approves the project
- Funding from Capital and Operating Reserves
- Engineering Department Project Lead



Planning & Development Services

LiDar Flood Risk Mapping \$80,000

- Contract awarded
- Budget will be carried into 2019-20 to complete the project
- Funding from Gas Tax
- Director of Planning is Project Lead



Planning & Development Services

Community Solar Project \$150,000

- 2019 is the final year to apply for a Community Solar Project
- Potential Sites:
 - New Administration Building
 - MARC
 - Cookville Waste Water Treatment Facility
 - Cookville Pump Station #2
 - Conquerall Bank Waste Water Treatment Facility
- Funding from Gas Tax
- Director of Planning is Project Lead



Transportation Services

Road Paving Projects \$1,038,500

- Cost sharing priorities submitted to NSTIR
- Currently preparing data and policy work to direct unused cost-share funds towards municipally owned paving projects
- Funding from Gas Tax



Environmental Health Services

Aerated Compost Carts \$20,000

- Purchased annually for new carts as required
- MJSB determines
- Funding from Gas Tax



Environmental Health Services

Riverport School Demolition and Remediation \$1,083,900

- Engineering Department Project Lead
- Funding from Environmental Liability set up in 2015/16 as per PSAB requirements and potential grant



Environmental Health Services

LaHave River Sewer Solutions \$2,352,000

- Year 2 of Installations
- Design and install on-site sewer systems for properties with straight pipes into the LaHave River
- 2/3 Funding from New Build Canada Fund Grant (1/3 Federal, 1/3 Provincial)
- 1/3 Depreciation reserves to be paid back by participating property owners



Environmental Health Services

*Garden Lots Sewer/Water Upgrades \$75,000
(carry-over)*

- Discussions held with TOL officials re: cooperation
- Staff preparing Provincial Capital Assistance Program (PCAP) funding application to complete pre-engineering study
- Funding from Gas Tax reserves



Environmental Health Services

Cookville WWTP Refurbishment & Upgrades \$15,700

- Roof leak & HVAC rust repair (carryover)
- Funding from Gas Tax and Sewer Reserves



Environmental Health Services

New Germany Collection System Refurbishment \$20,000

- Design for Pump Station 6 renewal
- Funding from Gas Tax and Sewer Reserves



Environmental Health Services

Hebbville Pump Station Renewals \$50,000

- Design of wet well replacements
- Funding from Gas Tax and Sewer Reserves



Environmental Health Services

Conquerall Bank WWTP Upgrades \$25,000

- Effluent pH adjustment (carryover)
- SCADA Upgrade

- Funding from Gas Tax and Sewer Reserves



Economic Development Services

Osprey Village – Nathan Cirillo Road Expansion \$1,750,400

- Extension of road from Shopping Centre complex to Ch. Petite Evangeline
- Funding from Osprey Village Land Reserve and Depreciation Reserves
- Engineering Department Project Lead



Economic Development Services

*CES/CEF Building Parking Lot \$125,000
(carry over)*

- Re-pave parking lot
- Funding from CES/CEF Building Reserve
- Engineering Department Project Lead



Economic Development Services

Highway 103 Signage \$20,000

- Year 2 of 3 year highway signage project
- New/improved signage for VIC, Business Park, MODL, Lunenburg County
- Funding from Operating Surplus Reserve



Recreation Services

MARC Improvements \$65,000

- \$15,000 to replace Zero Turn Lawn Mower
- \$50,000 for water system and soil remediation

- Funding from Depreciation reserves



Recreation Services

Ballfield Upgrades \$20,000

- Repair fields damaged by local wildlife (crows)
- Funding from Operating Surplus Reserve



Recreation Services

Active Transportation Plan Implementation \$415,000

- Paved shoulders on Municipal Roads
- Dependant on NSTIR projects

- Funding from Gas Tax



Recreation Services

Cookville Trail Connector
\$36,900 (carry over)

- Carry over Trail Connector Project
- Funding from Gas Tax & OHV Fund



Recreation Services

Riverport Playground *\$40,000 (carry over)*

- Replace or upgrade playground equipment based on Community Consultation
- Contingent on School Demolition Project
- Funding from Depreciation reserves



Recreation Services

River Ridge Common *\$300,000*

- Phase 3 of project
 - signage; lower park
 - develop accessible trail from parking lot to lower park
 - other trail development (accessible and single track trails)
 - picnic tables/benches
- Funding from Gas Tax



Recreation Services

Miller Point Kiosk Replacement *\$10,000 (carry over)*

- Replace information kiosk
- Funding from Depreciation Reserve



Recreation Services

LaHave Sunset Park
\$15,000 (carry over)

- Create walking path and parking for public accessibility to park
- Engineering Dept Project Lead
- Funding from Open Space reserves



Recreation Services

Truck MARC
\$75,000

To replace a 2008 Ford f250 (3/4ton); 4x4 with an 8 foot box with an aftermarket dump box installed with tow package

- Funding from Depreciation reserves



Recreation Services

Sawpit Switchback Trail

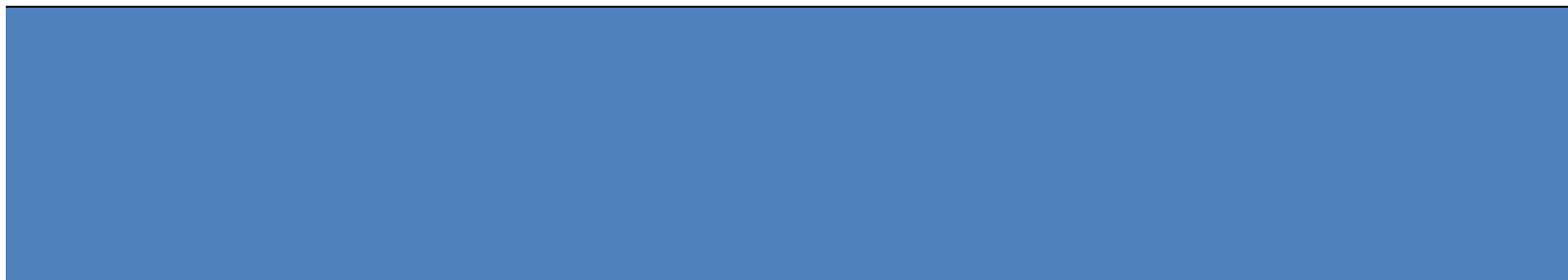
\$20,000

- To design a switchback trail from the upper to lower parking lot
- 2020-21: Construct a "hitching post" concept by the boat launch – boats can tie off while moving vehicle and trailer.
- Funding from Gas Tax





Future Capital Budget Plans



Capital Budget Years 2 to 5

| GGS - General Government Services | | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Proposed Funding |
|-------------------------------------|---|------------------|------------------|------------------|----------------|--|
| | Financial Reporting/HR Accounting Software | 42,000 | | | | SNSMR Grant |
| | Administration Building | 718,000 | | | | Capital and Operating reserves and sale proceeds |
| <i>Section Subtotal</i> | | <i>760,000</i> | - | - | - | |
| PS - Planning Services | | | | | | |
| | Vehicle replacement (2016 Ford Escape) | | | | 35,000 | Depreciation reserves |
| <i>Section Subtotal</i> | | - | - | - | 35,000 | |
| TS - Transportation Services | | | | | | |
| | Future Road Paving | 700,000 | 250,000 | 250,000 | 250,000 | Gas Tax/Operating Surplus Reserves |
| <i>Section Subtotal</i> | | <i>700,000</i> | <i>250,000</i> | <i>250,000</i> | <i>250,000</i> | |
| EHS - Environmental Health Services | | | | | | |
| | Aerated Compost Carts | - | - | - | - | - |
| | Centre School Demolition | 50,000 | 750,000 | | | |
| | Lahave River Straight Pipe Replacement Program | 2,204,000 | 2,193,000 | 2,214,000 | | BCF/Dep'n Reserve/Donations |
| | Cookville Collection System Refurbishment | | 10,000 | 30,000 | | Gas Tax & Swr Reserve |
| | Cookville WWTP Refurbishment & Upgrades | 30,000 | 150,000 | | | Gas Tax & Swr Reserve |
| | New Germany Collection System Refurbishment | - | 410,000 | 150,000 | | Gas Tax & Swr Reserve |
| | New Germany WWTP Refurbishment | 10,000 | | | | Gas Tax & Swr Reserve |
| | Hebbsville Pump Station Upgrades | | 460,000 | | | Gas Tax & Swr Reserve |
| | Conquerall Bank WWTP Upgrades | 10,000 | 50,000 | | | Gas Tax & Swr Reserve |
| | Van Replacement (2014 Chev) - Sewer | | | 35,000 | | Dep'n reserve |
| | WW Operator Truck Replacement (2014 F150) - Sewer | | | | 30,000 | Dep'n reserve |
| <i>Section Subtotal</i> | | <i>2,304,000</i> | <i>4,023,000</i> | <i>2,429,000</i> | <i>30,000</i> | |

Capital Budget Years 2 to 5

| EDS - Economic Development Services | | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Proposed Funding |
|-------------------------------------|---|------------------|------------------|------------------|----------------|----------------------------|
| | Osprey Village Reservoir Design | | | | 50,000 | Gas Tax/TOB |
| | Rural Internet - moved to Operating Budget for non-owned infrastructure projects. | | | | | Gas Tax |
| | Highway 103 Signage Program | 15,000 | | | | Operating Surplus Reserves |
| <i>Section Subtotal</i> | | <i>15,000</i> | <i>-</i> | <i>-</i> | <i>50,000</i> | |
| RS - Recreation Services | | | | | | |
| | MARC Improvements | 30,000 | - | 20,000 | - | Dep'n Reserve |
| | Active Transportation Plan Implementation | 270,000 | 150,000 | 150,000 | - | Gas Tax |
| | Sawpit Switchback Trail | 80,000 | | | | |
| | Sherbrooke Lake - Park Design & implementation | 75,000 | 200,000 | 150,000 | | Gas Tax |
| | Sherbrooke Lake - Road Upgrades | 135,000 | | | | |
| | River Ridge Common | 240,000 | | 20,000 | | Gas Tax |
| | Wile's Lake | 30,000 | 20,000 | | | Dep'n Reserve |
| <i>Section Subtotal</i> | | <i>860,000</i> | <i>370,000</i> | <i>340,000</i> | <i>-</i> | |
| Total Capital Projects | | 4,639,000 | 4,643,000 | 3,019,000 | 365,000 | |



Municipality of the District of Lunenburg

REQUEST FOR A DECISION

REPORT TO: Finance Committee

SUBMITTED BY: Elana Wentzell, CPA, CMA

DATE: March 5, 2019

RE: Operating Budget 2019-20 Sewer Rates

RECOMMENDATION

That the Finance Committee recommend that Municipal Council approve the following rates for the 2019-20 fiscal year:

- 1. Hebbville Sewer Rate of \$0.43 per \$100 of assessment**
- 2. Cookville, New Germany & Conquerall Bank Sewer Rate at \$0.73 per \$100 of Assessment**

BACKGROUND

Enclosed please find a summary of the budgeted sewer rates for 2019/20. These rates remain unchanged from the prior year. Please see the attached summary of budgeted expenditures and revenues related to municipal waste water treatment plants.

Staff have been tasked to complete a detailed analysis of the sewer rates and make recommendations to Council in the upcoming fiscal year. This study will be completed in the 2019-20 fiscal year and will help Council make a determination on 2020-21 sewer rates and rates going forward.

OPTIONS

Staff will bring forth options on the sewer rates when a full cost study can be completed in the upcoming fiscal year.

BUDGET IMPLICATIONS

The 5-Year Financial Strategy and modeling has assumed that the sewer rates remain unchanged.

STRATEGIC PLAN

The 5-Year Financial Strategy focuses on maintaining stable tax rates. The financial projection model includes stable sewer rates to achieve this goal.

CONCLUSION

Staff recommend that the sewer rates remain unchanged from the prior year.

Department: Finance and Administration

Report Prepared By: Elana Wentzell

Date: Feb 21, 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
Area Rates 2019-20 Draft Budget**

SEWER RATES

| Current 2018-19 | Rate per \$100 assessment | Revenue | BPSC Revenue | Expenses | Net Revenue (Expenses) |
|------------------------|------------------------------|------------------|-----------------|------------------|---------------------------|
| Global Sewer | \$0.73 | \$510,200 | | \$521,000 | (\$10,800) |
| Hebville Sewer | 0.43 | 56,900 | 33,500 | 69,800 | \$20,600 |
| | | <u>\$567,100</u> | <u>\$33,500</u> | <u>\$590,800</u> | <u>\$9,800</u> |
| Transfer to Reserves | | | | | (\$175,000) |
| Total | | | | | <u><u>(\$165,200)</u></u> |

Proposed 2019-20

| | | | | | |
|----------------------|--------|------------------|-----------------|------------------|---------------------------|
| Global Sewer | \$0.73 | \$510,000 | | \$505,700 | \$4,300 |
| Hebville Sewer | 0.43 | 50,900 | 33,500 | 92,400 | (\$8,000) |
| | | <u>\$560,900</u> | <u>\$33,500</u> | <u>\$598,100</u> | <u>(\$3,700)</u> |
| Transfer to Reserves | | | | | (\$175,000) |
| Total | | | | | <u><u>(\$178,700)</u></u> |



Municipality of the District of Lunenburg

REQUEST FOR A DECISION

REPORT TO: Finance Committee
SUBMITTED BY: Elana Wentzell, CMA, CPA
DATE: March 5, 2019
RE: 2017-18 LCLC Surplus Funds

RECOMMENDATION

Move that the Finance Committee recommend that Municipal Council approve the transfer the 2017-18 LCLC Surplus funds in the amount of \$26,994.21 to an LCLC Operating Reserve and further, that any future LCLC surpluses or deficits be added or deducted from this reserve.

BACKGROUND

Under the funding agreement of the LCLC, both the Municipality of the District of Lunenburg and the Town of Bridgewater contribute monthly to the Operating and Capital costs of the facility based on the approved budget. If there is any shortfall at the end of the year, the Municipal units must make up the difference. If there is a surplus, the LCLC pays these funds back to the units.

On August 23, 2018 the LCLC paid MODL \$26,994.21 representing over-contributions to operating and capital costs in the prior fiscal year. The over contribution to Operations was \$26,909.90 and \$84.31 represented an over contribution to Capital.

OPTIONS

Council has the option to let these funds form part of its own Operating Budget Surplus or transfer them to an LCLC Operating Reserve to offset future costs of the LCLC.

BUDGET IMPLICATIONS

Because these funds were taken out of MODL’s prior year’s Operating budget, they represent additional revenue in the current year. There is no effect on the current year’s budget unless the LCLC suffers a shortfall at year end. The LCLC’s budget is carefully managed and forecasts are given to the Board on a regular basis. There is no indication that the LCLC will be in a deficit position at year end. However, any deficits could be funded through this reserve first. This will create a cushion to help ensure that LCLC budget overages and shortfalls do not impact the Municipal Operating Budget.

STRATEGIC PLAN

The creation of a reserve for this surplus is in line with MODL’s 5-Year Financial Strategy to carefully manage its reserves and continue to fund current commitments.

CONCLUSION

Staff believe that using these funds to create an Operating Reserve for the LCLC is prudent way to manage these surplus funds.

| | |
|--|--------------------|
| Department: Finance and Administration | |
| Report Prepared By: Elana Wentzell | Date: Feb 19, 2019 |
| Report Approved By: _____ | Date _____ |
| Reviewed By CAO: _____ | Date _____ |



Municipality of the District of Lunenburg

REQUEST FOR A DECISION

REPORT TO: Finance Committee

SUBMITTED BY: Elana Wentzell, CMA, CPA

DATE: March 5, 2019

RE: Public Transit Gas Tax Allocation

RECOMMENDATION

Move that the Finance Committee recommend that Municipal Council stop making contributions to the specific capital reserve for public transit.

BACKGROUND

On September 14, 2010, Council made a motion to dedicate \$25,000 of Gas Tax Funding to a specific Capital Reserve for Transit. Staff began reserving these funds on annual basis in the 2011/12 budget year.

There is currently \$227,567 in Gas Tax funds reserved for the purpose of investment in Public Transit. These funds can only be used for capital expenditures as per the Gas Tax Funding Agreement.

OPTIONS

The Province is providing public transportation to our residents through Provincial funding of a daily bus service to Halifax. As well, the Town of Bridgewater provides a transit service to its residents.

If contributions from MODL are requested to help in capital upgrades to these services, monies have been set aside.

Council has the option to determine whether the level of funding is adequate or continue to make the \$25,000/year contribution to the Public Transit Gas Tax Reserve.

STRATEGIC PLAN

Investing in Public transit is not a specific priority in the current Strategic Plan. However, the availability of public transit does contribute to making life affordable for our residents.

CONCLUSION

Staff believe that there is enough funding reserved to meet the intent of the motion and that Council should consider stopping the annual contribution.

Department: Finance and Administration

Report Prepared By: Elana Wentzell

Date: Feb 19, 2019

Report Approved By: _____

Date _____

Reviewed By CAO: _____

Date _____



Municipality of the District of Lunenburg

MEMORANDUM

TO: Finance Committee

CC: Strategic Management Team

FROM: Elana Wentzell, , Director of Finance

DATE: February 28, 2019

RE: Summer 2019 Co-operative Education Work Placements

Throughout the year, funding opportunities are announced for businesses and organizations to participate in 16-week Co-operative Education student work placements. Aside from the financial benefits, hiring post-secondary students is a great way to showcase the professional roles available in rural Nova Scotia. The workplace training also assists local students in securing employment after graduation.

Municipal staff have identified several staffing needs that can be met through the employment of Co-operative Education students. The best use of Co-op student resources are in the following service/project areas:

- Planning
- Communications
- Engineering
- Asset Management

Staff have undertaken the necessary preparations for Co-op placements and are hopeful that successful applicants can begin work terms in early May 2019. Given the timing of the terms beginning in May, staff wished to make Council aware that recruitment will begin prior to final budget approval in May 2019.



MUNICIPALITY OF THE DISTRICT OF LUNENBURG

REPORT TO: Finance Committee
SUBMITTED BY: Trudy Payne, Director of Recreation Services
DATE: March 5, 2019
RE: MARC Ballfields

ORIGIN: Staff

MOTION

That the Finance Committee recommends to Council that Council make an exception and engage the services of professionals to apply a pesticide on the MARC ballfields to address the issue of crows destroying the ballfields to get to grubs underneath the grass, and to receive professional advice on a long-term maintenance plan for the ballfields to help prevent this problem from reoccurring.

BACKGROUND

The issue of crows digging at the ballfields started two summers ago. Each year the problem becomes worse. The first year the damage was limited to one section of field two. Staff were able to clean up the dead sod. The issue began in May and by the time June came around it appeared the problem was gone. Last summer however things got worse. The key times for this issue to appear is in the Spring and Fall. Last year, the crows caused more damage on field two and caused minor damage on the other two fields. They have also started to tear up the grass outside the ballfields and other areas on the MARC property. Our Park Supervisor has been investigating and doing research on what has caused this to happen and what some of the solutions may be. He was informed that one of the main reasons is climate change. With the lack of snow as well as extreme dry summers has caused a lack of moisture in the ground which causes the grubs to migrate closer to the surface where it is damper, causing them to be more detectable to predators, like crows. Another factor is the heavy usage and the need to do more

than mowing fields to better maintain the ballfields. There is a need to consistently top dress and overseed the ballfields.

Since this problem has began the Park Supervisor has tried several things to help deter the crows such as aeration, scare crows but nothing has worked. He has made inquiries with different landscaping companies and was informed about a product called nematodes which are essentially another type of bug that eat the grubs but do not damage the grass. Nematodes are very sensitive to heat and moisture and have a short shelf life. They need to be applied at the right time of year with the right weather conditions and temperatures, which can often be a costly and ineffective method. He also had the weed man in last year who did a test with a new organic product on the market that was said to be effective on grubs. The Weed man applied the product to field two and aerated the field. This was not effective.

We are certainly not the only ones with ballfields who have encountered this issue. Calls were made to other municipalities to see what they have done. In some cases, the municipal unit closed a field or delayed the opening of a field to allow enough time to repair the field in the Spring. One municipal unit tilled, scraped and reseeded which had a quick turnover. Another used a sod cutter, cut out the damaged sections, left uncovered for the crows to eat all the grubs, put topsoil back down and resodded. This method was recommended by a Horticulturist.

Others have used nematodes and been successful. It is best to apply them in the Spring. They only have a 7 – 10-day window to be applied after receiving them. They must be kept in a fridge. The soil needs to be at least 15 degrees to apply and applied with water (2 inches of water on the field, apply nematodes, apply 2 more inches of water).

Based on all the information gathered staff do not feel using nematodes would be a good solution for the MARC. The reasons being is that there are several factors that must align such as the temperature of the soil and the fact they need a great deal of water. The MARC does not have an irrigation system. Also grubs get worse every year as they reproduce, and they do not stray far from year to year. It appears from the research, that the organizations having the most success is the ones that are using a pesticide (Acelepryn).

A motion was made at the January 23, 2001 Council meeting that Council, in the interest of the health of our citizens and our environment, ask that all Municipal departments under the jurisdiction of the Municipality of the District of Lunenburg be urged to promote the usage of safe, non-toxic alternative methods for treatment of weed and insect problems on Municipal lands and properties. As staff's recommendation is to engage a professional to apply a pesticide on the MARC ballfields, a motion of Council would be required to proceed with this direction.

Attached is a picture of field two that was taken this past December.

EXECUTIVE SUMMARY

If staff can engage the services of a professional to apply a pesticide the plans for this year would involve closing field 2 down for the season to make the necessary repairs. Only allow fields one and three to be used until the end of September and in October have a pesticide applied again and till, scrape and reseed the fields so that all three fields are ready for next season.

BUDGET IMPLICATIONS

An expert will need to be brought in to determine a plan of action. There is \$20,000 being recommended for the ballfield repairs in the 2019-20 capital budget.

STRATEGIC PLAN

ALTERNATIVES

To not use a pesticide on the MARC ballfields and to try another option to try to resolve the issue.

COMMUNICAITONS

If the decision is made to apply a pesticide to the MARC ballfield the neighbors will need to be notified in advance. Also, the user groups will need to be notified of the closure of field two for the season and that the MARC will only have two operational fields this season and can only be used until the end of September 2019.

CONCLUSION

| |
|--|
| Department: ___Recreation_____ |
| Report Prepared By: ___Trudy Payne_____ Date__February 27, 2019_____ |
| Report Approved By: _____ Date _____ |
| Reviewed By CAO: _____ Date _____ |

