

**SPECIAL Finance Committee Meeting AGENDA**  
**20, April, 2021 – 1:00 p.m.**

**1. CALL TO ORDER**

1.1. Mi'kma'ki Territorial Acknowledgement

**2. STAFF REPORTS**

**2.1. Finance Department**

2.1.1. 2021/2022 Draft Capital Budget Presentation ..... 1-58

2.1.2. 2021/2022 Draft Capital Budget ..... 59-62

**3. ADJOURNMENT**

**Draft  
Capital  
Budget &  
Gas Tax  
Investment  
2021/22**



Special Finance Committee

April 20, 2021



# Five Year Financial Strategy



# 5-Year Financial Strategy

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

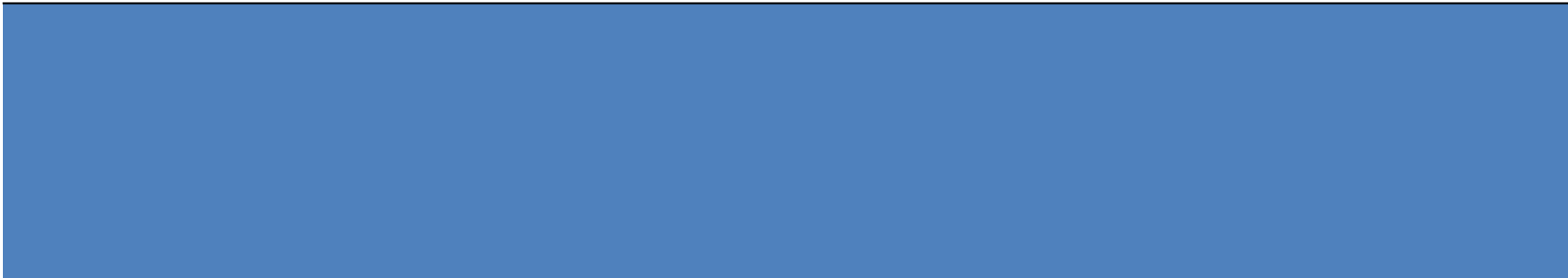
# 5-Year Financial Strategy

## 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



# Draft Capital Budget Overview



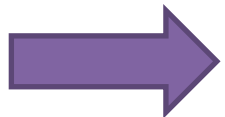
# Budget Process & Schedule



October 2020



November to April 2021

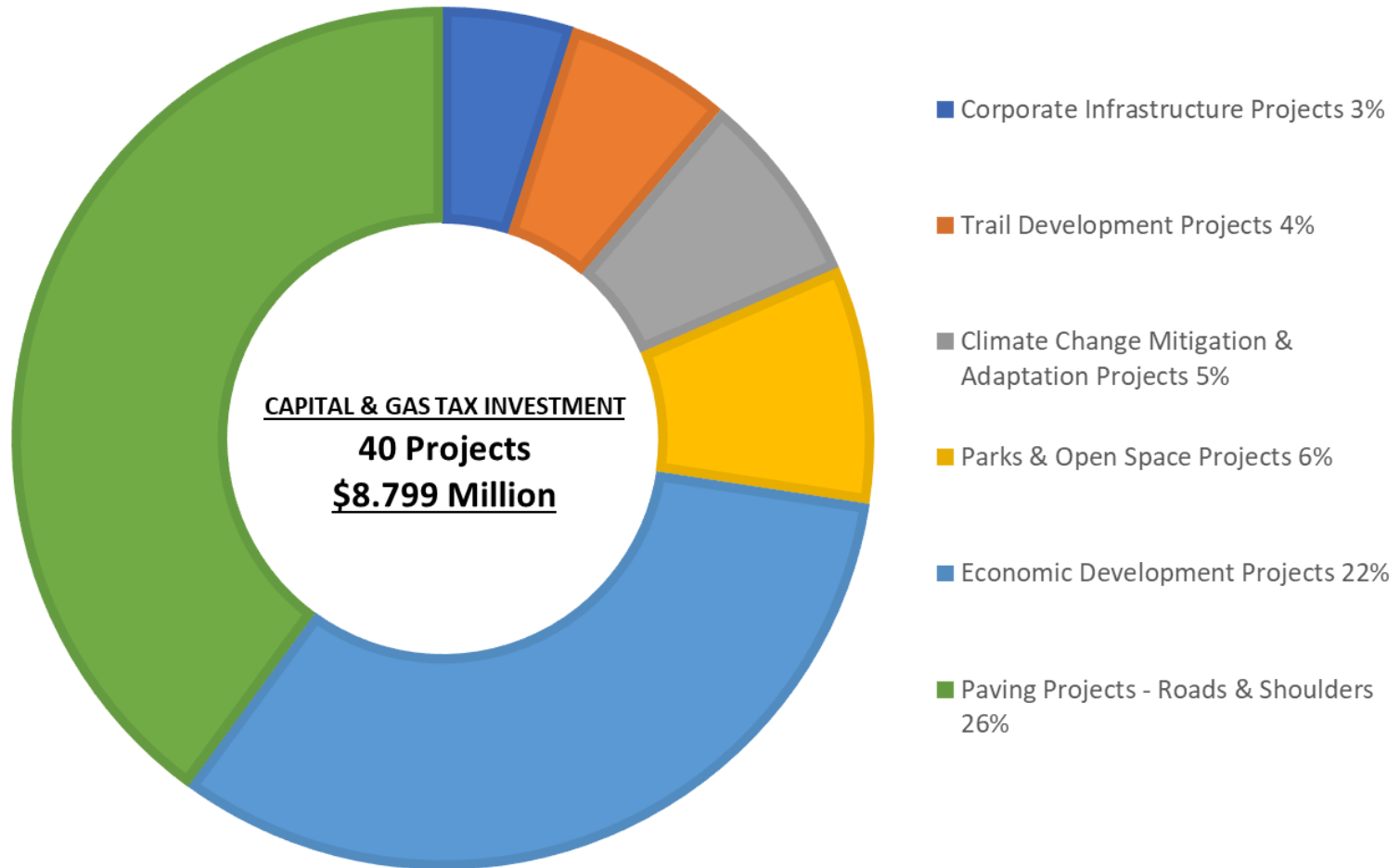


April 20, 2021: Review Draft Capital Budget & 5-Year Financial Strategy  
May 4, 2021: Draft Operating & Capital Budgets  
Budget Review & Key Budget Messages

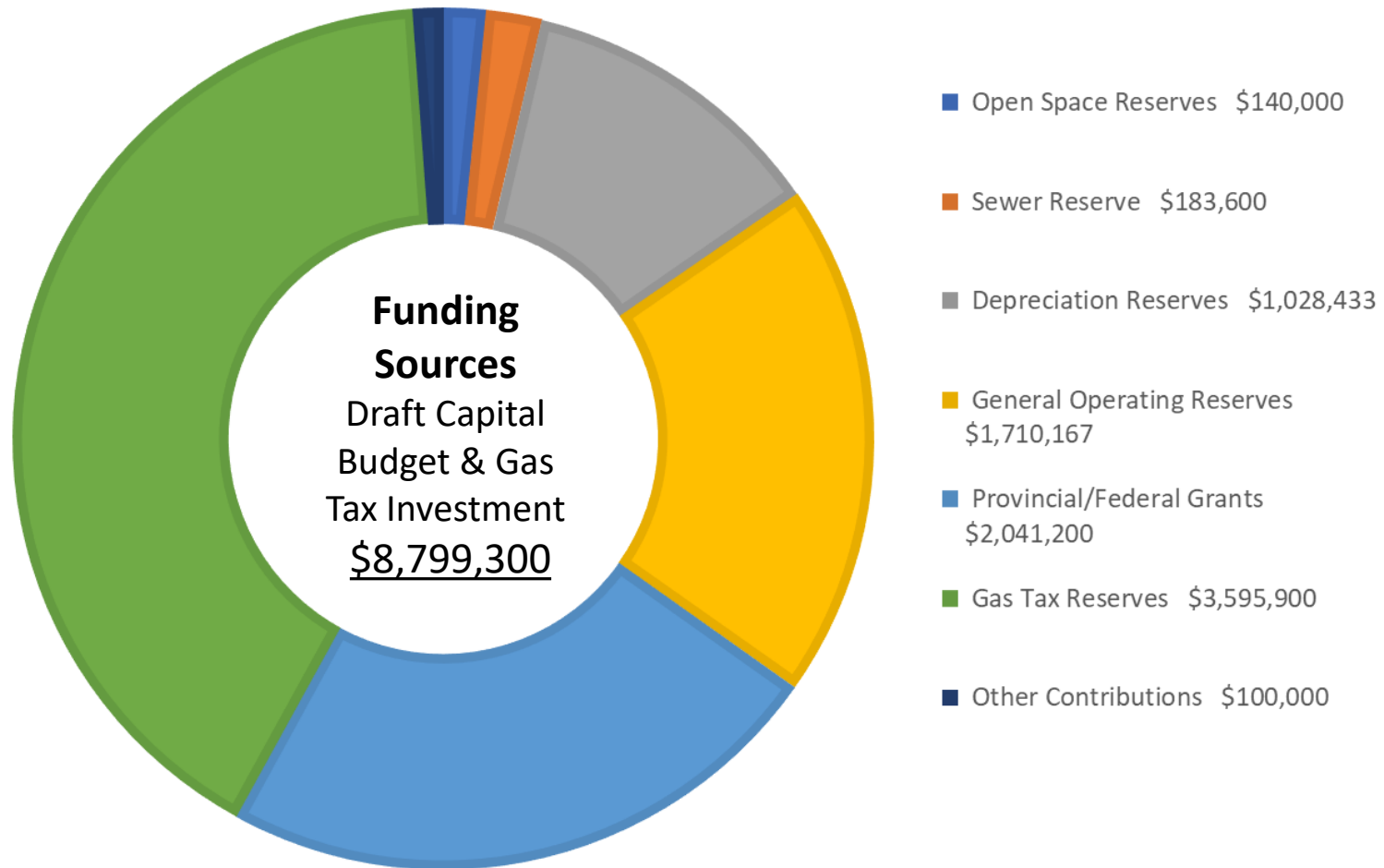


May 11, 2021: Final Budget Presentation (evening)

# Draft Capital Budget & Gas Tax Investment

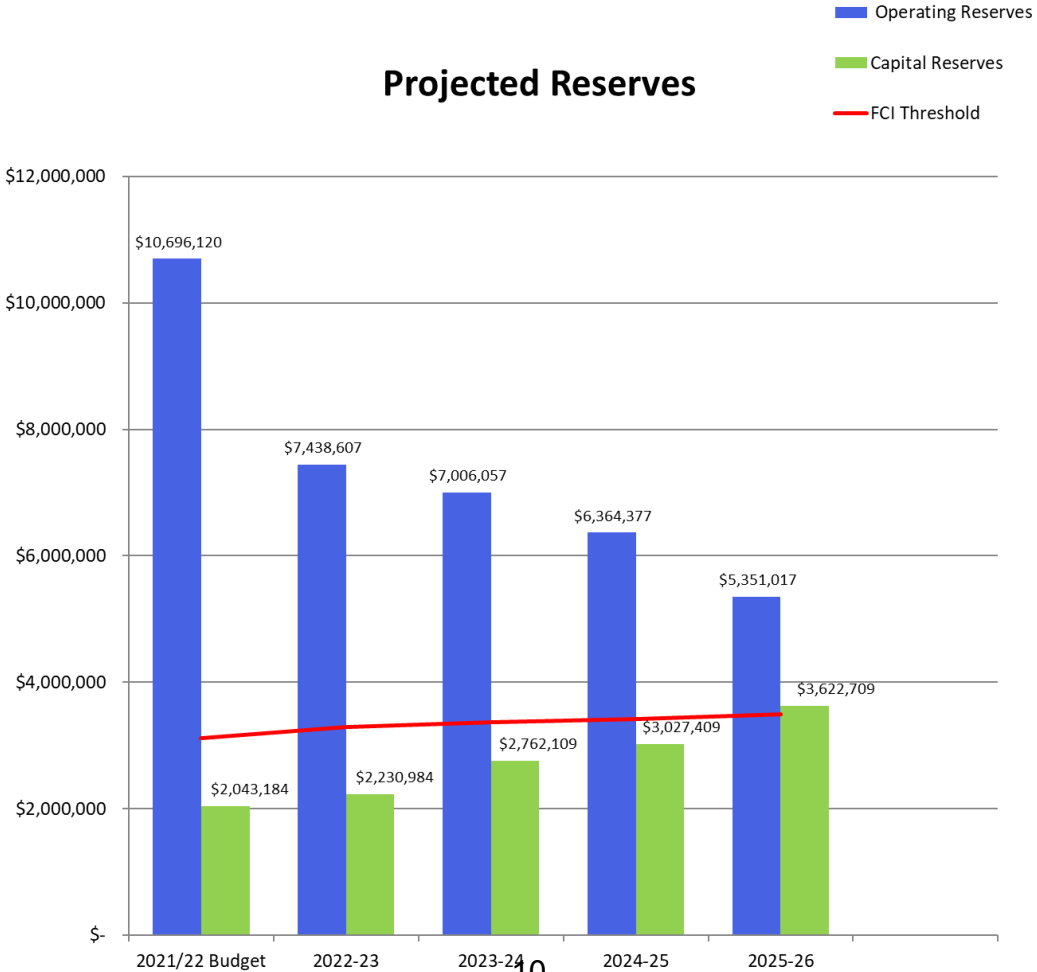


# Draft Capital Budget & Gas Tax Investment Funding Sources

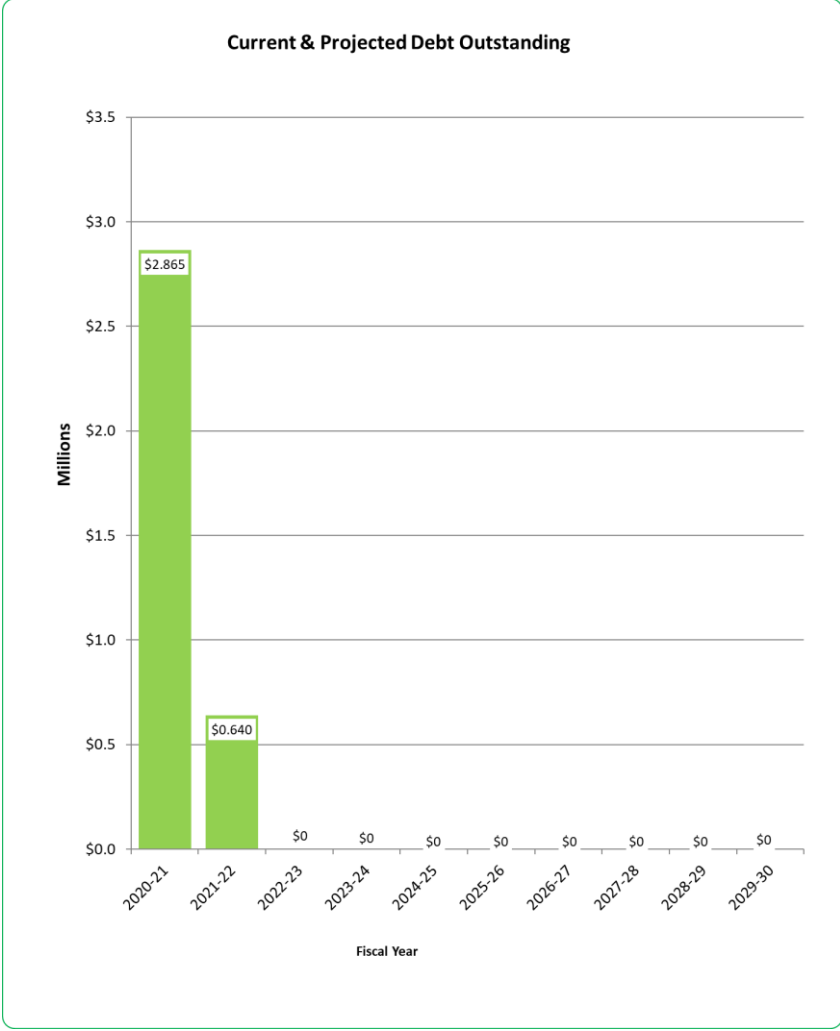


*Capital Borrowing = \$0*

# Draft Reserve Balances – 5 Year Plan

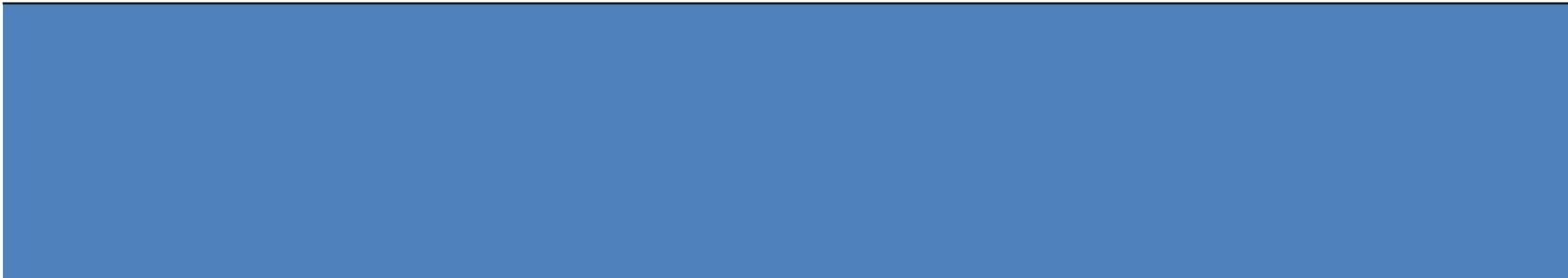


# Long Term Debt Repayment: Debt Free by 2021





# **2021/22 Draft Capital Budget & Gas Tax Infrastructure Investment**



# Corporate Infrastructure Projects

## *Municipal Services Building \$150,000*

- Completion of building construction
- Funding from General Operating Reserve

# Corporate Infrastructure Projects

## *Engineering Dept Vehicle Purchase*

*\$80,000*

- New electric vehicle for Engineering Department
- Potential grants for EV (\$8,000 rebates plus potential grant)
- Funding from Depreciation Reserve

# Corporate Infrastructure Projects

## *Recreation Dept Float Trailer*

*\$15,000*

- Trailer for floating tractor and equipment to offsite parks for repairs/maintenance
- Funding from Depreciation Reserve

# Corporate Infrastructure Projects

## *Recreation Vehicles*

*\$40,000*

- Two used trucks
  - Replace 2007 Mazda
  - Crew Truck for promotions and hauling small equipment
- Funding from Depreciation Reserve

# Climate Change Mitigation & Adaptation Projects

## *Petite Riviere Watershed Flood Mitigation Phase 3 \$146,000*

- Detailed assessment of mitigation options  
Year 1 grant confirmed \$73, 000
- Balance of funding from Gas Tax

# Climate Change Mitigation & Adaptation Projects

## *Solar Panels Municipal Building* *\$280,000*

- Install 100KW array on south side roof to reduce energy use and GHG emissions
- Funding from Gas Tax

# Economic Development Projects

## *Rural Internet Projects \$1,500,000*

- Continuation of Rural Internet Strategy
- Year 3 of \$2,500,000 total investment
  
- Funding from Gas Tax

# Economic Development Projects

## *Osprey Village Community Hub Complex \$150,000*

- Year 1 – conduct feasibility study to determine viability and options plus design work
- Funding from General Operating Reserve

# Economic Development Projects

## *Osprey Village Extension of Champlain to Lot 9 \$100,000*

- Road extension to facilitate development
  - Year 1 design work
  
- Funding from General Operating Reserve

# Economic Development Projects

## *Wayfinding Strategy \$145,000*

- Wayfinding Strategy implementation
- Year 2 of 6 – installation phase
  
- Funding from Gas Tax

# Trail Development Projects

## *District Trails*

*\$59,900*

- Annual contribution from Gas Tax to local trail groups for maintenance on non-owned trails  
\$59,900 (\$525/km)
- Funding from Gas Tax

# Trail Development Projects

## *Art on the Trail – Phase 3*

*\$11,000*

- Continuation of art installations on MODL trails in consultation with stakeholders
- Funding from Grants and Gas Tax

# Trail Development Projects

## *AT Trail Connector – Pedestrian Bridge*

*\$115,000*

- Trunk 10 AT Project design phase
- Bridge on Trunk 10 crossing 103 Highway
  - Construction in Year 2
  - Contingent on grant funding
- Funding from Grants and General Operating reserve

# Trail Development Projects

## *Indian Falls Trail*

*\$50,000*

- Upgrade and repair the existing footpath from the look-off to the steps down to the river
- Add an additional 1 km route as per the original route plan
- Funding from Grants and General Operating reserve

# Trail Development Projects

## *MARC Trail*

*\$25,000*

- Upgrades to existing trail at MARC
- Funding from General Operating reserve

# Trail Development Projects

## *MARC Trail Connector*

*\$20,000*

- Completion of 800m trail connection at MARC
- Funding from General Operating reserve

# Trail Development Projects

## *New Germany Trail Bridge*

*\$55,500*

- Carry over from prior year
- Total Municipal contribution \$162,000
  
- Funding from General Operating reserve

# Trail Development Projects

## *Osprey Village Trail Connector \$27,000*

- A trail connection through MODL property in Osprey Village. In partnership with the Central Nova ATV Association project that connects from Pine Grove to Oakhill.
- Year 1 design
  - Completion in Year 2
- Funding from General Operating reserve

# Parks & Open Space Projects

## *Future Land Purchases*

*\$50,000*

- Placeholder for land purchases for new park development
- Funding from Open Space reserve

# Parks & Open Space Projects

## *Oakland Beach Conservation Area*

*\$90,000*

- Detailed design and construction of parking area
- Funding from Open Space reserve

# Parks & Open Space Projects

## *Park Roads* *\$55,000*

- Upgrades to park roads for ease of maintenance
  - Hirtle's Beach \$22,000
  - Indian Falls \$30,000
- Funding from General Operating reserve

# Parks & Open Space Projects

## *Regional Recreation*

*\$15,000*

- Software for regional services registration process
- Funding from General Operating reserve

# Parks & Open Space Projects

## *River Ridge Common*

*\$276,000*

- Phase 4 Singletrack trails, OHV picnic pullout area, Hwy 10 parking study, Signage, Additional picnic tables/benches, Student trail workshops
- Funding from General Operating reserve & grant

# Parks & Open Space Projects

## *Sawpit Road/Switchback Trail*

*\$15,000*

- Trail between upper and lower parking lots & hitching post for boats
- Funding from General Operating reserve

# Parks & Open Space Projects

## *Wile's Lake Park Improvement*

*\$20,000*

- Carry over for demolition of 2 old buildings
- Upgrades to main building
  
- Funding from General Operating reserve

# Paving Projects – Roads & Shoulders

*Active Transportation Plan –  
Mason's Beach Rd \$560,000*

- Paved shoulders on Provincial Roads in MODL
- NSTIR project identified Mason's Beach Road
- Funding from Gas Tax

# Paving Projects – Roads & Shoulders

## *Paving of J Class Roads \$528,000*

- Projects submitted to NSTAT – paving of existing sand seal and gravel roads (up to 2.64 km)
- Contingent on NSTAT approval
- Funding from Gas Tax

# Paving Projects – Roads & Shoulders

## *Paving Billie Lane*

*\$320,000*

- Upgrades, Paving, and Construction Supervision
- Funding from General Operating reserve & Developer contribution

# Paving Projects – Roads & Shoulders

## *Paving Harold Whynot & Craig Chandler Road \$900,000*

- Upgrades, Paving, and Construction Supervision
- Pre-budget approval received
- Funding from Gas Tax & General Operating reserve

# Paving Projects – Roads & Shoulders

## *Speed Radar Signs*

*\$10,000*

- Two speed radar signs
- Funding from General Operating reserve

# Water, Wastewater & Environmental Protection Projects

## *Garden Lots Sewer/Water Solution \$15,000*

- Preliminary Study is complete
- Investigation and discussion on availability of existing Town of Lunenburg infrastructure
- Exploring funding options
  
- Funding from Sewer Reserve

# Water, Wastewater & Environmental Protection Projects

## *Green Compost Carts \$35,000*

- Annual purchase of green compost carts
- Funding from Depreciation Reserves

# Water, Wastewater & Environmental Protection Projects

## *LaHave River Sewer Solutions \$2,575,300*

- Year 4 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

# Water, Wastewater & Environmental Protection Projects

## *Osprey Village Water Tower \$150,000*

- Construction of water tower in Osprey Village
- Design in Year 1 with construction in Year 2
  
- Funding from General Operating reserve, grants and Town of Bridgewater

# Water, Wastewater & Environmental Protection Projects

## *Riverport School Remediation \$50,000*

- Completion of Environmental Liability Project
- Continue to monitor and remediate to achieve Tier 1 approval
- Property to remain as a MODL asset for at least 12 months
- Funding from Grant & General Operating reserve

# Water, Wastewater & Environmental Protection Projects

## *Hebbville Sewer System – Pump Stations* *\$20,000*

- Assessment of 20-year-old pump station to determine replacement options
- Funding from Sewer Reserve

# Water, Wastewater & Environmental Protection Projects

*New Germany Sewer System – Equipment  
\$105,000*

- Replacement of aerators and grinder
- Funding from Sewer Reserve

# Water, Wastewater & Environmental Protection Projects

## *Conquerall Bank Sewer System – SCADA* *\$26,000*

- Installation of SCADA software to allow for remote operating and monitoring of waste water treatment facility
- Funding from Sewer Reserve

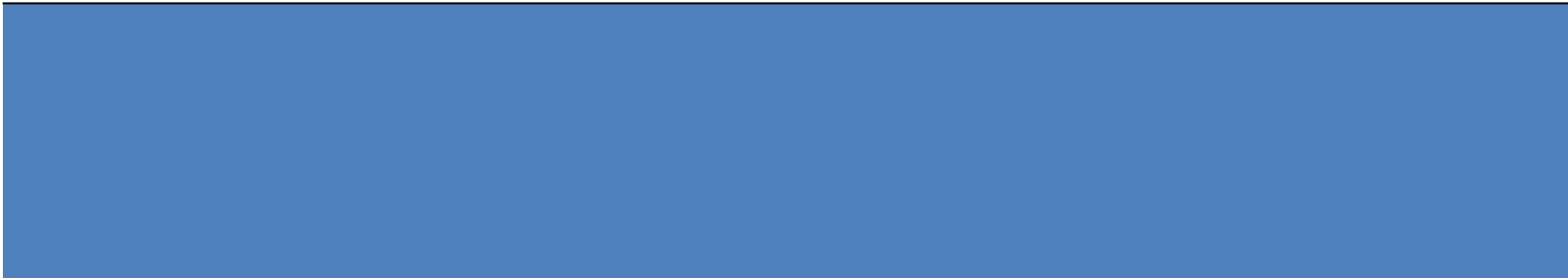
# Water, Wastewater & Environmental Protection Projects

## *Cookville Sewer System – SCADA* *\$17,600*

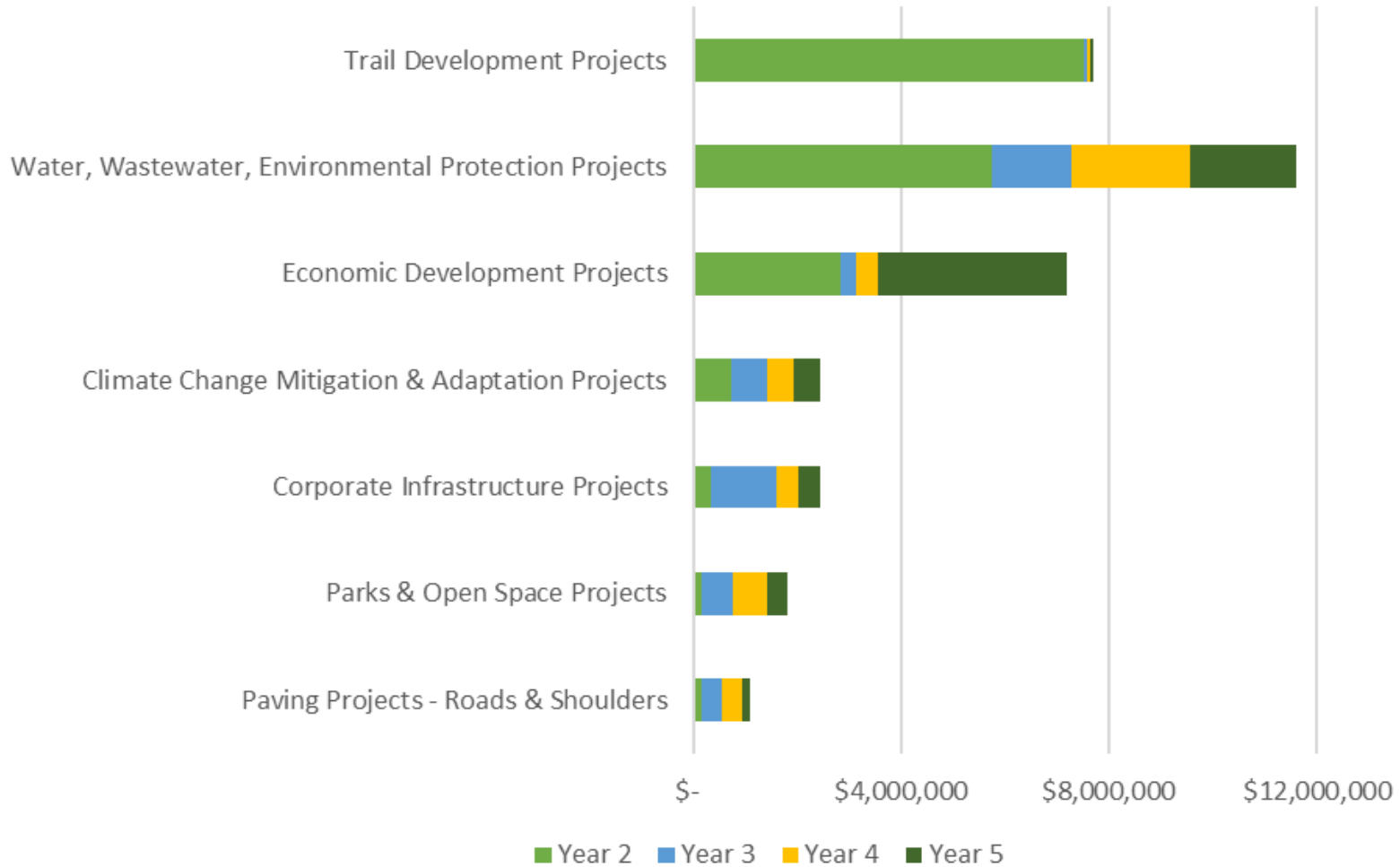
- Installation of SCADA software to allow for remote operating and monitoring of waste water pump station at Nathan Cirillo
- Funding from Sewer Reserve



# Future Capital Budget Plans



# Capital Plan – Years 2 to 5





# Summary



# Financial Position Consideration

- Current Financial Position is strong
- Major Financial Milestones will be met  
(Debt free!)

# Key Areas of investment

- Corporate Infrastructure Projects
  - Average investment: \$544K/yr. (Mun cost \$317K/yr.)
- Climate Change Mitigation & Adaptation Projects
  - Average investment: \$570K/yr. (Mun cost \$320K/yr.)
- Economic Development Projects
  - Average investment: \$1.815M/yr. (Mun cost \$1.021M/yr.)
- Trail Development Projects
  - Average investment: \$1.611M/yr. (Mun cost \$515K/yr.)

# Key Areas of Investment

- Parks & Open Space Projects
  - Average investment: \$465K/year (Mun cost \$327/yr.)
- Paving Projects – Roads & Shoulders
  - Average investment: \$678K/yr. (Mun cost \$658K/yr.)
- Water, Wastewater, Environmental Protection Projects
  - Average investment: \$2.918M/yr. (Mun cost \$936K/yr.)

# Questions?

5 Year Capital Investment and Gas Tax Plan	Year 1	Year 2	Year 3	Year 4	Year 5	Future Years	Notes
	2021/22	2022/23	2023/24	2024/25	2025/26		
<b>Corporate Infrastructure Projects</b>							
<b>Facilities</b>							
Accessibility Legislation	-	250,000	250,000	250,000	250,000		Provincial Regulations 2022- Accessible upgrades MARC, Municipal Services Building, Trails, Beaches, Public Washrooms. Assume 73% grant
MARC dugout replacements	-	10,000	10,000			-	Replace 4 dugouts at two fields - one field per year
MARC Facility & Energy Assessment		75,000					Assessment for energy upgrades and safety/accessibility options
MARC Facility renewal	-		800,000				Estimate for design from assessment and then significant upgrades or re-imagining MARC (Bldg demo and re-use) Assume 50% grant
Municipal Services Building Final Costs	150,000	-	-	-	-	-	Carry over for final costs of building construction including moving the radio tower, HVAC, sound, bollards
Water Craft Storage	-	-	20,000				Investigate rental units at high volume Mun beach access points
<b>Vehicles</b>							
Engineering Dept Vehicle (EV)	80,000	-	-	-	-	-	To check municipal road conditions & facilities 4WD w/ cargo box
Bldg Insp Vehicle Replacements (EV) (4)			100,000		100,000		Estimate for 2 replacements in Year 3 and 5
Rec - Float Trailer	15,000						To be used for floating tractor and equipment to offsite parks for repairs/maintenance.
Rec Vehicle Carry Over (2007 Mazda replacement) + Crew Truck	40,000		80,000	80,000			Replace 2007 Mazda and add a crew truck for Recreation use - promotions and hauling small equipment. Used vehicles now to be replaced with EV's in the future
WWTP Van & Truck replacements (EV)	-	-	-	80,000	80,000	-	To replace aging vehicles (2014 purchase year)
<b>Subtotal Corporate Infrastructure Projects</b>	<b>285,000</b>	<b>335,000</b>	<b>1,260,000</b>	<b>410,000</b>	<b>430,000</b>		
<b>Climate Change Mitigation &amp; Adaptation Projects</b>							
Green/Climate Change Projects	-	500,000	500,000	500,000	500,000		Council - Climate Change Emergency Declared Est \$500,000/year with 50% funding
Petite Riviere Watershed Flood Mitigation Phase 3	146,000	100,000	100,000	-	-	-	Detailed assessment of mitigation options - Year 1 grant confirmed \$73,000. Est \$100,000 in Years 2 & 3 (assuming 50% grant funding)
Public Transit Projects	-	125,000	100,000	-	-	-	Est for purchase small bus (plus other start up costs) & assume 50% grants Gas Tax earmarked \$236,900
Solar Panels - Municipal Building	280,000						Install 100KW array on south side roof to reduce energy use and GHG emissions
<b>Subtotal Climate Change Mitigation &amp; Adaptation Projects</b>	<b>426,000</b>	<b>725,000</b>	<b>700,000</b>	<b>500,000</b>	<b>500,000</b>		

5 Year Capital Investment and Gas Tax Plan	Year 1	Year 2	Year 3	Year 4	Year 5	Future Years	Notes
	2021/22	2022/23	2023/24	2024/25	2025/26		
<b>Economic Development Projects</b>							
Internet	1,500,000	700,000	180,000	-	-	-	Per Council Internet Strategy
Osprey Village Community Hub Complex	150,000	-	-	300,000	3,500,000		Year one study and design. Would look for significant grant for completion
Osprey Village Extension of Champlain - to Lot 9	100,000	2,000,000					Road extension to facilitate development. Assume Grant funding 50%
Wayfinding	145,000	125,000	125,000	125,000	125,000	-	District wide Wayfinding Strategy and implementation. Year one includes the development of the strategy, design, location and priorities. Years 2 - 5 are implementation. \$125,000/year x 5 years plus \$20,000 carryover from 2020/21. Estimate 50% Grant
<b>Subtotal Economic Development Projects</b>	<b>1,895,000</b>	<b>2,825,000</b>	<b>305,000</b>	<b>425,000</b>	<b>3,625,000</b>	<b>-</b>	
<b>Trail Development Projects</b>							
Annual contribution to Trail Groups	59,900	59,900	59,900	59,900	59,900		Annual budgeted grant to local Trail associations (\$482/km) for ongoing trail maintenance
Art on the Trail - phase 3	11,000	-	-	-	-	-	Continuation of art installations on MODL trails in consultation with Aboriginal/Indigenous group
AT Trail Connector - Pedestrian Bridge over 103	115,000	7,146,800					Trunk 10 AT Project Revised cost \$7.261 M (73.3% grant funding estimate)
Dynamite Trail		60,000	-	-	-	-	Dynamite Trail Association is beginning a 4 year repair plan for the two large trail bridges found along their route. The first year is expected to cost \$125,000 and they are asking \$60,000 from MODL - the remainder will be applied from the Province.
Indian Falls Trail upgrade & extension	50,000						Upgrade and repair the existing footpath from the look-off to the steps down to the river; add an additional 1 km route as per the original route plan
MARC existing Trail Upgrade	25,000						Capital upgrades to existing trail
MARC Trail Connect	20,000	-	-				Completion of 800m trail connection
NG Trail Bridge carry over	55,500	-	-				Carry over 2020/21 funding (\$162,000 originally approved less payments made)
Osprey Village Trail Connector	27,000	250,000					TIR application to use roads. Grant estimated for completion
<b>Subtotal Trail Development Projects</b>	<b>363,400</b>	<b>7,516,700</b>	<b>59,900</b>	<b>59,900</b>	<b>59,900</b>		

5 Year Capital Investment and Gas Tax Plan	Year 1	Year 2	Year 3	Year 4	Year 5	Future Years	Notes
	2021/22	2022/23	2023/24	2024/25	2025/26		
<b>Parks &amp; Open Space Projects</b>							
Future Land Purchases	50,000	50,000	50,000	50,000	50,000		Open Space reserves availability
Municipal Parks Capital Upgrades	-	-	50,000				Facility upgrades including washrooms, playground equipment, beaches and road maintenance
Oakland Beach Property	90,000						Conceptual plan done - detailed design
Park Roads - Hirtle's Beach	22,000						Upgrades to existing road for easier future maintenance
- Indian Falls	30,000						Upgrades to existing road for easier future maintenance
- Sand Dollar Park		6,000					Upgrades to existing road for easier future maintenance
- Wile's Lake		24,000					Upgrades to existing road for easier future maintenance
Regional Recreation	15,000						Software for regional services registration process
River Ridge Phase 4 and parking Lot	276,000	20,000					Phase 4 Singletrack trails, OHV picnic pullout area, Hwy 10 parking study, Signage, Additional picnic tables/benches, Student trail workshops, construct parking lot - assume 50% grant
Riverport Community Project	-	40,000					Estimate for new playground equipment - to be determined. Assume 50% grant
Sawpit Road /Switchback Trail	15,000	20,000					Trail between upper and lower parking lots & hitching post for boats. Assume 50% grant
Sherbrooke Lake Park	-		500,000	600,000			Assume 50% grant, reserves available \$200,000
Wharf Upgrades - Rose Bay	-				175,000		Wharf upgrades to be determined
- Sawpit	-				175,000		Wharf upgrades to be determined
Wile's Lake Park Improvement (year 1 carry over)	20,000						Demolition of outbuildings, upgrades to main building
<b>Subtotal Parks &amp; Open Space Projects</b>	<b>518,000</b>	<b>160,000</b>	<b>600,000</b>	<b>650,000</b>	<b>400,000</b>		
<b>Paving Projects - Roads &amp; Shoulders</b>							
AT Paved Shoulders - Mason's Beach Rd	560,000	150,000	150,000	150,000	150,000		\$150K per year except year 1 carry over unspent funds (estimated cost per km \$175,000)
J Class Roads (NSTIR paving Partnership)	528,000	-	250,000	225,000	-		Partnership with NSTIR to pave non-owned roads in MODL. The Point Rd (0.79 km), Orphan's Home Rd (0.42 km), Lester Getson Rd (0.56km), Forest View Dr (0.29 km), Darby's Head Rd (0.45 km), St. Augustine Rd (0.13km) Total 2.64km @ \$200,000/km estimate
<b>Municipal Roads Paving</b>							
Billie Lane Upgrades	320,000						Municipal Road paving project as per Roads Strategy
Harold Whynot Craig Chandler	900,000		-				Paving of Municipal Road per Roads Strategy
Homestead Estates Paving						1,044,000	Next priority at Roads Workshop after Billie Lane
Jessie Lane Upgrade						750,000	Next priority at Roads Workshop after Homestead Estates
Speed Radar Signs - post mounted	10,000						Council Motion Feb 9/21 to determine cost for fixed speed radar signs. Two (2) signs to be purchased
<b>Subtotal Paving Projects - Roads &amp; Shoulders</b>	<b>2,318,000</b>	<b>150,000</b>	<b>400,000</b>	<b>375,000</b>	<b>150,000</b>	<b>1,794,000</b>	

5 Year Capital Investment and Gas Tax Plan	Year 1	Year 2	Year 3	Year 4	Year 5	Future Years	Notes
	2021/22	2022/23	2023/24	2024/25	2025/26		
<b>Water, Wastewater, Environmental Protection Projects</b>							
Centre School Assessments, Bldg demo & Soil remediation				100,000	2,000,000		ESA Assessment, Implementation of remediation & demolition of building. 73% grant funding estimate
Garden Lots sewer/water solution	15,000	-	1,500,000	1,500,000	-	-	TOL negotiation water/sewer. Consulting fees Year 1 and investment in Year 2-3 (50% funding design, 73% funding year 3)
Green Compost Carts	35,000	35,000	35,000	35,000	35,000		Annual purchase of Green Compost Carts
LaHave River Straight Pipe	2,575,300	2,000,000	-	-	-	-	Customers replenish reserves through loan payments
Osprey Village Water Tower	150,000	3,700,000					Water Tower - funding 73%, TOB MODL share 50% Total \$3.84M for tower and connections, design included
Riverport School	50,000						Continue to monitor and remediate to achieve Tier 1 approval
WWTP Hebbville pump stns - assess & design	20,000						Moved to Year 1 - Assessment of 20 year old pump station to determine replacement options
WWTP NG Equipment Replacement	105,000						Moved to Year 1 - Replacement of aerators and grinder
WWTP NG Inflow & I Infiltration Mitigation	-			660,000			Phase 2 - identify all ppty's (247 homes) and eliminate sources of inflow and infiltration. Budget estimate increased to include project management services
WWTP Scada - Conquerall Bank	26,000						Installation of SCADA software to allow for remote operating and monitoring of waste water treatment facility
WWTP Scada - Cookville	17,600						Installation of SCADA software to allow for remote operating and monitoring of waste water pump station at Nathan Cirillo
<b>Subtotal Water, Wastewater, Environmental Protection Projects</b>	<b>2,993,900</b>	<b>5,735,000</b>	<b>1,535,000</b>	<b>2,295,000</b>	<b>2,035,000</b>	<b>-</b>	
<b>TOTAL PROJECT COST</b>	<b>\$ 8,799,300</b>	<b>\$ 17,446,700</b>	<b>\$ 4,859,900</b>	<b>\$ 4,714,900</b>	<b>\$ 7,199,900</b>	<b>\$ 1,794,000</b>	
<b>Funding</b>							
Gas Tax	3,595,900	1,629,900	816,575	1,077,400	522,400		
Depreciation	1,028,433	1,701,667	865,000	261,675	815,015		
General Operating Reserve	1,710,167	2,610,846	532,550	900,005	1,283,345		
Sewer Reserve	183,600	-	-	330,000	-		
Open Space Reserve	140,000	50,000	150,000	50,000	50,000		
Sherbrooke	-	-	200,000	-	-		
<b>Subtotal Municipal Cost of Projects</b>	<b>6,658,100</b>	<b>5,992,413</b>	<b>2,564,125</b>	<b>2,619,080</b>	<b>2,670,760</b>		
Grants	2,041,200	11,060,953	2,295,775	2,095,820	4,529,140		
Other - residents/donations	100,000	393,334	-	-	-		
<b>Total Funding</b>	<b>\$ 8,799,300</b>	<b>\$ 17,446,700</b>	<b>\$ 4,859,900</b>	<b>\$ 4,714,900</b>	<b>\$ 7,199,900</b>		