

Municipality of the District of Lunenburg

Minutes of a Meeting of the Finance Committee

Held in Council Chamber, 10 Allée Champlain Drive, Cookville, NS

March 7, 2023 – 9:00 a.m.

Attendance

Councillor Cathy Moore, District 5, Chair
Mayor Carolyn Bolivar-Getson
Councillor Leitha Haysom, District 1
Councillor Martin Bell, District 2
Councillor Wendy Oickle, District 3
Deputy Mayor Pam Hubley, District 4
Councillor Sandra Statton, District 6
Councillor Michelle Greek, District 7
Councillor Reid Whynot, District 9
Councillor Chasidy Veinotte, District 10, Vice Chair

Regrets

Councillor Kacy DeLong, District 8

Staff

Tom MacEwan, Chief Administrative Officer
Alex Dumaresq, Deputy CAO
Elana Wentzell, Director of Finance
April Whynot-Lohnes, Municipal Clerk
Jeanette Renton, Recording Secretary

1. Call to Order

Councillor Moore called the meeting to order at 9:00 a.m. and acknowledged that the meeting was held in Mi'kma'ki, the traditional territory of the Mi'kmaq people.

2. Announcements/Acknowledgements

2.1 Proclamation – International Women's Day

Mayor Bolivar-Getson acknowledged that March 8, 2023, is International Women's Day. This day is celebrated globally by those who seek to improve the lives of all woman and girls (trans and cis), two spirit and gender peoples through cultural, legal, economic and social change.

3. Public Input (Nil)

4. Approval of Agenda

Moved by Councillor Greek, seconded by Councillor Oickle that the Agenda be approved as circulated. Carried unanimously.

5. Approval of Minutes – February 7, 2023

Moved by Mayor Bolivar-Getson, seconded by Deputy Mayor Hubley that the Minutes of February 7, 2023, Council meeting be approved as circulated. Carried unanimously.

6. Business Arising from Minutes - Nil

7. Awarding of Tenders/RFPs - Nil

8. Presentations/Scheduled Times - Nil

9. Consideration of Correspondence - Nil

10. Recommendations from Committees & Boards - Nil

11. Staff Reports

11.1 Finance Committee

11.1.1 Tax Exemption for Non-Profit Organizations Policy 012

Ms. Wentzell reviewed the request for “Tax Exemption for Non-Profit Organizations under Policy 012”. Policy 012 provides a partial or full tax exemption to qualifying non-profit organizations demonstrating service to the community at Council's discretion as per Section 71 of the Municipal Government Act.

Moved by Councillor Bell, seconded by Councillor Haysom that the Finance Committee recommend to Council that Municipal Council approve full tax exemption for three properties owned by LaHave Coastal Conservation Association, AA#’s 01811576, 10044995 and 11007880 as per Policy 012 Tax Exemption/Reduction Policy, with a 3-year renewal term. Carried unanimously.

11.1.2 2023-24 Draft Capital Budget

Ms. Wentzell reviewed the “2023-24 Draft Capital Budget” circulated at the meeting. The following was discussed:

- MODL’s Vision & Strategic Priorities
- An overview of the Budget Process, including capital planning, budget financing, and sources of funding.

- 5 Year Project Cost Projection - \$9.495M in year 1 and \$61.89M in years 2 to 5.
- Re-Create Parks - upgrades to parks as identified in the Park Standards Review and accessibility park audits to ensure accessibility and safety standards are consistent across all municipal parks.
- Wayfinding (Directional/Visual Signage to MODL Assets). Development of the strategy, design, location and priorities complete. Implementation of 5-year strategy continues through 2025/26.
- Municipal Services Building - Office Reconfiguration - conversion of storage space to office space.
- Petite Riviere Watershed Flood Mitigation - implementation of detailed assessment of mitigation option.
- EV charging stations - work with government and private entities to improve coverage in MODL.
- Tax Bill Portal - carried over due to IT requirements. Working with IT Department and Software providers to resolve issues identified.
- Public Transit Projects - Osprey Village - Purchase of two electric buses.

Council recessed at 10:08 a.m. and resumed at 10:21 a.m.

“2023-24 Draft Capital Budget” discussions continued:

- Internet Connectivity - remaining areas include Molega Lake and Tancook Island.
- Wastewater Treatment Plants (WWTP) - including rebuilding/replacement programs at the Hebbville and New Germany Plants, Cookville Plant Expansion and an inflow and infiltration study at the Conquerall Bank Plant.

12. Added Items - Nil

13. In Camera - Nil

14. Adjournment

There being no further business at 11:21 a.m., the meeting adjourned.

Draft Capital Budget &
Canada Community-Building
Fund Investment
2023/2024

Finance Committee

March 7, 2023



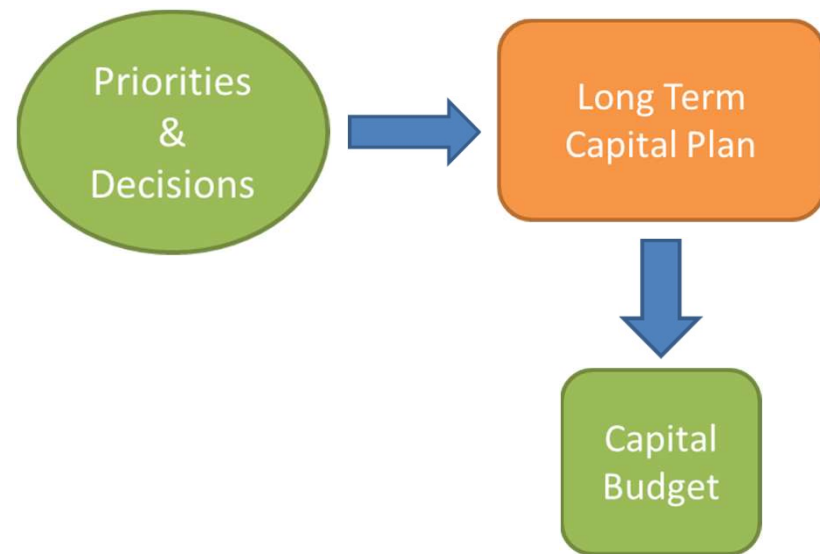
Budget Process & Schedule

Date	Meeting Type	Outcomes
November 2022	Public Input	Your Government Your Ideas Meetings and Social medial campaign
January 17, 2023	Council Meeting	Strategic Priorities Setting
February 7, 2023	Finance Committee Meeting	Area Rates approvals - hydrants, sewer & street lights.
February 14, 2023	Council Meeting	Strategic Priorities Final Approval.
February 14, 2023	Council Workshop	Capital Budget Draft Options
February 21, 2023	Council Workshop	Review Changes to Draft Capital Budget /Planning workshop
March 7, 2023	Finance Committee Meeting	Preliminary review of Draft Capital Budget including impact on 5-Year Financial Strategy
March 28, 2023	Council Workshop	Final Review of Capital Budget and Draft Operating Budget Review
April 4, 2023	Finance Committee Meeting	Draft Capital Budget, Impact on 5-Year Financial Strategy, Service Levels/Strategic Priorities
April 18, 2023	Finance Committee Meeting (Special)	Draft Operating Budget with 5-Year Financial Strategy
May 2, 2023	Finance Committee Meeting	Final Review of Operating and Capital Budgets, Reserve Budget, Area Rates and Key Budget Messages
May 9, 2023	Council Meeting (Special evening)	Budget Presentation and Approval



Capital Planning Inputs to Decisions

Environmental Sustainability
Infrastructure Masterplans
Legislative Requirements
Community Wants & Needs
Strategic Planning
Asset Management



Capital is the Foundation of the Services we provide

Vision & Strategic Priorities

The breathtaking, natural beauty of the Municipality of the District of Lunenburg is home to thriving communities with unique cultural identities. Growth centres support our diversified economies, driven by our residents' passion for the place they call home. With our strong economy, we can live, work and raise families here. We are a destination for visitors attracted to our vibrant parks, beaches, and hiking trails. As leaders in sustainability, we passionately protect our natural environment.

- Osprey Village Growth Centre
- Climate Change Action Plan
- Re-Create! Parks
- MODL 2040
- Emerging Issues



Capital Budget Financing

Potential Sources of funding

- Grants
- Unrestricted Reserves
- Contributions from Operating fund towards Capital and Reserves
- Land Sales, 3rd party contributions
- Other Municipal Units (collaborative projects)
- Alternative Revenue Sources (i.e., Green Energy)
- Debt to address Capital Project Reserve Funding Gap



5 Year Project Cost Projection

Current list \$9.495 M in Year 1

\$61.89 M in Years 2 to 5

- Addresses Strategic Priorities
- Combined Reserve Balance < FCI threshold in Years 3 - 5
- Requires Debt financing in Years 2, 3, &5 totaling \$12.3 M
 - (Wastewater Treatment \$8.9M & Solar Garden \$3.375M)



Debt

- Debt can be a valuable tool if used strategically
- Debt management policy and communication of that policy is a key component of a capital plan
- Debt can be viewed strategically
 - Municipalities are a going concern – debt can be leveraged up to 20 years
 - Regeneration of financial capacity (debt payments, increased revenue)
 - Intergenerational equity (use of debt facilitates future residents paying for their fair share of a capital project)
 - Inflation Shield – project costs go up in the future, debt provides protection



Project Selection

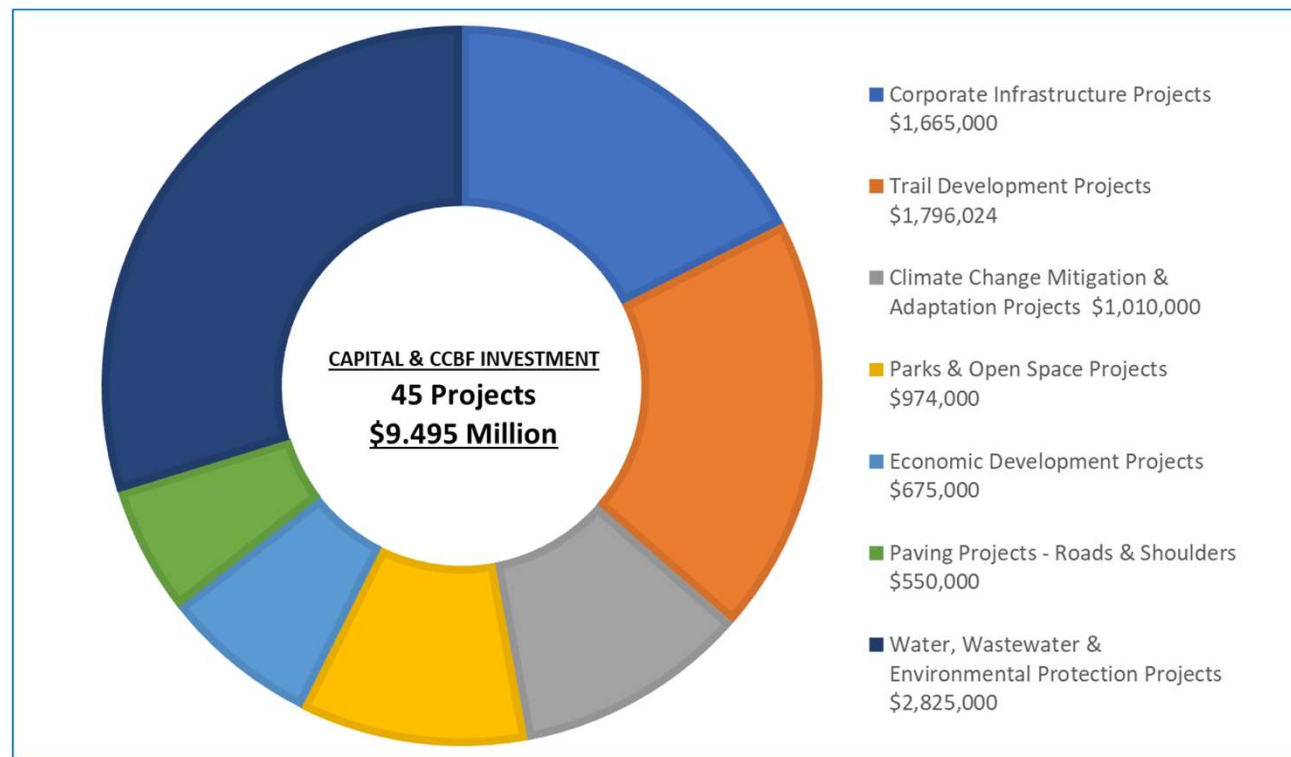
- Projects can be kept on the list
- Projects can be deferred or eliminated as determined by Council
- Staff will endeavour to guide these decisions



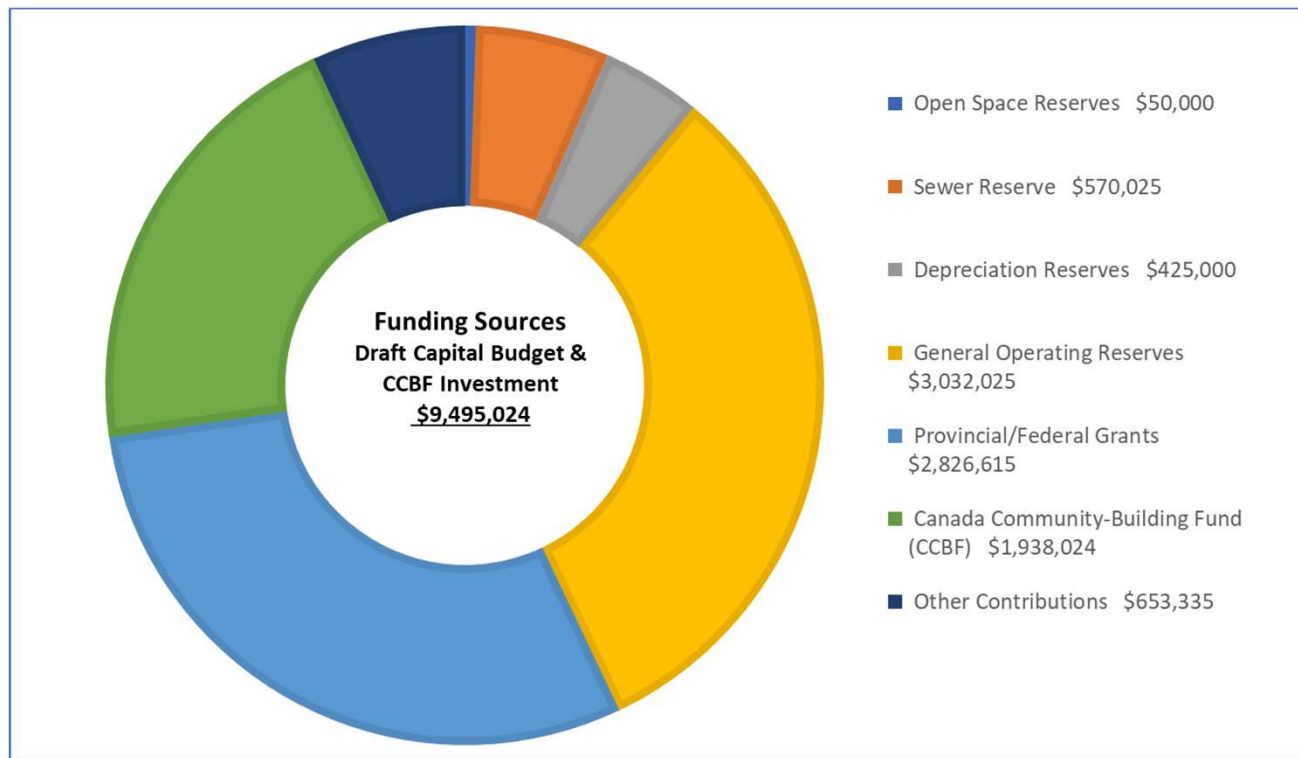
Draft Capital Budget &
Canada Community-Building
Fund Investment
Overview



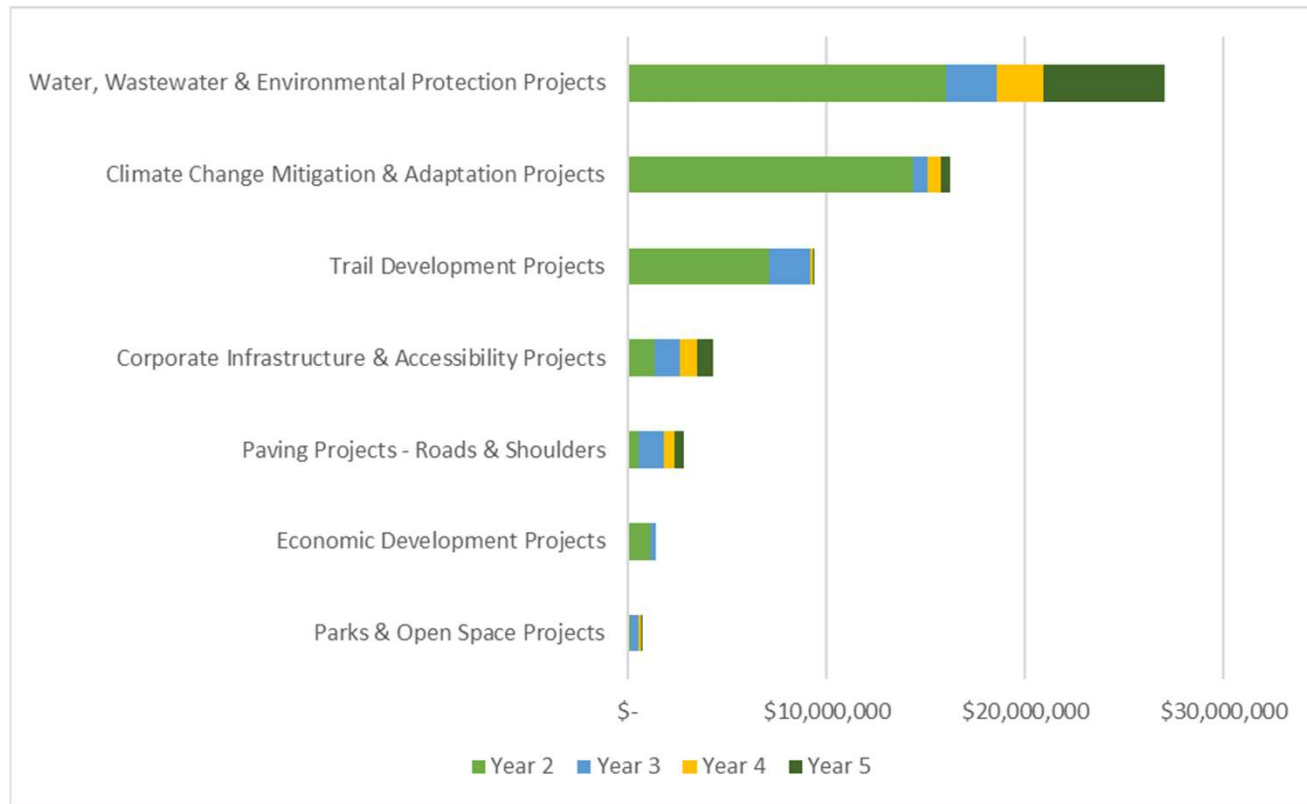
Draft Capital Budget & CCBF Investment – Year 1



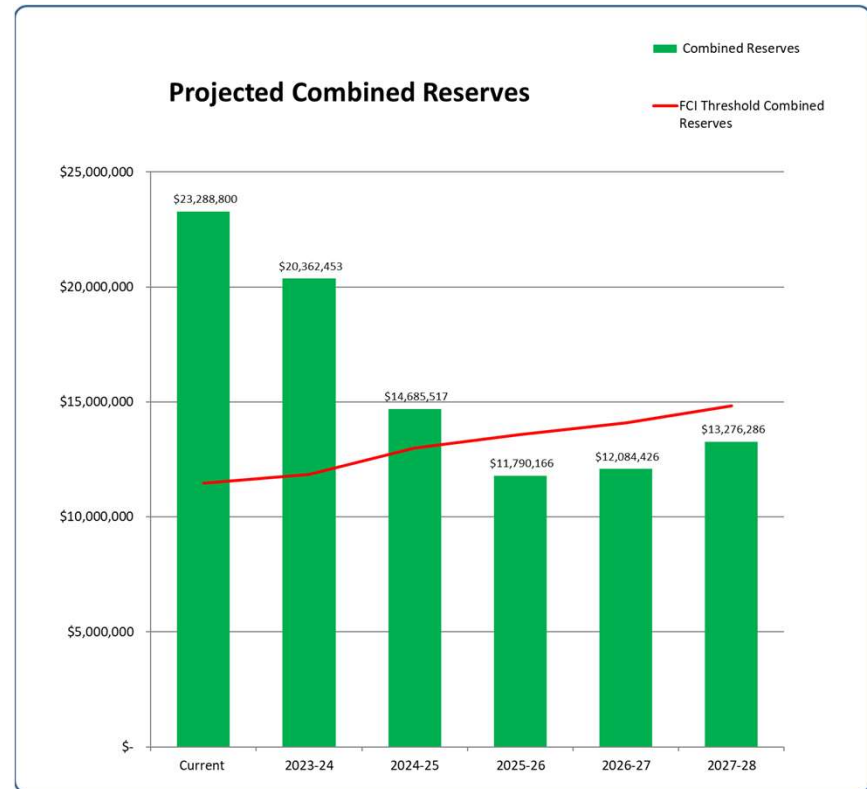
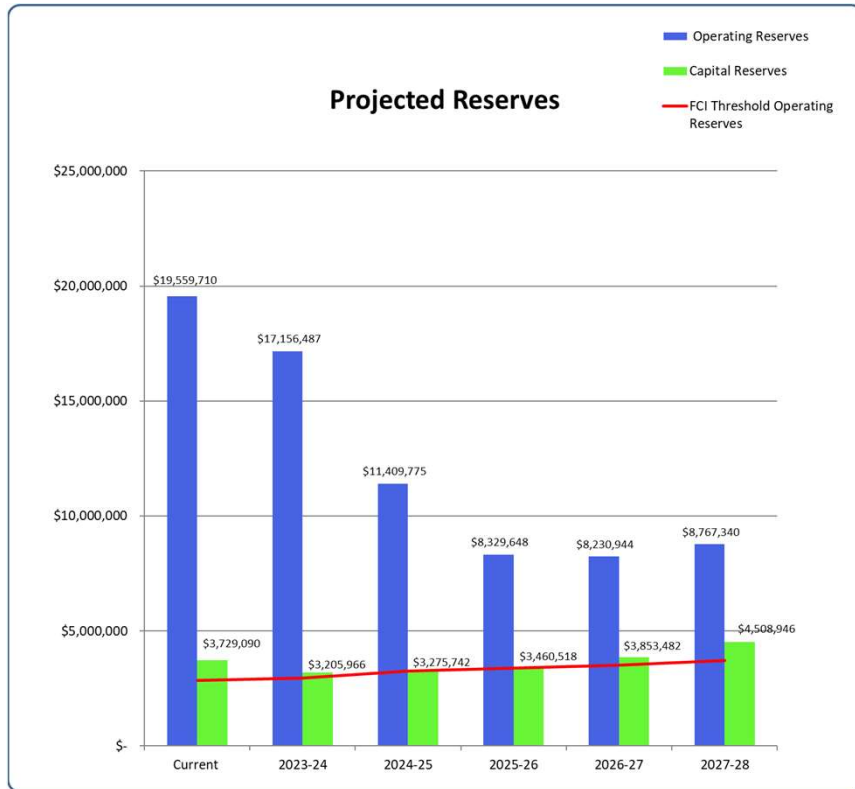
Draft Funding Sources Year 1



Draft Capital Budget & CCBF Investment Years 2 to 5

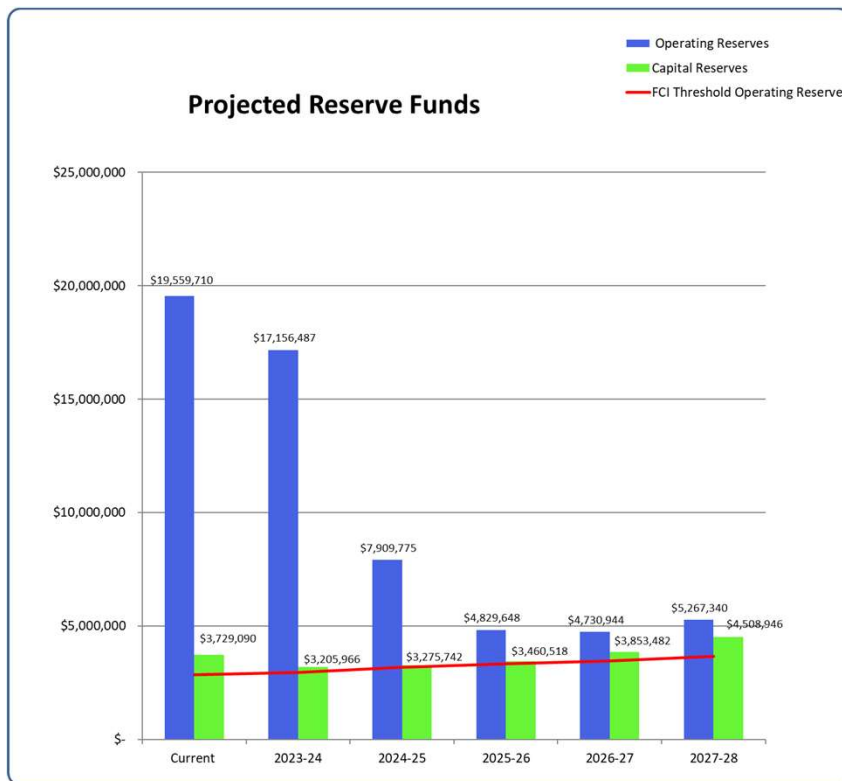


Draft Reserve Balances - 5 Year Plan

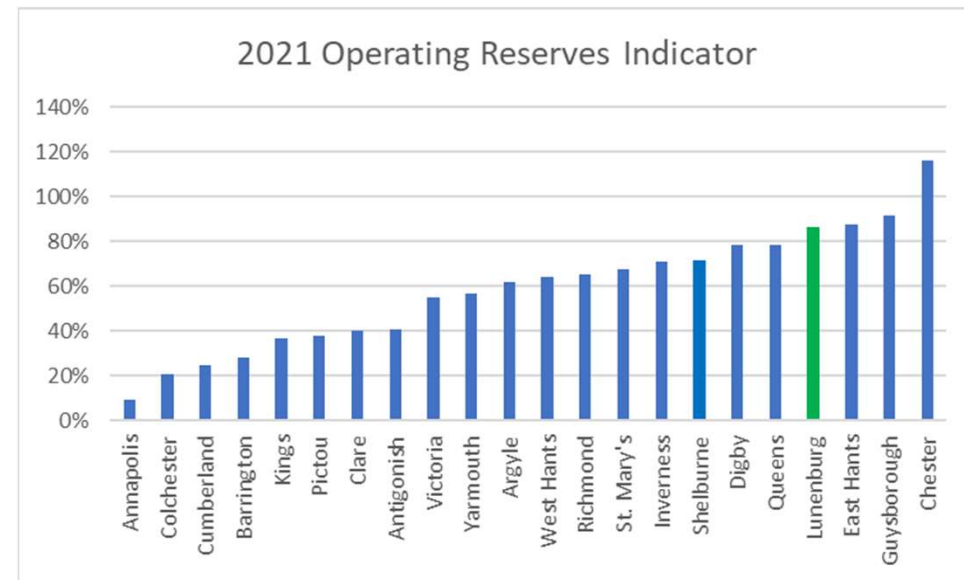


Draft Reserve Balances - 5 Year Plan

Drawing \$3.5M more Reserves in Year 2



Municipal Reserve FCI Indicator Comparison



Draft Capital Budget &
Canada Community-Building
Fund Investment
2023/2024 Details



Accessibility Legislation Placeholder

Year 1 \$ 125,000

Years 2-5 \$ 1,000,000

Funding:

50% Grant Estimate

50% Reserves

Strategic Priority

- Emerging Issues

Provincial Regulations 2022-
Placeholder for accessible upgrades to
buildings, Municipal Services Building,
MARC, Public Washrooms



Accessibility Plan – Improve Rec Assets

Year 1 \$ 125,000

Years 2-5 \$ 1,300,000

Funding:

Grant Estimate TBD

Balance Reserves

Strategic Priority

- Re-Create Parks!

Accessibility plan and the accessibility park audits will determine priorities.

In addition, we will upgrade trash stations, tables, shelters, washrooms



Park Standards & Upgrades

Year 1	\$ 215,000
Years 2-5	\$ 1,700,000

Funding:

Open Space

(Land Sales, Operating Fund allocation)

Balance Other Reserves

Strategic Priority

- Re-Create Parks!

Upgrades to parks as identified in the Park Standards Review and accessibility park audits



MARC Ballfields

Strategic Priority

- Re-Create Parks!

Year 1 \$ 400,000

Years 2-5 \$ 0

Mitigating grub issue and ballfield repairs

Funding:

Reserves



MARC Facility Re-imagining

Year 1 \$ 75,000

Years 2-5 \$ TBD

Funding Year 1:

50% Grant Estimate

50% Reserves

Strategic Priority

- Re-Create Parks!

Estimate for community consultation
and design



Municipal Services Building – Final Costs

Year 1 \$ 450,000

Years 2-5 \$ 0

Funding:

\$400,000 Warranty

Balance reserves

Strategic Priority

- Ongoing Capital Requirement (carry over)

Estimate for final costs of HVAC
(3rd Party Warranty)



Municipal Services Building – Office Reconfiguration

Year 1 \$ 100,000

Years 2-5 \$ 0

Funding:
Reserves

Strategic Priority

- Ongoing Capital Requirement
(emerging issue)

Estimate for storage room conversion
to office space



Public Moorings Installation

Year 1 \$ 40,000

Years 2-5 \$ 0

Funding:

50% MICA

50% Reserves

Strategic Priority

- Emerging issues

Installation of 20 public buoys



Engineering Department Electric Vehicle

Year 1 \$ 120,000

Years 2-5 \$ 100,000

Funding:

Depreciation Reserves

Strategic Priority

- Climate Change Action Plan

Year 1: Pre-approved by Council

Awaiting delivery Ford F150



Tax Bill Portal

Year 1 \$ 15,000

Years 2-5 \$ 0

Funding:

Provincial grant in

Reserves

Strategic Priority

- Emerging Issues (carry over)
- Purchase software for online access to Tax Bills
- Includes employee pay stubs
- Carried over due to IT requirements
- Working with our IT Department and Software providers to resolve issues identified



Facility & Energy Assessment CES & Bldg. Upgrades

Year 1 \$ 75,000

Years 2-5 \$ 300,000

Funding:

Year 1: 100% Grant

Strategic Priority

- Climate Change Action Plan

Assessment for energy upgrades and safety/accessibility options.



Solar Panels – Municipal Services Building

Year 1 \$ 200,000

Years 2-5 \$ 0

Funding:

Reserves

Strategic Priority

- Climate Change Action Plan (carry over)

Install 100KW array on south side roof to reduce energy use and GHG emissions - installation to be finished in Spring 2023.



Solar Panels – Conquerall Bank WWTP

Strategic Priority

- Climate Change Action Plan

Year 1 \$ 100,000

Years 2-5 \$ 0

Install 10KW system plus building addition to accommodate inverter to reduce energy use and GHG emissions

Funding:

Reserves



Community Solar Garden

Strategic Priority

- Climate Change Action Plan

Year 1 \$ 220,000
Years 2-5 \$ 13,500,000

Construction of a community solar garden in collaboration with 4 other municipal units.

Sustainable communities challenge fund application 80% Year 1

Funding:

Year 1: Grant 80%

Years 2-5: 50% Reserves/
50% other units



Petite Riviere Watershed Flood Mitigation

Year 1	\$	20,000
Years 2-5	\$	0

Funding:

Year 1: Grant 50%
Reserves 50%

Strategic Priority

- Climate Change Action Plan

Implementation of detailed
assessment of mitigation options



Public Transit Projects- Osprey Village

Year 1	\$	250,000
Years 2-5	\$	250,000

Funding:

Year 1: CCBF \$236,900

Balance Reserves

Strategic Priority

- Climate Change Action Plan

Purchase two electric buses (no grant for used)



EV Chargers Study

Year 1	\$	25,000
Years 2-5	\$	0

Funding:

Year 1: CCBF

Strategic Priority

- Climate Change Action Plan (carry over)

Study Outcome might not be owned infrastructure



EV Fleet Chargers

Year 1	\$	120,000
Years 2-5	\$	0

Funding:

Year 1: CCBF & Reserves

Strategic Priority

- Climate Change Action Plan
- Council Pre-approved

Install EV charges in the fleet parking lot at Municipal Services Building



Internet

Strategic Priority

- Internet Connectivity (prior priority)

Year 1 \$ 450,000

Years 2-5 \$ 180,000

Funding:

CCBF

Per Council Internet Strategy -
remaining areas include Molega Lake
& Tancook Islands



Wayfinding

Year 1	\$	225,000
Years 2-5	\$	450,000

Funding:
CCBF & Reserves

Strategic Priority

- Prior priority

Development of the strategy, design, location and priorities complete. Implementation of 5-year strategy continues through 2025/26.



Trail Groups CCBF

Year 1	\$	68,024
Years 2-5	\$	285,720

Funding:
CCBF

Strategic Priority

- Prior priority
- Annual budgeted grant to local Trail associations
- \$482/km increase to \$531/km in year 3 then \$584/km Year 6 for ongoing trail capital requirements.
- Central Nova has been added as now look after 4 kms.



Art on the Trail

Year 1	\$	33,000
Years 2-5	\$	92,000

Funding:

Grants & Reserves

Strategic Priority

- Re-Create Parks
- Continuation of art installations on MODL trails in consultation with Aboriginal/Indigenous group.
- \$15,000 carried over, combined with \$18,000 budgeted 2023/24.
- Grant funding will be sought to offset cost.
- Expected to install four art pieces.



Osprey Village AT Connection Pedestrian Bridge

Year 1 \$ 700,000

Years 2-5 \$ 8,880,000

Funding:

73.3% Grant

Balance Reserves

Strategic Priority

- Osprey Village Growth Centre
- Trunk 10 AT Project cost \$9.7 M
- Pedestrian bridge over Highway 103 and connecting pathways



Indian Falls Trail Upgrade & Extension

Year 1	\$	165,000
Years 2-5	\$	0

Funding:

Grants & Reserves

Strategic Priority

- Re-Create Parks (carry over)
- Carry over of \$90,000 for trail; \$75,000 for additional trail expansion and/or purchase of property



MARC Existing Trail Upgrade

Year 1	\$	30,000
Years 2-5	\$	0

Funding:
Reserves

Strategic Priority

- Re-Create Parks (carry over)
- Capital upgrades to existing trail (ditching, culverts, surfacing)



Osprey Village Trail Connector

Year 1	\$	800,000
Years 2-5	\$	0

Funding:
Reserves

Strategic Priority

- Osprey Village Growth Centre
- Approvals from NSPW, NSP, NSE. Verbal easements received over 3 privately owned land parcels.
- Application to Recreational Trail Expansion Grant Program
- Pre-budget approval received



Future Land Purchases

Year 1	\$	50,000
Years 2-5	\$	200,000

Funding:

Open Space Reserves

Strategic Priority

- Emerging Issues
- Open Space reserves availability



Park Roads Indian Falls

Year 1	\$	30,000
Years 2-5	\$	0

Funding:
Reserves

Strategic Priority

- Re-Create Parks
- Install culvert and related upgrades (installation: June - September 2023)



Sawpit Park

Strategic Priority

- Re-Create Parks
- Community Plan to be awarded in fiscal 2022-2023; funds carried over from 2022-23; upgrades as a result of plans

Year 1	\$	29,000
Years 2-5	\$	0

Funding:
Reserves



Wharf Assessment & Upgrades Sawpit Park

Year 1	\$	15,000
Years 2-5	\$	0

Funding:
Reserves

Strategic Priority

- Re-Create Parks
- Wharf assessment in Year 1 to determine upgrades required



Wile's Lake Park

Strategic Priority

- Re-Create Parks
- Community & Concept Plan in year 2023 to determine future use

Year 1	\$	50,000
Years 2-5	\$	0

Funding:
Reserves



Pickleball Courts

Year 1	\$	800,000
Years 2-5	\$	300,000

Funding:

CCBF, 3rd party, Grants
and Pickleball Club

Strategic Priority

- Prior priority
- Design and construct outdoor pickleball courts.
- Other amenities will be determined
- Year 1 - 3rd party estimate total \$110,000 (estimate \$150,000 CCH,\$10,000 Pickleball Club)



AT Paved Shoulders

Strategic Priority

- Prior priority
- Estimate cost per km \$175,000

Year 1 \$ 150,000

Years 2-5 \$ 600,000

Funding:

CCBF



AT Plan Upgrade Existing Plan

Year 1	\$	50,000
Years 2-5	\$	0

- Refresh AT Plan- 100% funded up to \$50,000

Funding:
Grant



J Class Roads Paving Partnership

Year 1 \$ 350,000

Years 2-5 \$ 1,400,000

Funding:
CCBF

Strategic Priority

- Prior priority
- NSPW partnership to pave non-owned MODL roads.
- 2023/24 Request:
 - The Point Rd (0.79 km) Darby's Head Rd (0.45 km), St. Augustine Rd (0.13km), Riverside(0.1 km), Freeman(0.37 km), Riverview (0.18 km) & Church(0.25 km)
 - Total 3.12km



Green Compost Carts

Year 1 \$ 60,000

Years 2-5 \$ 240,000

Funding:

Reserves

Strategic Priority

- Ongoing Capital Requirement
- Annual purchase of Green Compost Carts



Osprey Village Water Tower

Year 1 \$ 925,000

Years 2-5 \$ 2,915,000

Funding:

Grant, TOB,

MODL Reserves

Strategic Priority

- Osprey Village Growth Centre
- Water Tower - funding 73% of \$2.9M, TOB MODL share 50% Total \$3.84M for tower and connections, design included



WWTP:
Annual Large Pump
Rebuilding/Replacement

Year 1 \$ 10,000

Years 2-5 \$ 40,000

Funding:
Sewer Reserves

Strategic Priority

- Ongoing Capital Requirement
- Annual Large Pump Rebuilding/Replacement Program (\$10k/YEAR)

2023/24	NG PS#4	2024/25	HB PS#20 Pump 1
2025/26	HB PS#20 Pump 2	2026/27	HB PS#19 Pump 1
2027/28	HB PS#19 Pump 2	2028/29	HB PS#18 Pump
2029/30	HB PS#18 Pump 2	HB would only be done if stations are not upgraded as part of the larger capital project for \$3M	



WWTP:
Cookville Plant Expansion

Strategic Priority

- Osprey Village Growth Centre
- ICIP Grant 73.3% grant \$9.1M received for design and construction

Year 1 \$ 750,000
Years 2-5 \$ 15,000,000

Funding:

Year 1: Grant & Reserves

Years 2-5: Grant, reserves
& debt



WWTP: Cookville I&I

Year 1 \$ 50,000

Years 2-5 \$ 0

Funding:
Sewer Reserves

Strategic Priority

- Osprey Village Growth Centre
- Investigate inflow and infiltration in the Cookville wastewater system - mitigation



WWTP:
Conquerall Bank
I&I Study

Year 1 \$ 40,000

Years 2-5 \$ 50,000

Funding:
Sewer Reserves

Strategic Priority

- Ongoing Capital Requirement
- Inflow & infiltration study at Conquerall Bank System



WWTP:
Conquerall Bank
Caustic Soda System

Year 1	\$	50,000
Years 2-5	\$	170,000

Funding:

Year 1: CCBF, Sewer
Reserves

Years 2-5: Reserves

Strategic Priority

- Ongoing Capital Requirement
- Expand existing building and install caustic soda system



WWTP: New Germany Inflow & Infiltration Mitigation

Year 1 \$ 800,000

Years 2-5 \$ 40,000

Funding:

Year 1: Grant & Reserves

Years 2-5: Sewer Reserves

Strategic Priority

- Ongoing Capital Requirement
- Phase 1 - based on video investigation, main pipe repairs.
- Phase 2 - identify all ppty's (247 homes) and eliminate sources of inflow and infiltration should it be necessary.



WWTP:
NG Pump Stn #6
Electrical Upgrade

Year 1	\$	90,000
Years 2-5	\$	0

Funding:
Grant & Reserves

Strategic Priority

- Ongoing Capital Requirement
- Upgrades to Pump Stn 6 (\$30K PCAP)



Water Resiliency/ Dry wells

Year 1	\$	50,000
Years 2-5	\$	0

Funding:

Grant & Reserves

Strategic Priority

- Climate Change Action Plan
- Capital Project to address Dry wells

