

AGENDA
MUNICIPAL COUNCIL

Bridgewater, NS

Tuesday, January 23, 2018 – 9:00 a.m.

Time & Page


1. CALL TO ORDER
2. ANNOUNCEMENTS, ACKNOWLEDGEMENTS, RECOGNITION:
3. PUBLIC INPUT (15 Minutes)
4. APPROVAL OF AGENDA
5. APPROVAL OF MINUTES –
6. BUSINESS ARISING FROM MINUTES: (Nil)
7. AWARDING OF TENDERS/RFPs: (Nil)
8. PRESENTATIONS/SCHEDULED TIMES:
 - 8.1 Britt Vegsund – Active Living Update 9:15 a.m. 1-9
 - 8.2 Chasidy Veinotte-Dorey – Tourism & Marketing 10:15 a.m. 10-19
9. CONSIDERATION OF CORRESPONDENCE: (Nil)
10. RECOMMENDATIONS FROM COMMITTEES & BOARDS:
 - 10.1 Policy & Strategy Committee
 - 10.1.1 Request for Letter to Dept. of Transportation re Broad Cove-Green Bay Trail..... 20
 - 10.2 Pension Committee
 - 10.2.1 Award RFP 2017-01-405 “Defined Benefit Pension Plan Administrator” 21-29
11. STAFF REPORTS:
 - 11.1 Fire Services Coordinator/Administrator
 - 11.1.1 Quarterly Update 30-37
 - 11.2 Engineering
 - 11.2.1 Waste Collection Contract Extension 38
 - 11.3 Administration
 - 11.3.1 Administration Building Decision 39-85
 - 11.3.2 Project & Construction Management – Admin Building 86
12. MAYOR’S/DEPUTY MAYOR’S/COUNCILLORS’ MATTERS:
 - 12.1 Update – Lunenburg County Lifestyle Centre (M. Ernst/E. Hustvedt)
 - 12.2 Update – Deputy Mayor
 - 12.3 Update – Mayor
13. IN CAMERA:
 - 13.1 Land Negotiations re Osprey Village under Section 22(2)(a) of the MGA
 - 13.2 Contract Negotiations re Marketing Levy under Section 22(2)(e) of the MGA
 - 13.3 Personnel Matter under Section 22(2)(c) of the MGA
14. ADJOURNMENT



Towards a healthy community.

Active Living Update

Finding Joy, Movement, and Health in the Municipality of the District of Lunenburg

- 
- ▶ **“Physical activity is preventative to a number of diseases and is a source of joy, expression of life and positive self-affirmative experiences” .**
 - ▶ (The Action Plan on Physical Activity 2005-2009, Norwegian Government)

Active Living Strategy: Implementation

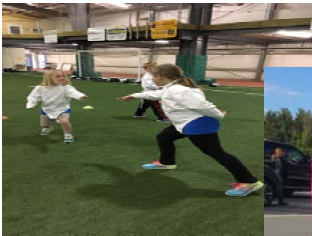
- ▶ Programmes to promote Active Living Across the Lifespan
- ▶ Infrastructure Development to support Active Transportation
- ▶ Capacity Building in the region
- ▶ Building Partnerships in the community to bolster implementation of Active Living Strategy
- ▶ Active Transportation Leadership and Promotion

Trailblazers After School Programme



- ▶ Free of charge, all-outdoor after school programme for children across MODL in grades 4-7
- ▶ Increase Physical Activity and develop outdoor skills
- ▶ Offered at 4 schools per season
- ▶ Over 125 students participate over the course of the school year

Lunenburg Multisport Programme



- ▶ Second Year of Programme
- ▶ 30 participants (grades 2 and 3)
- ▶ Increased sports offerings this year
- ▶ Partnership with 12 Community Sport Organizations
- ▶ 6 months
- ▶ Low cost programme with financial support available

Women on Wheels

- ▶ Free of charge cycling programme for women over the age of 55
- ▶ In its 3rd year
- ▶ Program enrollment has grown 4 fold in three years
- ▶ Experimenting with winter programming



Active Transportation Infrastructure Development

- ▶ Blue Rocks Road widening to support Active Transportation
- ▶ Partnership with NSDOTIR
- ▶ \$250,000 of Federal Gas Tax Funds dedicated to project
- ▶ 4 kilometres of paved shoulders
- ▶ Increased walkability and bike-ability for residents and visitors
- ▶ Heart and Stroke Walkabout Funded promotional video created



Regional Capacity and Partnership Building

- ▶ South Shore Active Communities
- ▶ Professional Development for licenced daycare facilities and Pre-Primary Sites in the region
- ▶ Promoting outdoor, active play



- ▶ Exercise is Medicine!
- ▶ Developing partnership with Bridgewater and Area Family Health Centre
- ▶ Prescriptions for Physical Activity
- ▶ Active Living Coordinator to help connect patients to opportunities in the community to fulfill their prescriptions

Active Transportation Leadership and Promotion - MODL E Bike

<https://www.youtube.com/watch?v=FEDsTjqc-l8&feature=youtu.be>

Council

January 23, 2018

Item: 8.2

Authorization: K. Malloy

<h1>TOURISM & MARKETING</h1> <h2>DISTRICT OF LUNENBURG</h2>	  
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<h3>DISTRICT OF LUNENBURG TOURISM & MARKETING</h3>
<h4>AGENDA</h4> <ul style="list-style-type: none">■ Tourism Overview<ul style="list-style-type: none">■ Key Areas Of Service Delivery■ Past Projects■ New/Major Projects■ Wrap Up/Video/Questions

TOURISM OVERVIEW

- Chasidy Veinotte-Dorey-
Tourism and Marketing Coordinator
- Key Areas of Service Delivery
 - Municipal Strategy's
 - Community Involvement
 - Social Media Development
 - Online Development
 - Visitor Information Center
 - General Tourism Promotion

TOURISM OVERVIEW

Municipal Strategy's

- 2010 Municipal Strategic Plan: Goal 1 – Support and strengthen the local tourism industry
- 2014 – 2019 ED Strategic Action Plan: Strategic Direction #4 – Expand the Municipality's Tourism Sector
- 2016 – 2019 Investment Attraction Strategy: Visitor Conversion Campaign, Promotion of Existing Creative Cluster, Inland Visitor Map

TOURISM OVERVIEW

Community Involvement

- South Shore Tourism Association
- Events Lunenburg County
- Bluenose Coast
- Partnering With Community Initiatives
 - Rural Arts & Life Tour
 - Petite Riviere Arts & Craft Society

TOURISM OVERVIEW

Social Media Development

- facebook.com/vic.blockhouse (Tourism)
 - 663 followers – Goal for end of 2018 (2,000)
 - New Bakery reached 4,532
 - Terra Beata reached 3,961
 - Open Farm Day reached 2,181
- facebook.com/LunenburgDistrict (ED)
 - 295 Followers – Goal for end of 2018 (1,000)
 - Agriculture Day 2017 reached 1,872
 - Esso Cup reached 754
 - Internet launch reached 675

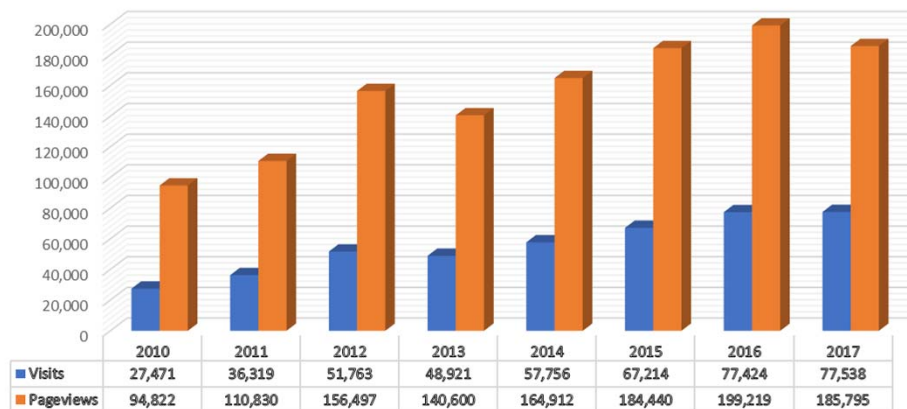
TOURISM OVERVIEW

Online Development

- www.lunenburgregion.ca
- www.lunenburgdistrict.ca
- www.Lunenburg.ca
- www.growsouthwestnovascotia.ca
- www.whyhere.ca
- www.modl.ca
- Youtube channel
- Show Me Map

LUNENBURGREGION.CA

Lunenburg Region Stats



LUNENBURGREGION.CA

- Total Visits since inception – 455,285
- Total Pageviews since inception – 1,280,292
- Top items of interest
 - Festival & Events
 - Blue Rocks
 - Crescent Beach
 - Hirtle's Beach
- Top areas visitors come from
 - Halifax
 - Bridgewater
 - Dartmouth
 - Montreal

PROMOTIONAL VIDEOS

- Total Videos – 29
- Number of times videos viewed – 202,083
- Top videos

■ Old Confidence Lodge	8,789 views
■ Petite Riviere Vineyard	8,712 views
■ Derek Wentzell DWH Cabinets	8,695 views
■ Kevin's Family Farm	8,517 views
- Total Video Blogs – 1

■ Petite and Lahave Loop	29,600 views
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TOURISM OVERVIEW – VISITOR INFORMATION CENTRE

Temporary VIC open 2010 – Permanent VIC opened 2013



PAST PROJECTS



FUTURE/MAJOR PROJECTS

- Lobstercrawl
- Visitor Conversion Campaign Program
- Signage on the 103
- Client Visitation Program
- Winter Tourism
- Year Round Video Promotional Materials
- Show Me Map

SHOW ME MAP

<https://www.showmemaps.com/lunenburg-region/>

VIDEO

LaHave/Petite Loop

<https://www.dashboardliving.com/2017/08/07/petite-riviere-loop-7-things-must-see-lahave-nova-scotia/>

Viewed almost 30,000 times

TOURISM- DISTRICT OF LUNENBURG

Questions?



Municipality of the District of Lunenburg

Council
January 23, 2018
Item: 10.1.1
Authorization: K. Malloy

January 16, 2018

To Her Worship, Mayor Bolivar-Getson, and Councillors
of the Municipality of the District of Lunenburg

Dear Mayor and Councillors:

The Policy & Strategy Committee in session on Tuesday, January 16, 2018, made the following recommendations to Council:

1. That Municipal Council write a letter to the Department of Transportation and Infrastructure Renewal for confirmation, description and detailed mapping of a right-of-way along the coast from Broad Cove to Green Bay.

Respectfully submitted,

Chairman and Members
Policy & Strategy Committee

/trb
Attachments



Council
January 23, 2018
Item: 10.2.1

Municipality of the District of Lunenburg

Authorization: K. Malloy

January 16, 2018

To Her Worship, Mayor Bolivar-Getson, and Councillors
of the Municipality of the District of Lunenburg

Dear Mayor and Councillors:

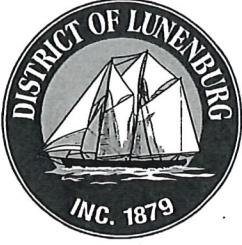
The Pension Committee in session on Tuesday, January 16, 2018, made the following
recommendations to Council:

1. That Municipal Council award the RFP 2017-01-405 for Defined Benefit Pension Plan Administrator & Actuarial Services to Plenus Consultants for a 7-year term effective April 1, 2018.

Respectfully submitted,

Chairman and Members
Pension Committee

/jp
attachments



Municipality of the District of Lunenburg

REQUEST FOR A DECISION

REPORT TO: Pension Committee

SUBMITTED BY: Elana Wentzell, CPA, CMA, Municipal Treasurer

DATE: December 11, 2017

RE: Award of RFP 2017-01-405 Request for Defined Benefit Pension Plan Administrator & Actuarial Services

ORIGIN: Staff

RECOMMENDATION

It is recommended that the Pension Committee recommend to Council to award the RFP 2017-01-405 for Defined Benefit Pension Plan Administrator & Actuarial Services to Plenus Consultants for a 7-year term effective April 1, 2018.

EXECUTIVE SUMMARY

A Request for Proposals (RFP) for Defined Benefit Pension Plan Administrator & Actuarial Services closed on December 4, 2017 for a 7-year term. Three firms quoted on the RFP: Plenus Consultants, Mondelis Corporation and IA Financial Group.

The fees associated and the final score for each bid is enclosed in Schedule A. Bids were scored based several factors including understanding of the engagement, qualifications, service standards and fees. A copy of the scoring sheet is attached as Schedule B.

The fees are an important part of the RFP and were worth 45 points. The fee scoring was based on a pro-rated deduction from the lowest bid. Plenus had the lowest bid with Mondelis scoring a close second. Mondelis had points deducted as their existing clientele are in Ontario where they do not perform plan administration. IA Group had points deducted as they do not have Nova Scotia Municipal Clientele and their fees were considerably higher than the other two bids received.

BUDGET IMPLICATIONS

The budget will be adjusted for 2018/19 based on the RFP award.

CONCLUSION

Based on the qualifications of the bids received and the costs associated with them, staff are recommending that Plenus Consultants is awarded the RFP for defined benefit pension plan administration and actuarial services.

Department: Finance and Administration	
Report Prepared By: Elana Wentzell	Date Dec 11, 2017
Report Approved By: _____	Date _____
Reviewed By CAO: _____	Date _____

** Valuation Costs included annually for comparison purposes only

RECOMMENDATION: That the Pension Committee recommend to Council that RFP 2017-01-405 Pension Plan Administrator & Actuarial Services be awarded to Plenus Consultants for a 7-year term effective April 1, 2018

Name:	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL COST	SCORE
Plenus Consultants									
Administration									
Plan Administration	3,500								
Member Statements	incl								
Termination/Resignation	375								
Retirement	375								
AIR	750								
Pension Adjustment Reversal - PARS	375								
Governance- set up	-								
Governance - ongoing	-								
Additional Admin fees	-								
Actuarial services									
Valuation	10,500								
Pension Expense Disclosure PSAB 3250	2,500								
Performance Reports	1,500								
Hourly Rates									
Actuary - Senior	375-425								
Support/Consultants	250-375								
Admin + Valuation + PSAB (est CPI 2%)	16,500	16,830	17,167	17,510	17,860	18,217	18,582	122,666	98

RFP 2017-01-405 Pension Plan Administrator & Actuarial Services - Cost Comparison

SCHEDULE A

** Valuation Costs included annually for comparison purposes only

RECOMMENDATION:

That the Pension Committee recommend to Council that RFP 2017-01-405 Pension Plan Administrator & Actuarial Services be awarded to Plenus Consultants for a 7-year term effective April 1, 2018

Name:	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL COST	SCORE
Mondelis Corporation									
Administration									
Plan Administration	6,000	6,000	6,300	6,300	6,300	6,300	6,300		
Member Statements	incl								
Termination/Resignation	500	500	500	525	525	525	525		
Retirement	500	500	500	525	525	525	525		
AIR									
Pension Adjustment Reversal – PARS									
Governance – set up									
Governance – ongoing									
Additional Admin fees									
Actuarial services									
Valuation	8,000	8,000	8,000	8,400	8,400	8,400	8,400		
Pension Expense Disclosure PSAB 3250	3,500	3,500	3,500	3,700	3,700	3,700	3,700		
Performance Reports	Hourly rates								
Hourly Rates									
Actuary – lead	350	350	350	370	370	370	370		
Actuary – Associate	250	250	250	260	260	260	260		
Actuary – Analyst	175	175	175	180	180	180	180		
Admin + Valuation + PSAB	17,500	17,500	17,800	18,400	18,400	18,400	18,400	126,400	89

** Valuation Costs included annually for comparison purposes only

RECOMMENDATION: That the Pension Committee recommend to Council that RFP 2017-01-405 Pension Plan Administrator & Actuarial Services be awarded to Plenus Consultants for a 7-year term effective April 1, 2018

Name:	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL COST	SCORE	
IA Financial Group \$5,000 + \$40/non-retired member + \$25/retired member	Administration									
	Plan Administration	7,035								
	Member Statements									
	Termination/Resignation	350								
	Retirement	350								
	Divorce	500								
	AIR									
	Pension Adjustment Reversal - PARS									
	Governance-- set up									
	Governance - ongoing									
Monthly annuity fee \$3/pymt	Additional Admin fees									
	Actuarial services									
	Valuation	12,000								
	Pension Expense Disclosure PSAB 3250	6,000								
	Performance Reports									
	Hourly Rates	250								
	Fees guaranteed for 3 years									
	Admin + Valuation + PSAB (with roll forward & CPI)	21,035	21,035	21,035	21,456	21,885	22,323	22,769	151,537	87
	Admin + Valuation + PSAB (no roll fwd, est CPI fee)	25,035	25,035	25,035	25,536	26,046	26,567	27,099	180,353	77

Name:	Plenus	Points Allocated	Notes
1.)	Understanding of Engagement – 5 points a. Demonstration of full understanding Municipal Structure and Governance; b. Knowledge and experience with Public Sector Accounting Standards for Municipal Defined Benefit Pension Plans.	5	
2.)	Firm Profile – 10 points a. Reputation of service to existing customers (i.e. dependability, consistency, timeliness, efficiency); b. Managerial ability; c. Corporate Stability;	8	Good reputation with us, small firm Sometimes slow with reports
3.)	Technical and Professional Qualifications – 15 points a. Proven Experience with Municipal Pension Plan Administration & Actuarial Services b. Description of similar projects and references c. Ability of the Proponent to meet service specifications defined herein; d. Technical and professional qualifications (i.e. local expertise, municipal experience, support services); e. Qualifications and experience of staff assigned to the engagement.	15	
4.)	Service Standards – 15 Points a. Statement of full understanding of the objectives and overall scope of work to be performed; b. Extent that the proposal demonstrates the firm's ability to meet the municipality's required timeline for completion of the required reporting c. Transition plans.	15	
5.)	Additional Services – 5 Points a. Proponent's ability to provide additional services when required.	5	
6.)	Quality of Proposal – 5 points a. Level of effort b. Presentation c. Thoroughness	5	
7.)	Fees – 45 points	45	
TOTAL		98	

Name:	Mondelis Corporation	Points Allocated	Notes
1.)	Understanding of Engagement – 5 points a. Demonstration of full understanding Municipal Structure and Governance; b. Knowledge and experience with Public Sector Accounting Standards for Municipal Defined Benefit Pension Plans.	5	
2.)	Firm Profile – 10 points a. Reputation of service to existing customers (i.e. dependability, consistency, timeliness, efficiency); b. Managerial ability; c. Corporate Stability;	10	
3.)	Technical and Professional Qualifications – 15 points a. Proven Experience with Municipal Pension Plan Administration & Actuarial Services b. Description of similar projects and references c. Ability of the Proponent to meet service specifications defined herein; d. Technical and professional qualifications (i.e. local expertise, municipal experience, support services); e. Qualifications and experience of staff assigned to the engagement.	5	They calculate benefits but don't have experience administering Municipal Pension plans based on service provided to references. All references are in Ontario where the Province Administers the DB plans
4.)	Service Standards – 15 Points a. Statement of full understanding of the objectives and overall scope of work to be performed; b. Extent that the proposal demonstrates the firm's ability to meet the municipality's required timeline for completion of the required reporting c. Transition plans.	15	
5.)	Additional Services – 5 Points a. Proponent's ability to provide additional services when required.	5	
6.)	Quality of Proposal – 5 points a. Level of effort b. Presentation c. Thoroughness	5	
7.)	Fees – 45 points	44	
TOTAL		89	

Name:	IA Financial Group	Points Allocated	Notes
1.) Understanding of Engagement – 5 points	<ul style="list-style-type: none"> a. Demonstration of full understanding Municipal Structure and Governance; b. Knowledge and experience with Public Sector Accounting Standards for Municipal Defined Benefit Pension Plans. 	5	
2.) Firm Profile – 10 points	<ul style="list-style-type: none"> a. Reputation of service to existing customers (i.e. dependability, consistency, timeliness, efficiency); b. Managerial ability; c. Corporate Stability; 	10	
3.) Technical and Professional Qualifications – 15 points	<ul style="list-style-type: none"> a. Proven Experience with Municipal Pension Plan Administration & Actuarial Services b. Description of similar projects and references c. Ability of the Proponent to meet service specifications defined herein; d. Technical and professional qualifications (i.e. local expertise, municipal experience, support services); e. Qualifications and experience of staff assigned to the engagement. 	13	All municipal experience in Quebec Do have non-municipal clients in NS
4.) Service Standards – 15 Points	<ul style="list-style-type: none"> a. Statement of full understanding of the objectives and overall scope of work to be performed; b. Extent that the proposal demonstrates the firm’s ability to meet the municipality’s required timeline for completion of the required reporting. c. Transition plans. 	15	
5.) Additional Services – 5 Points	<ul style="list-style-type: none"> a. Proponent’s ability to provide additional services when required. 	5	
6.) Quality of Proposal – 5 points	<ul style="list-style-type: none"> a. Level of effort b. Presentation c. Thoroughness 	5	
7.) Fees – 45 points		34	
TOTAL		87	24 77



JAN 2018
UPDATE TO

FESC
&
COUNCIL



Lunenburg Regional
FES
Fire & Emergency Services



- Continue to Interact with fire departments via phone and emails
- Have had several Fire Department Chief and Deputy Chiefs into the office just to talk and listen to them over general issues
- There are still a few departments to visit



- A Department asked if a WIFI hotspot for Fire Apparatus and a data package could be obtained through MJSB their costing
- An Operating Policy is being developed



- Encouraged Departments to revisit and possibly update coverages to Insurance for Liability, Building and Vehicles
- Working on a group insurance policy for Fire Department Personnel
- We have a financial template drafted for FESC approval and then take to fire service at the Annual meeting



- MJSB had surplus laptops to remove from service and were offered to interested fire departments
- Naloxone kit for all MODL fire departments as another type of PPE for Firefighters



- Fire Service survey has been underway since early December
- Working with Sarah Kucharski on this project and we are looking forward to see results
- The first Recognition Certificates for Business and Community support through MDL-70 have been awarded



- The registration package seemed to work better however there were a couple of things that still needed to be updated
- The process for the Fire department fall checks has been updated and streamlined and June will be done this year also
- The budgeting for Fire Services will also be gone over and documented





www.alamy.com - BR2ARD



alamy stock photo

www.alamy.com - C2YYXE





Council
January 23, 2018
Item: 11.2.1
Authorization: K. Malloy

REPORT TO: Municipal Council
SUBMITTED BY: Alex Dumaresq
A/Director Engineering
DATE: January 24, 2018
RE: Waste Collection Contract Extension

RECOMMENDATION

Move that Municipal Council approve the extension of the current waste collection contract with GE Environmental for one year, beginning April 1, 2019 and ending March 31, 2020 and authorize the Mayor and Clerk to execute same.

BACKGROUND

The current 7-year solid waste collection contract with GE Environmental will expire on March 31, 2019. This is a major contract, both in terms of municipal costs (approximately \$1.5 million annually) and in terms of providing a core municipal service to residents.

The five municipal units in Lunenburg County have been discussing the procurement process for the next contract for the service. In addition to exploring the potential for cost savings through joint procurement, there have been some preliminary discussions on using a RFP process to allow for bidders to provide creative solutions for service options that have been discussed by MODL council such as improving collection on private roads, and bulky item collection. Because changes in the service and/or the contractor may require the bidder to make investments in their fleet, it is recommended to provide more time between contract award and the start date of the new contract.

In order to facilitate this transition period, an extension of the current service contract is required. GE's has indicated that they would continue to offer the service at the same price (\$79.64 per dwelling unit) and conditions for the additional year. Staff Recommend that Council authorize the extension.



REQUEST FOR DECISION

REPORT TO: Council

SUBMITTED BY: Kevin Malloy
Alex Dumaresq
Elana Wentzell
Sarah Kucharski

DATE: January 23, 2018

RE: Administration Building

RECOMMENDATION

Move that the Council direct staff to proceed with the construction of a new administration facility in Osprey Village and proceed to the procurement of design services for the design of the building.

BACKGROUND

The current office building, located at 210 Aberdeen Road in Bridgewater, was built in the 1970s, and provides approximately 11,000 square feet of space. In 2009 an assessment was completed on the space requirements of the Municipality, which determined that MODL was in need of more space to accommodate staff and program requirements. Since that time, there has been some operational changes to minimize the pressure, including rental of offsite space, transfer of IT services to the Municipal Joint Services Board, and attrition/restructuring. In addition, during that time, two positions were added to help the Municipality better serve its residents. Space continues to be an issue. Over a series of annual capital budget cycles, issues with the current municipal Administration building have been identified. In late 2017, the Municipality procured the services of Catalyst Engineering to assist in the assessment of issues and options for the Administration building. The consultant's reports are attached to this summary memo; below is a brief summary of the issues with the current facility.

Space Requirements

The range and depth of service required of municipal governments has changed since the 1970s. Modifications such as dividing offices and installing a trailer have been made to increase usable office and program space; however, the current facility can no longer accommodate municipal needs. Catalyst estimates that 15,100 square feet in a new purpose built facility or 16,700 in an renovated building would be required for municipal purposes.

Accessibility Requirements

The current facility will not meet new provincial accessibility requirements. More importantly, the current facility does not provide access to all citizens to municipal services. At minimum, upgrades to the front ramp, door configuration, and barrier free washrooms will be required to make the upper floor accessible. The rear entrance where recreation, planning/building, and engineering service is provided has more challenging accessibilities, in addition to the potential requirement for an elevator and reconfiguration of the layout.

Security & Confidentiality

The current building configuration creates challenges in providing a safe and secure workplace. Currently, some staff work in isolated environments beyond the secured staff area. Lack of adequate acoustic insulation and space constraints make it difficult to secure confidential information and protect the privacy of residents and employees.

Impacts of aging building (Air Quality & Fire Code Compliance)

Air circulation within the facility is an issue due to the aging HVAC system and building configuration issues, resulting in some areas of the building not meeting current standards for regular use. In addition, due to the age of the building, reconfiguration to create more useable space, and changes in the fire code, the current facility does not meet present day regulations.

Public Facility Needs

The current building is lacking in appropriate facilities for meeting with the public. There is inadequate workspace to provide Councillors with acceptable office stations or meeting space. The current Council Chamber presents issues when there are large numbers of citizens attending a meeting, or when presentations are made to Council and the public, and there are no audio-visual tools to assist those with vision or hearing impairments. There is no private reception area or meeting room for taxpayers who may wish to discuss sensitive information with the tax office, administration or Council members.

Single entry client model

Currently Council, Administration and Finance services are accessed from the front counter, while Recreation, Building/Planning and Engineering services are accessed from the rear entrance of the building. A single point for customer service would provide better customer service, reduce some of the safety concerns, and result in operating efficiencies.

Location

While the current facilities are centrally located, through public engagement, some residents clearly expressed the desire to see the municipal administration facility located within the boundaries of the Municipality itself.

OPTIONS

New Construction in MODL

Catalyst estimates that a new build will cost \$7.2 million, minus the proceeds of the sale of 210 Aberdeen, for a total cost of \$6.7 million. This option addresses all of the major issues and criteria identified including: demand for space, accessibility, security and confidentiality, air quality/fire code issues, and single client entry, within the boundaries of MODL.

In addition, the investment made will have a longer lifespan than any of the options that include renovating older buildings.

Issues with a new build include:

- Securing agreement from the Bridgewater Public Service Commission for an appropriate site at Osprey Village will be needed.
- The sale of the current administration building is assumed in the project planning for a new build.
- While the Municipality has been planning for significant capital replacement through annual contributions to depreciation reserve funds, the size of the investment in a new building translates to opportunity costs of not pursuing other projects.

Renovate and Expand 210 Aberdeen

Catalyst estimates that a renovation and addition to address existing issues will cost \$8.3 million. Catalyst states that this option would address the demand for space, accessibility issues, security and confidentiality, and the air quality/fire code issues.

Issues with a renovation include:

- There will be service disruption to residents because a renovation of this scale will require the temporary relocation of municipal services.
- While the Municipality has been planning for significant capital replacement through annual contributions to depreciation reserve funds, the size of the investment translates to opportunity costs of not pursuing other projects.
- This option is more costly than new construction and has a shorter period of time before additional capital investments will be required.

Renovate an Abandoned School and Establish a Service Centre North of the 103 Highway

During public consultation it was suggested that MODL may be able to make use of some of the surplus school properties in the Municipality. As a result of this suggestion, further investigation was undertaken by Catalyst. Detailed cost estimate of a renovation is not available at this time; however, some major upgrades would be required as the schools date from the same era as the current administration facility. These include HVAC and building systems, paving around the properties, and a more detailed examination of structural components is needed.

Issues with this option include:

- Significant investment from municipal reserves would still be required in order to complete a retrofit for these aging facilities.

- There will likely be issues in securing some key amenities needed; including:
 - high speed internet, once Ednet is removed
 - adequate parking
 - the properties are not on central sewer and water
- This option would have a shorter period of time before more capital investments will be required compared to new construction.
- No schools currently under review or threat of potential closure are in a central location. As a result, it would not be possible to provide a single client entry point

Renovate 210 Aberdeen and Lease Additional Space

An alternative to major retrofit would be to address the building deficiencies and space needs by making necessary investments to address accessibility, safety, air quality and fire code issues, and relocating at one or more departments to offsite locations to address space issues.

This option would still require depreciation reserve funds to renovate the building, and these renovations would trigger the need to meet all current building and fire code requirements. It is also not a desirable long-term solution: there will be continued demand for capital upgrades on the facility, in addition to the increased operating costs as a result of the leasing requirements to address the space issue.

BUDGET IMPLICATIONS

The Capital Budget projection presented in the draft 5-Year Financial Strategy includes a \$7 million withdrawal from reserves to address the capital cost requirements of the options presented. No new taxes or tax increases would result from selecting any of the options presented. Reserve funds are available, in large part due to annual contributions to the depreciation fund, which Council established to replace aging assets.

If the Renovate and Lease Additional Space option is being considered, a lease vs. buy financial analysis should be completed to determine if leasing space is the best value, as leased space is an operating expenditure and would show in the Operating Budget.

STRATEGIC PLAN

The age of the current facility, combined with the service demands on municipalities, and the changes in accessibility and building legislation require upgrades to the administrative facilities in order to achieve Council's strategic priorities and continue to provide expected municipal services.

COMMUNICATION CONSIDERATIONS

The Municipality held two open houses in mid-November in Council Chambers. At each of the meetings, attendees heard a short presentation from the Project Manager, then had the opportunity to ask questions of the Project Manager, Council members and the CAO. Additionally, the topic was brought up at each of six Your Government, Your Ideas meetings, and discussion was encouraged. The issue and engagement opportunities were promoted through two articles in Municipal Matters, news stories, newspaper advertisements, extensive radio advertisements, the front page of modl.ca, paid advertising on Facebook,

in Councillor newsletters, on the modl.ca Calendar of Events, and in a direct email to residents who had signed up to the email list on the topic.

At the open houses, residents were predominately opposed to a new building or expansion. As residents had the opportunity later in the event to ask questions one on one with the CAO and Project Manager, a good portion of these residents (though not all) appeared to be more supportive of the new building after having their questions answered. All residents in attendance were encouraged to fill out the survey.

The online/paper survey received 86 responses. The two open houses saw 25 attendees. Survey comments were coded to indicate support for a new building, renovation or other option.

- Build new 62% (53/86)
- Other 29% (25/86)
- Renovate 9% (8/86)

As the survey indicates, the majority of survey respondents support building a new building. Respondents want to see:

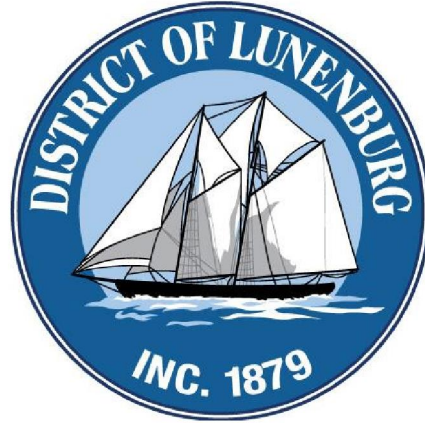
- a new building built in the Municipality and not in Bridgewater
- tight budgetary control to ensure the project does not face cost overruns or multiple change orders
- efficiencies to decrease the amount of square footage needed now and in the future

Of the 29% of survey respondents whose comments were categorized as Other, many residents requested that the Municipality examine the feasibility using schools that might close in the near future. In response, the CAO and representatives from Catalyst Engineering visited each building. They determined that the schools were built to a purpose not appropriate for offices, are in very poor condition, and would require a similar cost to renovate as the current administration building, and the added travel distance for residents north of Bridgewater is not acceptable.

Though there are some residents vocally opposed to a new building, the respondents to the survey and attendees at Your Government, Your Ideas meetings were generally supportive of the idea of building a new, cost-efficient building in the Municipality but close to Bridgewater.

CONCLUSION

Issues with the current administrative facilities located at 210 Aberdeen Road require attention. The need for additional space has been identified since 2009; core building systems such as HVAC have exceeded their useful life. In concert, these issues result in problems with air quality and fire egress. In addition, provincial accessibility legislation will require the Municipality to make significant investment in facilities to provide universal accessibility. Based on the information provided from the consulting engineers, a new facility, located in the Municipality, that provides a single client entry model is recommended.



Administration Building Backgrounder

November 2017

How we got here

The Municipality of the District of Lunenburg operates out of 210 Aberdeen in the Town of Bridgewater, a building that opened in 1970. Since that time, the scope of municipal services has changed substantially.

The condition of this 47-year-old building has been the topic of discussion for nearly a decade, beginning in 2009, when Council directed a firm to undertake a Space Needs Assessment and Options Report. Both the 2009 report and the most recent report from Catalyst Consulting identified building deficiencies in air quality, security and work space. In addition, the building does not meet soon-to-be-introduced provincial accessibility legislation.

Over the past few years, Council has delayed significant investments in the building, with the understanding that in the near future, a decision would need to be made about the future of the building.

Where we are now

It's time to decide the future of this building. Initially, three viable options were identified as potential solutions to the space and safety concerns.

1. Renovating and adding more space to the existing building.
2. Renovating and leasing space.
3. Building a new office on Nathan Cirillo Drive and selling the current building.

In May 2017, Council approved a motion to hire a Project Manager to determine an accurate and detailed cost analysis of all three options.

After further review, the decision was made not to pursue Option 2, renovating and leasing space, as it would be more expensive than the other two options, and would not resolve the issue of having staff in different physical locations.

The Project Manager has completed his report, and it's attached here. It's also available at 210 Aberdeen, and online at www.modl.ca/210Aberdeen.

How we'll finance the project

As you can see from the Project Manager's report, the cost to renovate and add more space to the existing building is significantly higher than the cost to build new. This is a result of the level of the difficulty in retrofitting the old building to meet today's building codes, and the cost of moving staff to a temporary location during the building process.

Regardless of which option is selected by Council, the funds to pay for a renovated or new building would come from within the Municipality's current financial plan. There would be no tax increase to residents.

We'd like to hear from you

Though it's clear that investing in a new building would be the most fiscally responsible choice, we recognize the importance of resident input into this project. We're asking residents to review the Project Manager's report, and provide feedback by:

- attending an open house on November 6 or 16, from 6:30 – 8 pm in Council Chambers.
- filling out a paper survey, or the online survey at www.modl.ca/210Aberdeen before November 17. The survey is open to all residents of the Municipality, and asks for resident input on the issue.

Moving forward

Public consultation is open until Friday, November 17. A consultation report summarizing the public feedback received will be provided to Council, along with a presentation from the Project Manager, in December. At that time, Council will decide on the matter.

Options Analysis for Municipality of the District of Lunenburg Administration Accommodations

Submitted to:



Municipality of the District of Lunenburg

210 Aberdeen Road Bridgewater Nova Scotia Canada B4V 4G8
Phone: 902.543.8181 / Fax: 902.543.7123 / Website: www.modl.ca

Submitted by:



Catalyst Consulting Engineers Inc.
Project Managers and Owners Representatives
110 Hampton Green, Suite 200
Dartmouth, NS
B2V 1M1
(902) 802-0306

1.0 BACKGROUND AND OPTIONS CONSIDERED

The Municipality of the District of Lunenburg is currently housed in a building at 210 Aberdeen Road which is owned and operated by the Municipality. It is a 47 year old building which has never undergone a significant “mid-life refit” or any significant recapitalization. In addition, MODL has experienced significant growth since first occupying the current facility in 1970, this growth has required offsite accommodations with the current building being plagued with undersized work areas and a lack of storage space. Significant operational issues have led Council to consider how best to move forward. In the spring of 2017, Council deemed that the current building is no longer functional for operation.

The options which Council wished to consider prior to making a decision on the future of the building were the following:

1. Retrofit the existing building with an addition of 5,400 square feet;
2. Retrofit the existing building with leasing of 5,400 square feet; and
3. New building of 16,000 square feet constructed in Osprey Village.

The ultimate objective of this report is to obtain a final decision from Council in regards to which option Council wishes to pursue to solve this long standing accommodations issue.

2.0 FINDINGS OF SPACE & BUILDING EVALUATION

Historically, MODL has experienced significant growth since first occupying the current facility on Aberdeen Road. Growth has required offsite accommodations, lack of storage space and undersized work areas. The current facility is 10,828 ft² in size (gross area) whereas the projected area based on the current program in a new facility is 15,837 ft² (gross). This equates to the current facility being undersized by 46%. The approved program is provided in Appendix A.

Physical security is also compromised as the public can freely access by circumventing the reception area and there is only a single means of egress from Council Chambers. In addition, the secondary access to the building (Recreation / Planning & Engineering) is physically removed from the main entrance and produces additional security concerns / risks.

The building lacks full accessibility and barrier free construction which has been an ongoing concern and limitation for the asset. Provincial legislation now in place will require a higher degree of accessibility for public buildings, the front counter entrance has significant accessibility deficiencies and the rec / building / engineering service desk is completely inaccessible as it involves 2 flights of stairs and no elevator is present in the building.

In addition, there are numerous issues related to Code compliance as it relates to fire alarm coverage, exit distances, fire rated corridors and electrical code violations. The extent and specifics of these deficiencies was beyond the scope of this study but as noted, there are significant concerns related to health & safety in the existing facility.

The 47 year old building has never undergone a significant “mid-life refit” or significant recapitalization. The building is served by two oil-fired boilers equipped with an isolated and rudimentary control system. The zone thermostats are pneumatic which is an outdated and rarely seen control system.

The HVAC system is mix of hot water convection baseboards, a few forced flow units (both hot water and electric), numerous ductless air conditioning units, ductless split heat pump and various rooftop units.

There is no central means of building control therefore there is no means to provide automated & coordinated set-back to reduce energy consumption during unoccupied times.

The roof-top units are set to operate automatically in the heating mode. The result is the units run day and night, weekday and weekend based on a need to meet a specific thermostat heating set point – there is no consideration to occupancy levels or hours. This also applies to heat pumps, boilers and domestic water. The original Lennox roof top unit is still in operation, although it is 20 years beyond its anticipated life expectancy.



Original Lennox Rooftop Unit

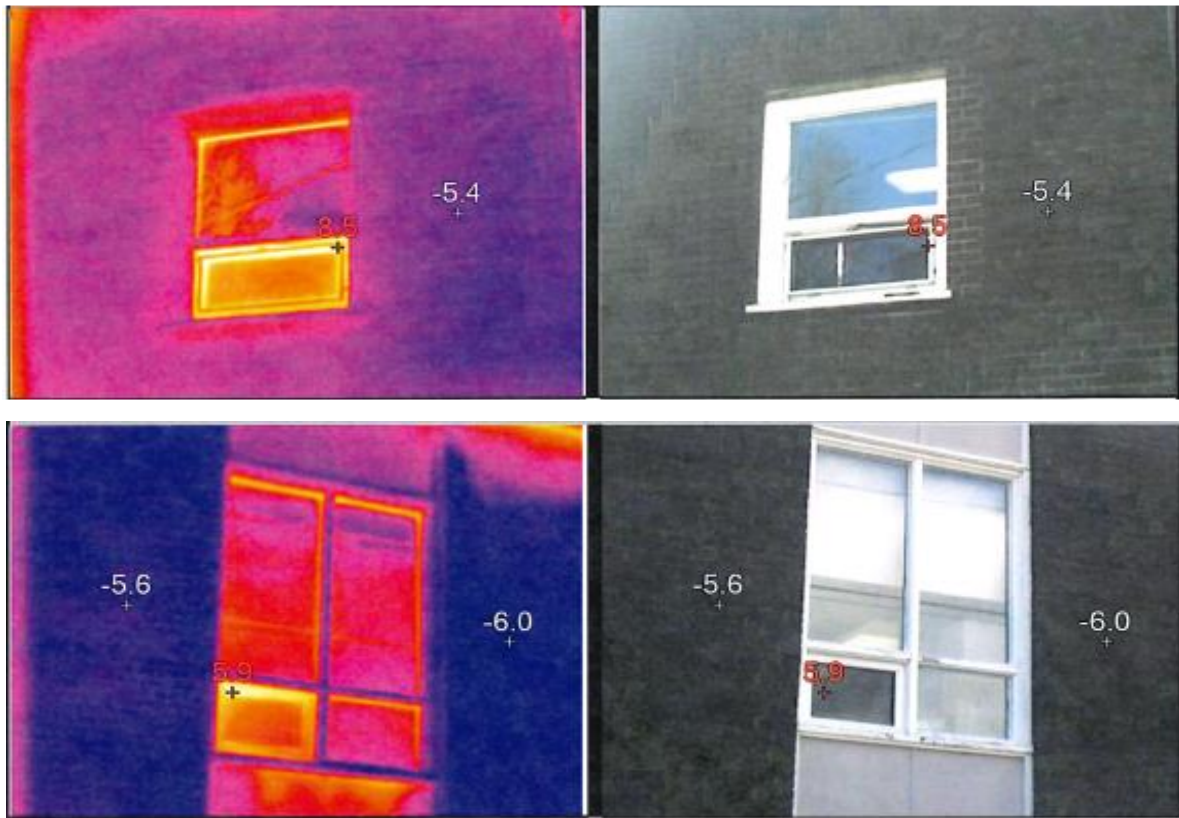
The lighting throughout the building is a mix of older technology T8 lamps, compact fluorescent bulbs, incandescent bulbs and high pressure sodium fixtures. There is limited use of occupancy sensors and no general lighting control system.

Lighting levels appear low (relative to recommended standards) in a number of locations.



The building has recently had a detailed thermographic scan which indicated numerous areas where severe deficiencies were noted relative to insulation levels, leaking windows / doorways and other thermal bridging as evident below:





In review of the energy usage of the current facility relative to industry norms / targets, it was determined the historical usage rate is between 14.5 and 21.3 ekWh/ft² whereas benchmarks for NRCAN, Energy Star and BOMA averages are 25.5, 33.8 and 30.8 ekWh/ft² respectively. This would at first glance appear to indicate the existing facility is extremely energy efficient but in light of the previous findings noted herein, it is obvious this is not the case.

A more detailed review and analysis of the facility reveals that cause for this lower than expected energy usage is related to a significant deficiency in the amount of fresh air being delivered into the building.

Code requires a significant introduction of fresh air to satisfy occupant demands for oxygen. The current facility is delivering insufficient amounts of fresh air to building occupants which is saving energy relative to fans and tempering of the incoming air (heating or cooling). Therefore, while the building may appear energy efficient from an energy use intensity, the reality is it is extremely inefficient from an actual energy use perspective and additionally suffers from a significant Code deficiency relative to providing an acceptable work environment from a fresh air / carbon dioxide perspective.

In summary, the building has far exceeded its useful effective life and requires a complete retrofit relative to all major building systems and infrastructure.

3.0 FINANCIAL RESULTS OF OPTIONS ANALYSIS

3.1 Existing Building Renovation and Addition

Based on the approved space program, it was determined the total building area required for the renovate / addition option is 17,620 ft² Gross (existing building area of 10,828 ft² plus addition area of 6,792 ft² for common areas, circulation, mechanical & electrical rooms, interior and exterior wall thicknesses, ductshafts, etc...). A detailed concept floorplan is provided in Appendix B (note – this concept was developed on a previous program of 16,712 ft² Gross). Definitions for Useable (SF-U or ft²U), Rentable (SF-R or ft²R) and Gross floor areas (SF-G or ft²G) are as per BOMA standards (reference BOMA.org for specifics / definitions).

Detailed cost estimates for the renovated portion and the new addition (\$250/ft² and \$370/ft² respectively), the summary of the renovation estimate is provided in Appendix C. These estimates are inclusive of contingencies for design development as well as construction phase. The renovation total is predicated on a “Major Intervention” with the only residual systems remaining from the original construction being substructure, structure and siteworks – near full scale architectural, mechanical and electrical replacement has been allowed for. In addition, a detailed review of the local lease market conducted in order to determine rental rates for the temporary swing space required during the construction phase. The average value was determined to be \$15/ft²R and the total amount of space required to accommodate the program is 10,400 ft²R.

The total project budget, soft costs (design fees, furniture, fixtures, equipment, audio-visual, geotechnical investigations, materials testing, moving, etc..) were projected based on industry norms and recent / relevant projects actuals.

The results are included in the following table (next page):

Renovate 210 Aberdeen Street, plus addition

Hard Costs

Renovate existing building	10,828	SF-G	\$250.00	\$2,707,000
Addition required	6,792	SF-G	\$370.00	\$2,513,040
Contingencies				included
Sitework Development Allowances				included
Development of new road to access site				not req'd
Hard Construction Cost Subtotal				<u>\$5,220,040</u>

Soft Costs

Lease & Fitup

Lease Space - 1st yr of renovation - net rent	10,400	SF-R	\$15.00	\$156,000
Lease space - 2nd yr of renovation - net rent	10,400	SF-R	\$15.00	\$156,000
Fitup of Rental Space (industry std allowance)	10,400	SF-R	\$60.00	\$624,000
Lease & Fitup Cost Subtotal				<u>\$936,000</u>

Design & PM

Fees

Renovation portion	\$2,707,000	16.0%		\$433,120
Addition	\$2,513,040	11.0%		\$276,434
Fees for Lease Fitup	\$624,000	16.0%		\$99,840
PM Fees	\$5,844,040	3.25%		\$189,931
Design & PM Fees Subtotal				<u>\$999,326</u>

Client costs

Client Requested Changes contingency	\$150,000
Furniture, equipment & audio-visual	\$450,000
Geotechnical and site investigations / reviews	\$30,000
Mtls testing, plotting, moving, etc..	\$125,000
Public Art allowance of roughly 1% of construction	\$50,000
	<u>\$805,000</u>

Net HST	<u>\$339,908</u>
Proceeds of Sale of 210 Aberdeen	<u>\$0</u>
Total Project Costs (rounded)	<u>\$8,300,000</u>

3.2 New Construction Option

Based on the approved space program, it was determined the total building area required for new construct option is 15,915 ft² Gross (program area of 11,368 ft² plus a 40% grossing up factor for common areas, circulation, interior and exterior wall thicknesses, mechanical & electrical rooms, ductshafts, etc...).

Detailed cost estimates for new construct option is provided in Appendix C. This estimate is inclusive of contingencies for design development as well as construction phase.

The standard / quality of construction and key assumptions are as follows:

- ✓ New construct on a greenfield site (currently assumed to be in the Champlain / Nathan Cirillo street area) with municipal services available at the curb;
- ✓ 1 story construction (avoids elevator);
- ✓ Standard commercial / institutional style of construction commensurate with local trades;
- ✓ Durable building materials and proven systems / technology designed for a minimum 50 year effective lifespan;
- ✓ Inclusion of all features required for specific operations of the Municipal Building including connectivity, security, sound privacy, etc...;
- ✓ Achieving 30% under the Model National Energy Code for Buildings (MNECB) by careful design / inclusion of insulation, glazing, heat recovery, LED lighting, DDC controls, heat pumps, occupancy sensors, high efficiency pumps / motors, in-floor heat distribution, etc..;
- ✓ Fully compliant with all relevant / applicable codes and standards;
- ✓ Focus on achieving high standard of indoor environmental quality (IEQ) by specifying low VOC emitting materials, localized exhaust, indoor air quality monitoring, etc...; and
- ✓ Does NOT include any LEED certification at any level but incorporation of those key elements which provide the best value for money for MODL (ie Energy efficiency and IEQ)

The total project budget, soft costs (design fees, furniture, fixtures, equipment, audio-visual, geotechnical investigations, materials testing, moving, etc..) were projected based on industry norms and recent / relevant projects actuals.

The results are included in the following table:

New Construction on Nathan Cirillo Drive

Hard Costs

Renovation	0	SF-G	\$0.00	\$0
New Building	15,915	SF-G	\$340.00	\$5,411,100
Contingencies				included
Sitework Development Allowances				included
Development of new road to access site				included
Hard Construction Cost Subtotal				<u>\$5,411,100</u>

Soft Costs

Lease & Fitup

Lease Space during Renovation	0	SF	\$15.00	\$0
Fitup of Rental Space	0	SF	\$60.00	\$0
Lease & Fitup Cost Subtotal				<u>\$0</u>

Design & PM

Fees

Renovation portion	\$0	16.0%	\$0
New Building	\$5,411,100	11.0%	\$595,221
PM Fees	\$5,411,100	2.5%	\$135,278
Design & PM Fees Subtotal			<u>\$730,499</u>

Client costs

Client Requested Changes contingency	\$150,000
Furniture, equipment and AV	\$450,000
Geotechnical and site investigations / reviews	\$30,000
Mtls testing, plotting, moving, etc..	\$100,000
Public Art allowance of roughly 1% of construction	\$50,000
	<u>\$780,000</u>

Net HST	\$295,552
Proceeds of Sale of 210 Aberdeen	<u>-\$500,000</u>
Total Project Costs (rounded)	<u>\$6,700,000</u>

3.3 Existing Building Renovation and Lease balance of space required

Based on the inherent need to have all MODL resources co-located in order to effectively provide the desired “one stop shop” style of service delivery, the option to split resources across multiple locations (existing renovated facility plus likely 2 additional lease locations) was discounted immediately as being not feasible and was not evaluated in detail further. However, from a high level it is recognized the renovation option was more expensive than the new construct when reduced space efficiency was accounted for and lease space tends to be more expensive than owned space over an investment horizon due to developer’s profit, cost to borrow and increased O&M costs.

3.4 LEED Certification

As noted previously, the proposed construction for both the renovate / add option and the new construct option was based on achieving energy efficiency greater than 30% under the Model National Energy Code for Buildings and focusing on incorporating design elements to ensure optimum Indoor Environmental Quality. However, it was felt that formal LEED Certification (at any level) did not add enough value to warrant the cost premium for same. This is based on the building type, project size, relatively rural location of the project and other factors inherent to the project.

Based on recent and relevant comparables in the industry, the anticipated premiums for LEED certification for the new construct option would be as follows:

- Certified (approximately 2% premium) = \$130 K
- Silver (approximately 5% premium) = \$320 K
- Gold (approximately 8% premium) = \$510 K
- Platinum (approximately 12% premium) = \$770 K

3.5 Utility Costs

Energy usage was estimated for both the renovate / add option and the new construct option being based on achieving energy efficiency greater than 30% under the Model National Energy Code for Buildings using similar technologies, systems and approaches. The renovate / add option is marginally higher in cost due to the increased overall facility size and physical dimensioning / spatial relationships. The projected annual utility costs for energy are:

- New Construct = \$51.5 K / year
- Renovate and Addition to existing = \$ 60.5 K / year

4.0 **NON-FINANCIAL FACTORS RELATED TO THE OPTIONS**

The qualitative pros and cons for each option were developed and are included below:

4.1 **Renovate and Addition to Existing Facility**

Pros	Cons
Space and security issues addressed	Still located in the Town of Bridgewater
Accessibility and infrastructure issues addressed	Parking space becomes limited & no additional parking nearby
Improvements to energy efficiency	Disruptive to residents and staff
	Very disruptive to operations for 2 years

4.2 **New Construction**

Pros	Cons
Privacy & security issues addressed	Need to sell 210 Aberdeen
Accessibility, parking and space issues addressed	Need water agreement or explore alternative
Utilization of land in Osprey Village	
Add value to existing development in Osprey & boost future development	
Increase productivity, efficiency and morale	

4.3 **Renovate Existing and Lease Additional**

Pros	Cons
Not responsible for building ownership of leased portion	Still located in the Town of Bridgewater
Space and security issues addressed	Limited supply of lease-able properties
Accessibility and infrastructure issues addressed	Cannot achieve a single service delivery model – 2 sites

5.0 CONCLUSIONS & RECOMMENDATIONS

1. The status quo of maintaining operations in the current 210 Aberdeen Road asset is not possible, there are significant operational and health & safety issues which preclude continued operations in the facility in its current condition and represents a significant risk and liability to the Municipality.
2. The space program required to optimize operations across all departments and as a municipal government entity as a whole is 11,368 ft² useable which translates into 15,915 ft² gross.
3. All-in project capital and annual utility costs are as follows:

Option	Capital	Utility
New Construct	\$ 6.7 M	\$51,500 / year
Renovate & Addition	\$ 8.3 M	\$60,500 / year

4. Formal LEED certification has not been allowed for / included as it was felt that it didn't represent enough additional value to warrant the incremental costs associated therewith however the proposed construction for both viable options do include achieving energy efficiency of 30% under the Model National Energy Code for Buildings and a focus on optimum Indoor Environmental Quality. In the event it is subsequently determined that formal LEED certification is to be included in the project scope, the budget can be increased as follows:

Certified (approximately 2% premium) = \$130 K

Silver (approximately 5% premium) = \$320 K

Gold (approximately 8% premium) = \$510 K

Platinum (approximately 12% premium) = \$770 K

5. From a qualitative perspective, the New Construct option is the preferred option as it achieves the key project objectives with the least amount of risk and disruption to operations.

APPENDIX A
APPROVED SPACE PROGRAM

Municipality of the District of Lunenburg

Program Space	Area (ft ² U)
Office Space	
Private with small meeting area @ 150 ft ² (2)	300
3 person office @ 200 ft ² (2)	400
Private with enlarged desk area @ 120 ft ² (9)	1,080
Standard private @ 100 ft ² (13)	1,300
Workstation @ 64 ft ² (15)	960
Drop in workstation at 32 ft ² (4)	128
Equipment / Storage / Special Purpose	1,215
Special Purpose Space	
Staff room	400
General Document centre - 2 photocopiers, equipment & paper storage	200
Staff coat storage - part of staff room	0
General Storage	100
Staff Meeting room for 6-8 people; 2 @ 250 ft ²	500
Council Kitchen	100
Council chambers storage	100
Radio Room (w/ 1 workstation)	100
Server room	50
Hub room	50
Custodial Office/storage	120
Staff Washrooms	120
Barrier Free Staff Washroom	75
Reception (2 finance windows: 1 barrier free/workstation, 1 workstation) (1 rec window and workstation) (1 planning window and 2 workstations)	750
Reception meeting room (access from public and staff sides)	150
Council Chambers	1,200
Boardroom 20-30 People (connected to chambers by folding partition)	700
Public Washrooms	520
Waiting Area/Crush Space	250
Additional Meeting Space contingency	500
Total Area (ft² Useable) =	11,368
Gross Area projection at 40% (accounts for wall thicknesses, mechanical & electrical rooms, circulation corridors, ductshafts, etc...)	4,547
Total Building Area (ft² Gross) =	15,915

APPENDIX B

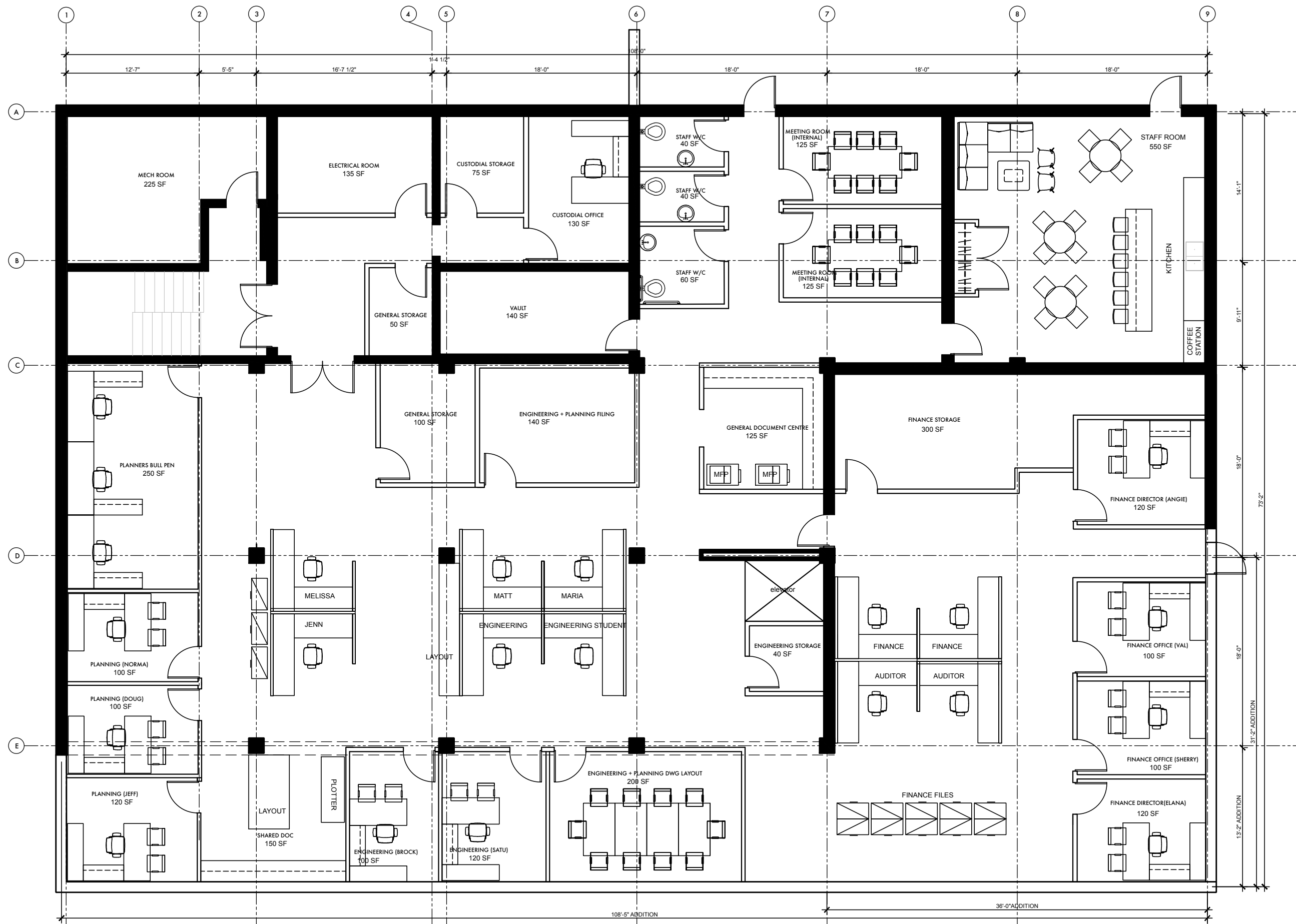
PRELIMINARY CONCEPT FLOORPLANS
RENOVATE & ADDITION OPTION

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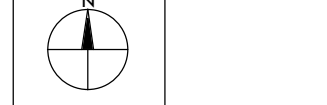
PENTHOUSE ON ROOF ABOVE 1020 SQ FT
MAIN FLOOR: 7827 SF
BASEMENT FLOOR: 7827 SF
TOTAL: 16,674 SF

ISSUE
ISSUED FOR REVIEW
10.02.2017

REVISIONS

NO.	REVISION	DATE	ISSUED BY
01	ISSUED FOR REVIEW	10.02.17	JB

PROJECT NORTH



PROJECT
LUNEBURG MUNICIPAL BUILDING
BRIDGEWATER, NS

CLIENT
LUNEBURG MUNICIPAL BUILDING
BRIDGEWATER, NS

DRAWING TITLE
SPACE PLAN - BASEMENT

DATE	JOB NUMBER
10.02.2017	P17-038

DRAWN BY SS CHECKED BY JB
SCALE NTS

DRAWING NO.
I-SP-00

APPENDIX C

COST ESTIMATE SUMMARIES

ELEMENT	Elemental Quantity	Unit	Elemental Unit Rate	Elemental Amount		Rate per SF GFA		%
				Sub-total	Total	Sub-total	Total	
Gross Area =	10828	SF						
A SHELL					\$737,002		\$68.06	27.1
A1 SUBSTRUCTURE					\$10,000		\$0.92	0.4
A11 Normal Foundations	5,414	SF	\$1.85	\$ 10,000		\$0.92		0.4
A12 Basement Excavation	1	CY	\$0.00	\$ -		\$0.00		0.0
A13 Special Foundations	1	SF	\$0.00	\$ -		\$0.00		0.0
A2 STRUCTURE					\$140,935		\$13.02	5.2
A21 Lowest Floor Construction	5,414	SF	\$3.23	\$ 17,480		\$1.61		0.6
A22 Upper Floor Construction	5,414	SF	\$15.97	\$ 86,455		\$7.98		3.2
A23 Roof Construction	5,414	SF	\$6.83	\$ 37,000		\$3.42		1.4
A3 EXTERIOR ENCLOSURE					\$586,067		\$54.13	21.6
A31 Walls Below Grade	1,100	SF	\$16.36	\$ 18,000		\$1.66		0.7
A32 Walls Above Grade	7,800	SF	\$41.25	\$ 321,750		\$29.71		11.8
A33 Windows and Entrances	1,200	SF	\$97.80	\$ 117,365		\$10.84		4.3
A34 Roof Finish	5,414	SF	\$22.53	\$ 121,952		\$11.26		4.5
A35 Canopies and Projections	70	SF	\$100	\$ 7,000		\$0.65		0.3
B INTERIORS					\$631,145		\$58.29	23.2
B1 INTERIOR PARTITIONS AND DOORS					\$301,400		\$27.84	11.1
B11 Fixed Partitions	10,000	SF	\$14.85	\$ 148,500		\$13.71		5.5
B12 Interior Doors and Screens	56	no.	\$2,730.36	\$ 152,900		\$14.12		5.6
B2 INTERIOR FINISHES					\$217,240		\$20.06	8.0
B21 Floor Finishes	10,828	SF	\$8.30	\$ 89,895		\$8.30		3.3
B22 Ceiling Finishes	10,828	SF	\$6.15	\$ 66,545		\$6.15		2.5
B23 Wall Finishes	31,000	SF	\$1.96	\$ 60,800		\$5.62		2.2
B3 FITTINGS AND EQUIPMENT					\$112,505		\$10.39	4.1
B31 Fittings and Fixtures	10,828	SF	\$10.02	\$ 108,505		\$10.02		4.0
B32 Equipment	10,828	SF	\$0.37	\$ 4,000		\$0.37		0.1
B33 Conveying Systems	10,828	SF	\$0.00	\$ -		\$0.00		0.0
C SERVICES					\$756,000		\$69.82	27.8
C1 MECHANICAL					\$426,600		\$39.40	15.7
C11 Plumbing and Drainage	10,828	SF	\$4.49	\$ 48,600		\$4.49		1.8
C12 Fire Protection	10,828	SF	\$3.49	\$ 37,800		\$3.49		1.4
C13 HVAC	10,828	SF	\$25.43	\$ 275,400		\$25.43		10.1
C14 Controls	10,828	SF	\$5.98	\$ 64,800		\$5.98		2.4
C2 ELECTRICAL					\$329,400		\$30.42	12.1
C21 Services and Distribution	10,828	SF	\$7.98	\$ 86,400		\$7.98		3.2
C22 Lighting Devices and Heating	10,828	SF	\$7.98	\$ 86,400		\$7.98		3.2
C23 Systems and Ancillaries	10,828	SF	\$14.46	\$ 156,600		\$14.46		5.8
NET BUILDING SUBTOTAL - LESS SITE					\$2,124,147		\$196.17	78.2
D SITE & ANCILLARY WORK					\$165,628		\$15.30	6.1
D1 SITEWORK					\$150,628		\$13.91	5.5
D11 Site Development	15,000	SF	\$7.66	\$ 114,900		\$10.61		4.2
D12 Mechanical Site Services	1	SF	\$15,096.00	\$ 15,096		\$1.39		0.6
D13 Electrical Site Services	1	SF	\$20,632.00	\$ 20,632		\$1.91		0.8
D2 ANCILLARY WORK					\$15,000		\$1.39	0.6
D21 Demolition - Mechanical & Electrical Removals				\$ 13,500		\$1.25		0.5
D22 Remove Temporary (existing) trailer				\$ 1,500		\$0.14		0.1
NET BUILDING SUBTOTAL - INCLUDING SITE					\$2,289,775		\$211.47	84.3
Z GENERAL REQUIREMENTS AND OVERHEADS					\$426,412		\$39.38	
Z1 GENERAL REQUIREMENTS AND FEES					\$249,895		\$23.08	9.2
Z11 General Requirements and Overheads @ 7%				\$ 159,024		\$14.69		5.9
Z12 Contractors Profit @ 4%				\$ 90,871		\$8.39		3.3
Z2 ALLOWANCES					\$176,517		\$16.30	6.5
Z21 Design Development Contingency @ 7%				\$ 176,517		\$16.30		6.5
Z22 Construction Contingency				\$ -		\$0.00		0.0
Z23 Escalation				\$ -		\$0.00		0.0
TOTAL CONSTRUCTION COST (HST EXTRA)					\$2,716,000		\$250.83	100.0

ELEMENT		Elemental	Elemental	Elemental Amount		Rate per m2 GFA			
Gross Area = 15137 SF		Quantity	Unit	Unit Rate	Sub-total	Total	Sub-total	Total	%
A	SHELL	Ratio				\$1,492,626		\$98.61	29.0
A1	SUBSTRUCTURE	to GFA				\$128,665		\$8.50	2.5
A11	Normal Foundations	1.000	15,137 SF	\$8.50	\$ 128,665		\$8.50		2.5
A12	Basement Excavation	0.000	1 CY	\$0.00	\$ -		\$0.00		0.0
A13	Special Foundations	0.000	1 SF	\$0.00	\$ -		\$0.00		0.0
A2	STRUCTURE					\$529,795		\$35.00	10.3
A21	Lowest Floor Construct.	1.000	15,137 SF	\$8.00	\$ 121,096		\$8.00		2.4
A22	Upper Floor Construction	0.000	0 SF	\$0.00	\$ -		\$0.00		0.0
A23	Roof Construction	1.000	15,137 SF	\$27.00	\$ 408,699		\$27.00		7.9
A3	EXTERIOR ENCLOSURE					\$834,166		\$55.11	16.2
A31	Walls Below Grade	0.000	1 SF	\$0.00	\$ -		\$0.00		0.0
A32	Walls Above Grade	0.720	10,900 SF	\$38.00	\$ 414,200		\$27.36		8.0
A33	Windows and Entrances	0.099	1,500 SF	\$85.00	\$ 127,500		\$8.42		2.5
A34	Roof Finish	1.000	15,137 SF	\$18.00	\$ 272,466		\$18.00		5.3
A35	Canopies and Projections	0.000	1 sum	\$20,000	\$ 20,000		\$1.32		0.4
B	INTERIORS					\$819,220		\$54.12	15.9
B1	INTERIOR PARTITIONS AND DOORS					\$337,500		\$22.30	6.6
B11	Fixed Partitions	0.991	15,000 SF	\$11.00	\$ 165,000		\$10.90		3.2
B12	Interior Doors & Screens	0.005	75 no.	\$2,300.00	\$ 172,500		\$11.40		3.3
B2	INTERIOR FINISHES					\$353,055		\$23.32	6.9
B21	Floor Finishes	1.000	15,137 SF	\$8.00	\$ 121,096		\$8.00		2.4
B22	Ceiling Finishes	1.000	15,137 SF	\$7.00	\$ 105,959		\$7.00		2.1
B23	Wall Finishes	2.775	42,000 SF	\$3.00	\$ 126,000		\$8.32		2.4
B3	FITTINGS AND EQUIPMENT					\$128,665		\$8.50	2.5
B31	Fittings and Fixtures	1.000	15,137 SF	\$7.00	\$ 105,959		\$7.00		2.1
B32	Equipment	1.000	15,137 SF	\$1.50	\$ 22,706		\$1.50		0.4
B33	Conveying Systems	1.000	15,137 SF	\$0.00	\$ -		\$0.00		0.0
C	SERVICES					\$1,332,056		\$88.00	25.9
C1	MECHANICAL					\$817,398		\$54.00	15.9
C11	Plumbing and Drainage	1.000	15,137 m2	\$6.00	\$ 90,822		\$6.00		1.8
C12	Fire Protection	1.000	15,137 m2	\$4.00	\$ 60,548		\$4.00		1.2
C13	HVAC	1.000	15,137 m2	\$36.00	\$ 544,932		\$36.00		10.6
C14	Controls	1.000	15,137 m2	\$8.00	\$ 121,096		\$8.00		2.4
C2	ELECTRICAL					\$514,658		\$34.00	10.0
C21	Services and Distribution	1.000	15,137 m2	\$15.00	\$ 227,055		\$15.00		4.4
C22	Lighting & Heating	1.000	15,137 m2	\$10.00	\$ 151,370		\$10.00		2.9
C23	Systems and Ancillaries	1.000	15,137 m2	\$9.00	\$ 136,233		\$9.00		2.6
NET BUILDING SUBTOTAL - LESS SITE						\$3,643,901		\$240.73	70.8
D	SITE & ANCILLARY WORK					\$771,987		\$51.00	15.0
D1	SITWORK					\$771,987		\$51.00	15.0
D11	Site Development		15,137 SF	\$35.00	\$ 529,795		\$35.00		10.3
D12	Mechanical Site Services		15,137 SF	\$10.00	\$ 151,370		\$10.00		2.9
D13	Electrical Site Services		15,137 SF	\$6.00	\$ 90,822		\$6.00		1.8
D2	ANCILLARY WORK					\$0		\$0.00	0.0
D21	Demolition				\$ -		\$0.00		0.0
D22	Alterations				\$ -		\$0.00		0.0
NET BUILDING SUBTOTAL - INCLUDING SITE						\$4,415,888		\$291.73	85.7
Z	GENERAL REQUIREMENTS AND OVERHEADS					\$734,362		\$48.51	
Z1	GENERAL REQUIREMENTS AND FEES					\$397,430		\$26.26	7.7
Z11	General Requirements and Overheads @ 6%				\$ 264,953		\$17.50		5.1
Z12	Contractors Profit @ 3%				\$ 132,477		\$8.75		2.6
Z2	ALLOWANCES					\$336,932		\$22.26	6.5
Z21	Design Development Contingency @ 7%				\$ 336,932		\$22.26		6.5
Z22	Construction Contingency				\$ -		\$0.00		0.0
Z23	Escalation				\$ -		\$0.00		0.0
TOTAL CONSTRUCTION COST (HST EXTRA)						\$5,150,000		\$340.23	100.0

APPENDIX D

APPROACH AND METHODOLOGY

APPROACH AND METHODOLOGY

Scope of Services

In July 2017 Catalyst Consulting Engineers Inc. (Catalyst) was retained by the Municipality to undertake a detailed options analysis for various potential accommodation solutions relative to both qualitative and quantitative criteria. In order to get to the point to quantitatively analyze / evaluate / rate the options, the multi-disciplinary approach for this study was as follows:

1. Analysis and amendment as necessary previously developed detailed space programs. Evaluation of the functions and building services required to satisfy functional, security, adjacency and code requirements.
2. Development of grossing factors for the space program for various options including a very preliminary concept for the renovate / addition option to demonstrate how the space requirements (size, type and required functional adjacencies) can be realized. The key at the Options Analysis stage was to ensure the correct total amount of space was being considered for each of the options. Note - typically a new building specifically designed to accommodate a space program is more efficient space wise when compared to adding an addition to an existing building – the latter tends to lose useable space for increased circulation and common spaces.
3. In order to accurately budget the costs of construction, development of an overview narrative description of the building systems, amenities, capabilities, components and infrastructure.
4. Our In-house Professional Quantity Surveyors used local market conditions, precedents in municipal building construction, forecast industry trends and holistic scope analysis to develop detailed all inclusive project estimates for the various study buildings / options. These estimates were then turned into budgets through the careful application of appropriate risk allowances and contingencies – again, each specific to the option under consideration where renovations tend to attract more risks relative to new construction options.
5. These building concepts and narratives were turned over to our facilities management specialists to forecast operating and maintenance costs inclusive of utilities, grounds keeping, snow removal, minor repairs, service contracts, insurance, etc... Relative to energy usage (current and forecast) we reviewed and analyzed all data related to energy consumption over the last number of years. In particular, we reviewed the energy usage data relative to minimum servicing HVAC requirements.

The results of the above was a quantitative ranking of the options from a purely financial perspective however our experience has been the best decisions take into account both financial drivers as well as qualitative drivers in order to provide a more balanced and holistic assessment of the options. Accordingly, we worked with the project's Steering Committee to develop a listing of Qualitative evaluation criteria such as ability to

accommodate functional adjacencies, physical security, ability to utilize / optimize operational synergies, location, environmental benefits, alignment with Municipal goals, 3rd party funding, etc...

Specifically as it related to additional costs related to “green standards”, we have a significant database of actual Atlantic Canadian costs on file detailing typical premiums associated with attaining different levels of LEED (from Certified to Platinum). We worked with the Steering Committee to discuss the pros and cons of various green building evaluation systems (LEED, Green Globes, etc.) and as well, which specific elements within each make the most sense for the subject project from a financial and non-financial perspective. In addition, based on our significant recent and relevant experience with the funding assistance available (Efficiency NS, GMF, etc...) we advised on all potential 3rd party funding sources.

Development of Required Space Program

Catalyst interviewed the CAO and department heads to identify current space usage and projected growth based on historical precedents and forecast requirements. Relationships and required proximities / adjacencies of the staff and departments relative to each other were also determined as well as requirements for open office vs closed office based on works being performed. The development of the required space program addressed required office sizing based on function (as opposed to standards / entitlement), washrooms, storage, meeting space and other ancillary spaces.

Digital plans of the existing MODL facility at 210 Aberdeen Road were used to calculate existing department sizes and current program.

Administration Building

Engagement Report

Introduction

Staff brought a report to Council in May 2017 that outlined building deficiencies and potential options. Council approved a motion to hire a Project Manager to determine an accurate and detailed cost analysis of three options.

After further review, the decision was made not to pursue Option 2, renovating and leasing space, as it would be more expensive than the other two options, and would not resolve the issue of having staff in different physical locations. The report was made available in late October.

This report provides a summary of the community engagement process and results.

Engagement purpose

The engagement strategy was designed to involve the public in the municipal decision-making process. The Municipality was seeking resident input to inform Council's decision.

Approach

The Municipality held two open houses in mid-November in Council Chambers. Each event was held from 6 to 8 p.m. and followed the same process. At each of the meetings, attendees heard a short presentation from the Project Manager, then had the opportunity to ask questions of the Project Manager, Council members and the CAO. Additionally, the topic was brought up at each of the first three Your Government, Your Ideas meetings, and discussion was encouraged.

Advertising

The issue and engagement opportunities were promoted through two articles in Municipal Matters, news stories, newspaper advertisements, extensive radio advertisements, the front page of modl.ca, paid advertising on Facebook, in Councillor newsletters, on the modl.ca Calendar of Events, and in a direct email to residents who had signed up to the email list on the topic. The report was made available online, at all the Open Houses, at three of the Your Government, Your Ideas meetings and at the Administration Building.

Summary of Results

The major engagement opportunities offered between October and November 2017 included the online 210 Aberdeen Survey, surveys completed at in-person open houses and information submitted on feedback forms from three Your Government, Your Ideas meetings. Council members reported having had multiple one on one conversations with residents on the topic.

Three people attended the first open house, and a further 22 individuals attended the second open house. Residents attending the open houses had the opportunity to discuss the issue with the Project Manager, staff and Council members.

At the open houses, residents were predominately opposed to a new building or expansion. As residents had the opportunity later in the event to ask questions one on one with the CAO and Project Manager, a good portion of these residents appeared to be more supportive of the new building after having their questions answered. All residents in attendance were encouraged to fill out the survey.

The survey asked residents their thoughts on the options presented in the report. Eighty-six people completed the survey, most online but some residents did submit a paper copy. Survey results were coded to indicate support for a new building, renovation or other option.

Build new	62%	(53/86)
Other	29%	(25/86)
Renovate	9%	(8/86)

As the survey indicates, the majority of respondents support building a new building. Respondents want to see:

- a new building built in the Municipality and not in Bridgewater
- tight budgetary control to ensure the project does not face cost overruns or multiple change orders
- efficiencies to decrease the amount of square footage needed now and in the future

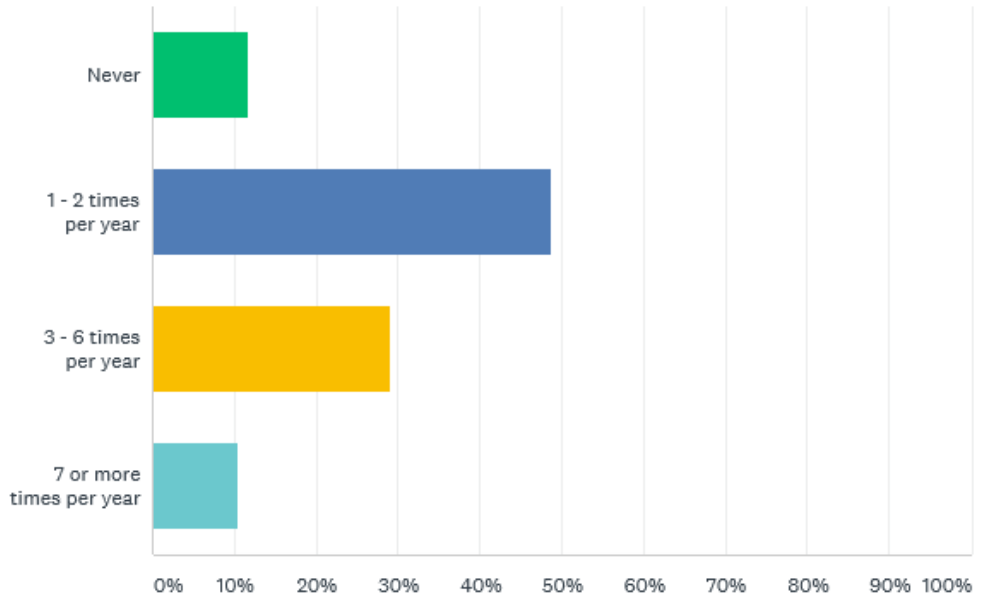
Some residents questioned whether the Municipality could repurpose either the Pentz or Petite school building, if either become vacant at the end of the 2018 school year. In response, the CAO and representatives from Catalyst Engineering visited each building. They determined that the schools were built to a purpose not appropriate for offices, are in very poor condition, and would require a similar cost to renovate as the current administration building, and the added travel distance for residents north of Bridgewater is not acceptable.

Appendix A: Survey Results

Survey Results

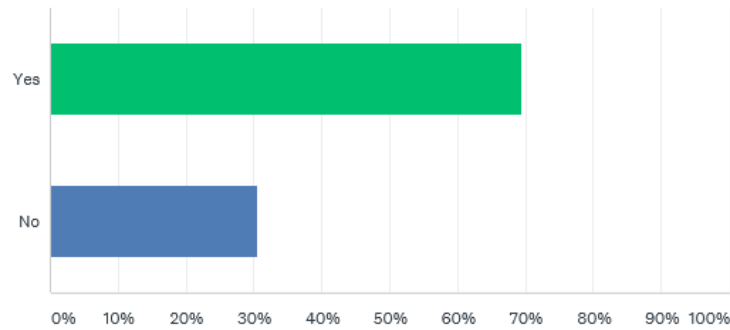
How often do you visit the Administration Building?

Answered: 86 Skipped: 0



Have you read the Consultant's Report?

Answered: 85 Skipped: 1



ANSWER CHOICES	RESPONSES
Yes	69.41% 59
No	30.59% 26

Survey Results

Coding

NB: New Building

R: Renovate

O: Other

1. I have read the full report and cannot imagine how costs could be this high. Could they not re-use some of the furniture? Do they really need such a large facility with a private office almost the size of my house? It looks like they have made the new build look better by making the renovations/addition look like a poor choice. If we were a million person population, I could see spending this kind of money, but we're not. We are a small rural area with many other needs. Let's live within our means and be realistic. Yes, the current building is not working, but there have to be ways of cutting costs to make it more affordable. It's a building for offices, not a tourist attraction or shopping mall. We're not trying to draw people to the building, especially now with so many online options. We now pay our taxes online so have no need to go to the building for this reason. Also, when has a build like this been done on budget? Look at the LCLC, Bluenose, etc. Will the final cost be built for \$6,700,000 or will there be over-runs? I expect so. Let's be fiscally responsible and look for ways to do this without breaking the bank. **[coded: O]**
2. As a taxpayer I would think it prudent to follow through with the recommendation of a new building. Most of my interaction with MODL staff is via email or phone so the location of the office really doesn't affect me. I would like council to consider updating to a more user friendly website however. A busy site doesn't always support the end user....delineate areas with a pictorial hyperlink to separate sites for different areas of municipal councils mandate. Keep and improve upon social media modes of communication. I get tons of information that way from TOB. Let's keep up with the times. Invest in communication. **[coded: NB]**
3. I think that we have so any other things that we don't have money for (Internet, infrastructure, roads) that our money would be better spent on things that would benefit more of the population. I'm quite sure that either upgrading the building or finding a more suitable location in a already existing place would be quite a bit cheaper, despite what the consultant's report claims. **[coded: O]**
4. It seems if building is the most fiscally responsible that is the way to go, provided that the you look at an energy efficient and sustainable design. **[coded: NB]**
5. I believe a new building should be built **[coded: NB]**
6. Definitely agree a new building is required **[coded: NB]**
7. There is a part of me that agrees with the alternative of building a completely new building because we all know how way too often bad initial decisions regarding renovation end up costing as much, if not more, as building from scratch. However, human beings are known not

be greedy, to like new shiny things; a new office may need new desks, new lamps, and computers, even new wastebaskets. So whatever money you think you may be saving, by building a completely new building, it will end up costing taxpayers much much more because there will be no one willing to really police the excess expenditure that we all know will happen. So, I vote for #1, to renovate adding to the building and living/working with the nuisance of construction just like any other mortal would when the money is tight and it must be spent wisely. There are way too many more important matters to spend taxpayers money on than building you a nice new office: dirt roads need paving, a better electrical network for rural communities, more money in education, more signage and traffic lights, fixing/maintenance of roads, more winter equipment to deal with snowstorms, etc. **[coded: O]**

8. You should have suitable facilities. The current building is outdated and insufficient for current needs **[coded: NB]**
9. Knowing that your current building is quite aged it is understandable that your current building may not be adequate.....items to consider 1. Is the building big enough to hold offices even though so much more is being done online and there may be future layoffs or positions that would be blended. 2. The annual cost of where you are currently and the cost of a new building. 3. How long would this take. 4. How would this affect out taxes? Sorry I missed earlier meeting....if you have some material I would like to look it over. **[coded: O]**
10. Build a new one with room for expansion. **[coded: NB]**
11. 4th option: Take over the Bridgewater High School building and renovate it. 5th option. Build a new building outside the town limits. (presumably land and taxes would be lower) 6th option: Build a new building somewhere in Hebbville. It's a growing community. **[coded: O]**
12. Absent from the discussion is how we are going to replenish the reserves which will be tapped to fund this new construction. I don't have a problem with recapitalizing but I do have a problem with the lack of a public explanation on how we are going to pay for it. Further, there is no clear indication of the accuracy of the estimates provided by the contractor. Based on the information, it appears to be an indicative estimate which could be significantly different from the actual cost. The consultant should have taken a few lines in the report to explain this. **[coded: O]**
13. This is further to my previous survey submitted. Council or Administrative staff should consider approaching Nothing Fancy Store and see if they are interested in selling their store if it met the needs of MODL. This building already exists and should have up to date building code requirements. I have only seen a few cars there at a time every since it has been built. Parking is already established and yardwork Done. I can't imagine that the store does not lose money every day it is open which means they should be anxious to sell at a discounted price. If a piece needs to be built on, that should easily be accommodated on the end or on the side. Basically the building would be the shell so it could be renovated inside to suit the needs of MODL. If the present building can accommodate then it would allow an expansion for the future on the side or the end without disrupting operations in the main unit....much like Bicks Building Supplies did when they expanded their store recently. Secondly, council should move fast in listing the municipal building to sell to see if there is any interest out there in anyone purchasing it. A contingency could be placed on the sale to say that the sale is contingent on MODL moving to a

new location. HOPEFULLY SOMEONE WILL HAVE \$500,000 :). Respectfully submitted, [contact info redacted] **[coded: O]**

14. The existing building can be upgraded to an acceptable condition for far less than the proposed new building. MODL needs to use the Municipal Joint Service Board model to create greater efficiencies in municipal services to reduce costs to rate payers. MODL needs to avoid taking on responsibilities that lie with other levels of government. Example - straight pipe issue in LaHave River. This issue should be dealt with by NS Department of Environment not MODL. Given the millions of dollars that are at stake I feel broader public input should be sought through community town hall meetings or a plebiscite. This proposal needs to be thoroughly explained and clearly understood before a reasonable decision can be made. **[coded: R]**
15. My opinion would to be rebuild a new facility in the municipality. **[coded: NB]**
16. I agree that the old building should not be renovated and since the location is not in the Municipality it should not be rebuilt on that site. Did the consultant look at renovating or adding to a school that is not used. For example, the Pentz School is being closed. It has good access from Highway 331 and some infrastructure that could be used. In addition, it would inject some life into the community that is losing a school. **[coded: O]**
17. I feel the money put aside for repairs should be used for repairs. 47 years is not old for a building. We do not need a new building plus another abandoned one. IF the council DO decide on a new building due to the poor condition of the old one someone should be held accountable for neglecting their duty over the years. There shouldn't be \$millions in reserve when routine maintenance was necessary for the welfare of the workers. There is so much need in our municipality that unnecessary spending would be an insult to your constituents. If you are unaware of the need you can call me at [contact info redacted] **[coded: R]**
18. In my opinion, a new building is the best long term option. Hopefully, the design will be such that, over the life of the building, newer & more useful/efficient technology can be easily & cost efficiently incorporated. And that the building will be people-friendly for all ages & capabilities. Note that as we age, hearing can be compromised & a noisy/echoing environment interferes with hearing & understanding. Also more & better lighting is required for good sight. Thanks for the opportunity to comment. **[coded: NB]**
19. Go with the most cost effective and environmentally sound option. **[coded: NB]**
20. Renovations should be considered **[coded: R]**
21. The town has out grown the old facility I feel like the town should sell the old building and build a new facility that meets the needs of people today **[coded: NB]**
22. A new building is the best way forward **[coded: NB]**
23. tear it down...lot's of available affordable space in town..i/e the old manpower building on Dufferin st...the old registry motor vehicles building on logan rd...good buildings ...years of life left...be a moral and public injustice to build and leave these empty..smarten up **[coded: O]**

24. It would be best to invest in a new building. **[coded: NB]**
25. Both options very expensive and it seems that whenever public money is being spent that cost overages, over runs in general or whatever sounds good when it occurs always get out of hand, more so than when it is a private venture, as from my point of view no one seems to care or to be held responsible when this happens. **[coded: O]**
26. I agree that the new construction seems like the best decision. However, 1% of the costs, in this case 50K for art is ridiculous. Do not spend our money so frivolously. I'm sure local artists would be honored to display their work at the new facility for free. :) **[coded: NB]**
27. I think it should stay well within the Tiwn of Bridgewater. I can never get to DNR anymore since it was stuck in Lunenburg! In fact have never been there **[coded: O]**
28. I think a fresh new building would add many new aspects for your staff and possibly features to draw residents in as well like a browsing area of artwork or quiet corners for relaxation and reading. An unhealthy building not only affects work capacity, but also the health of individuals. **[coded: NB]**
29. Although I have not seen the figures it appears that the most fiscally and functionally responsible option is to build new. Have all options in existing building been explored? **[coded: NB]**
30. Build new in the municipality **[coded: NB]**
31. Building a new building is the best approach. **[coded: NB]**
32. Any attempt to renovate/expand the existing premises would in my opinion not be a satisfactory long term solution. **[coded: NB]**
33. The cost of government is much too high. To move forward with a new or renovated building takes away from what should be the main focus of Council ... a consolidated governance model (also referred to as amalgamation). We can save millions annually in decreased staff costs alone if we can consolidate governance of the 3 towns and MODL. We were well on the road to doing this only a few years ago. Senior staff in MODL were fixated on not seeing any job losses instead of being fixated on lessening taxpayer costs. If we move ahead with either a mega renovation or a new building, that will be the end of any genuine effort on consolidation of municipal governance in Lunenburg County. It will also mean the beginning of the next army of staff hiring in MODL. That will lead to a never ending increase in costs, all passed on to an aging taxpayer base. I say, live with what we have now building wise, turn our focus on developing a consolidated governance model, and put the interests of the taxpayer FIRST for a change. **[coded: O]**
34. See my reply to councillor Hustvedt's email [Included here] Was any consideration given to renovating one of the closed schools for the offices? **[coded: O]**

35. It's time for more space, better tailored to the work the staff do. a more public-friendly Council chamber would also be an great asset, with better sound system, better screens for both Council and the public, as well as better options for displaying digital data. **[coded: NB]**
36. I believe in the end the most cost effective would be to construct a new building. I also think it would be the best solution for providing services to Municipal residents **[coded: NB]**
37. Where do amalgamation talks stand? If there is any real likelihood for amalgamation to occur, the current situation, as undesirable as it is, should be maintained. If as I suspect, there is no likelihood of amalgamation in the foreseeable future, a new facility with at least community recreation and possibly some community cultural components should be put at municipal lands at Osprey Village. Sell the existing municipal building and let new owner modify building and repurpose it. **[coded: NB]**
38. I go for building a new building on the site at exit 12 primarily because it is easier to access for most residents of the municipality. Not only that it's cheaper. **[coded: NB]**
39. A new building is better than trying to renovate. Nice to have the building actually located in the municipality and central to residents. **[coded: NB]**
40. What will the cost be on my property Tax at home in Baker Settlement and my business in Wileville **[coded: O]**
41. Add on or rent only ! We are on course to be out of debt soon and I want to keep it that way. Start planning now to save the money to build with no debt!!! **[coded: O]**
42. There appears to be a vacant building for sale in the town of B'water, one level, you could make renovations to this building suitable for use more economically than building a new one. I think this would be appropriate. **[coded: O]**
43. Go new, go long term, ask your 5 whys and then ask again. **[coded: NB]**
44. I believe that to best suit the needs that a new building should be put into place instead of renovating. Not only is this more fiscally responsible it just makes sense that it is not in the town of Bridgewater. I would love to see it slightly bigger than needed in consideration that one day even more may be needed to be added on. Best of luck. **[coded: NB]**
45. It is my thought that in this modern age and technology we should be reducing staff instead of increasing. A new building seems ridiculous considering MODL already has former schools with adequate space and parking that could be repaired for much less cost. I suspect my tine here is being wasted as the decision has already been made much like the LCLC. **[coded: O]**
46. Il believe it is time to have a new building on municipal land. Access and efficiency are very much needed. **[coded: NB]**
47. Building new or renovating with an addition are both a very reckless use of taxpayers dollars. The options all falsely presume growth of MODL services and staff. MODL should be preparing for what could be a necessary reduction in services and staff. With property assessments

declining property tax revenue will fall as well. The revenue shortfalls will have to be covered by higher taxes, spending reserves, or borrowing. Reductions should be made now so the existing building, fully renovated, will be all the space required. Services and staff should be reduced by all means including shared services through the Joint Services Board, agreements with other municipal units for shared services, not automatically replacing staff when they leave, and critically assessing the need for all services. The cost of shared services would be more than offset by the operating savings and savings of not building/renovating a larger building. **[coded: R]**

48. Renovate **[coded: R]**

49. No financial numbers. Hard to give a true opinion when dollars and cents aren't provided. **[coded: O]**

50. A new building is needed to better serve the needs of the community. Consideration should be given to locating it within the municipal boundaries as suggested in the report. **[coded: NB]**

51. I think that it should be new build. Be bold in the design and features! Use Pictou County and Valley Waste Resources as examples of sustainable made in Nova Scotia design. Make it a place that's great for staff, great for the public, and shouts to the world that Lunenburg County is the place to be. **[coded: NB]**

52. Build new outside Town of Bridgewater **[coded: NB]**

53. In reading the report....it is a no brainer to build new and have a more efficient building with better access. **[coded: NB]**

54. I think that renovations and additions should be made to the existing building. I will now read the consultant's report. **[coded: R]**

55. Our thoughts are to sell the old building, and build new OUTSIDE of Bridgewater. **[coded: NB]**

56. Renovate. I don't think this town needs another vacant building. **[coded: R]**

57. Having the municipal admin building in the municipality makes sense, and Cookville is an appropriate location accessible and close to retail locations most people frequent (if having to get taxis or arrange transportation it is not out of the way, as is the case of the current building). Also as the most fiscally responsible option, it would allow resources to be allocated elsewhere. **[coded: NB]**

58. Construct a new building on Municipal land over by Walmart. Sell the old building after staff move out to a developer. **[coded: NB]**

59. I am in favor of expanding and retrofitting the existing space. If it was done to near passive house standards this would be an example of how you can take an older building and make it more efficient. If a new one is chosen I would suggest a passive house certified space. Annapolis waste management has a passive house built site and it's fantastic and very very efficient. **[coded: R]**

60. Do not build a new building **[coded: O]**
61. Overdo **[coded: O]**
62. You need a new building **[coded: NB]**
63. Seems like a no brainer with the respect to cost. The cost of new building is less. However, the report does not identify the cost of the new land. **[coded: NB]**
64. Move it outside Bridgewater into the county. The idea of continually building schools and offices in a town that is NOT the capitol of the county is upsetting. Yes, I realize it's convenient to have it in there, but not any more. For the majority of the county, a location off the 103 is much more convenient and allows for some expansion. **[coded: NB]**
65. A new building appears to be the best option based on the financials and practicality. I appreciate the energy efficiency goals of the building. **[coded: NB]**
66. A new building appears to be the best option. **[coded: NB]**
67. We as tax payers hate to spend money but it comes a time when you just need to do just that in order to do business. I don't like buying a new car but sooner or later the fix-up bills equal a car payment. Guess this is where we are now with an old building needing repairs. Build a new one and build it to meet our needs now and for the next decade or more. Why not build it up by exit 12 where you already own land or build it on the old jail site which I believe you own. Not everything needs to be built in Bridgewater unless they are helping to pay for it. **[coded: NB]**
68. Definitely third option; to build a new building out in the municipality. That way it can be configured to exactly what is needed for this municipality. **[coded: NB]**
69. The report has presented two viable suggestions for 210 Aberdeen replacement but the report results would appear to be very narrow. I realize that it was considered to look at other options like a Provincial Building in Dayspring. There are a few other options that appear that were not addressed. Centre School is a closed property owned by the Municipality. Was this researched? In July of 2018, assuming everything remains the same As of todAy, the Municipality will get two schools back that are owned. Petite and Pentz Elementary---Since the Municipality own the properties. The most logical site to examine is Pentz elementary which is closer to Municipal residents. This building is approx. 12 to 13,000 square feet. What would it cost to renovate this to office, etc. as this property has many pluses such as vacant land on the property for parking, etc. or negative things like HVAC missing, etc At least due diligence has been done for this project. Right now, it appears that the choices are very limited in the Consultants report. Secondly, the report has not addressed the number of staff who will actually be housed or visiting the property. I am from the school board days of when the first phase was built, it was 6,000 square feet originally, then a few years later another piece was built to accommodate more people and then a third piece with a board room was finally built on. The facility, that is rented, has very limited storage so that has to be housed in a school. Who has evaluated how many staff the facilities will accommodate and an allowance for expansion but is it not better to ensure this is addressed now. Perhaps, the proposed new building is too large and that 10,000

square feet might accommodate present and future needs. The consultants report assumes that the old building at 210 Aberdeen can be sold for \$500,000. Well that is great but you have to remember that you need a buyer willing to buy it for that in writing as a buyers agreement. I am sure no one in the Municipality has forgotten that a golf course owned by the Municipality for a time did not bring in the true market value. One should look at what the Dawson Memorial Hospital sold for or the old Baptist Church or the old town hall in Miramichi, NB that set for many years as vacant or other municipal building that still set empty, etc. I do not believe that \$500,000 is realistic. We could all put it \$1 million dollars and this reduces the cost of the new one to look better, of course. Has the consultant company and eventually the Has the consultants and the Municipality contacted other Municipal units about their approaches and the challenges they experienced? For example, the town of Berwick has a recent new building on Commercial street Why is their a hurry for a new Municipal building considering this has bounced around for years? Yes, I realize staff need a decent working environment but having to convert a washroom to a handicapped washroom for a staff member should have been done long ago and not when it is forced to have this because it is needed. Can not renovations be done to the present building be done as a band aid to ensure that this process is not reactive and is proactive instead. Due diligence must be done with our tax payers money. This consultants report is only a partial step as it certainly, in my view, does not cover all the financial issues. Respectfully submitted, [Contact info redacted] **[coded: O]**

70. should be a new green energy building, built in Cookville, for the residence of the municipality. **[coded: NB]**
71. Replace the old barn and built a new energy efficient building IN THE MUNICIPALITY with some parking. **[coded: NB]**
72. My thoughts are to build a new building. **[coded: NB]**
73. If you had been making repairs, updates and needed renovations over the years then this would not be a issue. I realize that now the building needs major work or a rebuild but this is taxpayers money NOT well spent. **[coded: O]**
74. A new building definitely seems like the better option. **[coded: NB]**
75. Seems like the only logical thing to do would be to sell and build new. This would be less labour intensive and therefore less expensive. I like the idea of it being outside of Bridgewater also. **[coded: NB]**
76. I prefer the 'new build' option that would result in a better building in a better location at a better cost. **[coded: NB]**
77. I feel the option to build new makes the most sense due to projected costs and the fact that it would be within the municipality, not Bridgewater **[coded: NB]**
78. Build a new one and sell the old one **[coded: NB]**
79. I feel building a new building is the best option. **[coded: NB]**

80. Build a new one. The old cramped building has outlived its usefulness. **[coded: NB]**
81. A new building appears to be the best choice of the 3 proposals. Accessibility will be the main driver and, although the location is not as central as one in the Town, it makes sense for a municipal building to be within the municipality - it is as close as can be without being in town. Some consideration should be given to a set of lights at the intersection with highway 10 (near the RCMP station) so one can turn right when leaving. **[coded: NB]**
82. I think building a new building and selling the current building is the wise choice. **[coded: NB]**
83. New building **[coded: NB]**
84. Build new, outside TOB. This seems like the only realistic option on the table. **[coded: NB]**
85. I don't understand the need for more space, but I do feel fed up with the use of taxpayer money on new buildings in general. I don't know if it's because builders in mid and late last century were incompetent or if people these days have higher standards, but it feels like buildings should last longer than they do. I get a burning frustration when I drive on Logan rd. and see the relatively new Service NS building, not that old, which was recently replaced with an even newer, slightly larger building that we taxpayers have to pay for. Are office buildings basically disposable? My house is 200 years old, and it's still perfectly usable! Meanwhile, kids with special needs are struggling to access vital recreation activities due to fewer donations to Prokids. There are also alternatives to office space popping up - places like The Hub in Mahone bay, and there's one on Bridgewater, but I forget the name - perhaps a fourth option could be added for alternative options such as this (keeping n mind the importance of privacy, of course). In the end, my main point is that as a taxpayer, I get fed up with what feels like a constant need for newer, nicer offices by those in government. I don't think it should be priority, to pad your thrones, rather than use OUR money to benefit US. **[coded: O]**
86. Come on, your building is 40+ years old. It's time to upgrade. Don't choose ugly colours or brown and [expletive deleted] blue on new building. If we are the District then put the new building in the District not in the town of Bridgewater. Time to spend a little money my Councillors. **[coded: NB]**

Big Tancook – Comment Card

1. “I support a new municipal building – purpose built.”

Resident walk in comments

- Understands Bridgewater and MODL are separate entities. But amalgamation might come.
- I support a new building. Where the building should be located should make a statement and support a vision. Should be on the river in downtown Bridgewater.
- Could be used to beautify Bridgewater and encourage environmentally-friendly transportation.

- Could be a hub building with a number of things there accessible to all that encourages active transportation (walking, cycling).

Emails from resident

1. Further to my submissions below, I have checked out Pentz and Centre schools and I don't believe my suggestion of using one of them is realistic and would cost taxpayers and regular full-time staff inconvenience and more costs. It took me 14 minutes to drive from Pentz school to the old bridge in town which was approximately 14 km. the roof of the building is flat and although I am certainly a layman in terms of renovations, I would think renovations would be extremely costly and not prudent to use as a replacement for 210 Aberdeen. This being said, Pentz Elementary will be coming back to MODL in late 2018. This is a large enough building that has offices in the front that could be used for term staff such as the Straight pipe coordinator who is working down that area anyway. The building has plenty of room that could be used for storage. Perhaps also the current trailer that is in back of 210Aberdeen can be Eliminated and everything moved to Pentz Elementary or do you have a maintenance or grounds dept that could be moved there or could part of Pentz Elementary be rented as well. All these options could decrease the "Ask" size on the new building which could save upwards of \$1 million or more dollars on that new building on Nathan Cirillo drive. I believe that it had to be considered though so that all options are covered and either accepted or dismissed thereby fulfilling the due diligence. I also give you permission to share this entire email or any parts thereof with council and anyone else as I am willing to talk about any of my points to any one whether or not they agree. I would also like it noted that many of my comments/questions/concerns were addressed at the Open House on Tuesday, Nov 16/17 at MODL council chambers.

Facebook Comments



Adi Sturany Retrofitting and expanding

[Like](#) · [Reply](#) · [Message](#) · November 17 at 11:41am



Jan Porter If building is the most fiscally responsible thing to do that makes sense as long as its energy efficient and a sustainable design.

[Like](#) · [Reply](#) · [Message](#) · November 17 at 10:25pm



Vicki Ramsay MacDonald So many priorities that we don't have money for that would benefit MANY MORE people -- like expanding Internet, infrastructure, roads, harbour cleanup. I say move into an existing space or fix up this building and expand it. There is absolutely no way it can be more cost effective to build new.

[Like](#) · [Reply](#) · [Message](#) · 1 · November 18 at 6:38am



Deanna Harlow There are lots of vacant buildings that could be used for offices.

[Like](#) · [Reply](#) · [Message](#) · November 18 at 7:21am



Write a reply...



Deanna Harlow I'm just seeing this and now it's too late to attend the meeting and do the survey. 😞 I listen to the news everyday, but usually CBC. I guess I need to be more locally aware.

[Like](#) · [Reply](#) · [Message](#) · November 18 at 7:25am



Byron Butt I just did the survey. They haven't taken it down!

[Like](#) · [Reply](#) · [Message](#) · November 18 at 7:50am



Deanna Harlow Thanks Byron!

[Like](#) · [Reply](#) · [Message](#) · November 18 at 7:50am



Write a reply...



Jeremy McEachern Doesnt matter what the people want or have for ideas the modl will do whatever they want and it will cost us in the end

[Like](#) · [Reply](#) · [Message](#) · Yesterday at 7:59am



Insights Publishing Tools Promotions

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Sharon Maureen Fraser, Carolyn Connes and 12 others Chronological

2 Shares



Ron Shaw Maybe that's on the agenda here! If you ever heard anything!

Like · Reply · Message · November 7 at 7:29pm



Bubby Hebb we don't need a palace to serve the municipality of Lunenburg. we can't run our municipal budget on a federal level.

Like · Reply · Message · 4 · November 8 at 4:41pm



Michael Levy Could spend the money twining the 103 Hwy through the municipality area

Like · Reply · Message · 2 · November 9 at 9:01am

2 Replies



Michael Levy It seems when the government gets tired of something they discard it sell it to a private organization or give it away because they don't want to assume responsibility . Eg . Government wharfs , the new / now old access Nova Scotia building , our onc... See More

Like · Reply · Message · 4 · November 9 at 9:35am



Bubby Hebb people out in the municipality of Lunenburg are living in houses that are in miserable shape . and our municipal government can't do business in the building up on Aberdeen?

Like · Reply · Message · 2 · November 9 at 3:21pm



Joanne Mosher Buy one of Farley Blackman's buildings and move it there... 🙌

Like · Reply · Message · November 10 at 11:10am



Charles Gavel What is cost to property tax payers?

Like · Reply · Message · 3 · November 10 at 8:37pm · Edited

View 4 more replies



Municipality of the District of Lunenburg - MODL The Municipality has roughly 17 million in reserves. We'd encourage you to come out on Thursday evening to talk to our Project Manager, as he has excellent information on the issue of potential budget overruns. The projected financials do include contingencies.

Like · Reply · Commented on by Sarah Deveau (?) · November 14 at 9:18am



Bill Sarty Great to see the tax payers being included in this decision. Always good to get the view of the electorate. But my concern is that when making purchases of land etc. there is no electorate opinion requested. Some of these things could be on the ballot at election time which might bring folks out to the polls.

Like · Reply · Message · November 12 at 6:24am



Sharon Maureen Fraser It could be converted to a seniors home with an exercise room, social room

Like · Reply · Message · November 15 at 6:11pm



Write a comment...





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Micheal Whynot Since when you break your leg that you need to remove doors off of bathroom stalls? The building is wheel chair accessible if it is good enough for the public to get there permits and other stuff it should be good enough for them to work there ... i had my legs broke a few times in my life and never had to use a wheelchair can't they come up with a better excuse then that LMAO
Like · Reply · 1 · November 3 at 1:27pm · Edited

Chris Johnson Well How much is in the MODL reserve fund ?
Like · Reply · 1 · November 3 at 2:01pm

Joe Bolivar You know the answer to that, it will be 100% tax dollars. Any Reserve money will be held back.
Like · Reply · November 4 at 9:53am

Write a reply...

Chris Price I think the only way to the basement for a building permit, is down a set of steps.
Like · Reply · 1 · November 3 at 7:07pm

Joe Bolivar Yet they have no problem forcing others to become accessible.
Like · Reply · 1 · November 4 at 9:55am

Write a reply...

Matthew Rockwell Why don't they move to the old youth home on Leary Fraser rd.
Like · Reply · 1 · November 4 at 9:39am

Greg Welsh should be built in the municipality and not the town.
Like · Reply · 1 · November 3 at 2:11pm

Madeline Rhodenizer Saw that coming lol
Like · Reply · November 3 at 12:42pm

Write a comment...



Municipality of the District of Lunenburg

210 Aberdeen Road Bridgewater Nova Scotia Canada B4V 4G8
Phone: 902-543-8181 / Fax: 902-543-7123 / Web Site: www.modl.ca

MEMORANDUM

TO: Council

FROM: Kevin Malloy, CAO

DATE: January 23, 2018

RE: Project and Construction Management for Administration Building Project

In June of 2017, MODL issued a request for Expressions of Interest (EOI) for firms to be included on MODL's Standing Offer List for Project and Construction Management Services until March 31, 2019. A total of 14 EOIs from various firms were received.

The EOIs were evaluated and four firms having expertise in the various types of projects that MODL undertakes were selected. These firms are: Catalyst Consulting Engineers, Design Point Engineering & Surveying, Hoeg Construction Management Incorporated, and Snow Owl Consulting Incorporated.

A Scope of Work was created outlining the objectives and deliverables for the project management for the administration building options study. From the four firms on the standing offer list, two firms that could best provide the services required were selected to submit proposals. Catalyst Consulting Engineers was the firm that was ultimately selected to perform the work for the administration building options study. The rate for their work is \$100/hour.

The options study is complete and the next two phases of the project are the design and construction. The value of the work that Catalyst will be providing MODL will exceed \$25,000 in the next two phases. Since Catalyst Consulting Engineers has provided Council with satisfactory services, it is recommended that Catalyst be awarded the work for continuity and efficiency. Approval from Council will be required to hire Catalyst Consulting Engineers for the project and construction management services during the design phase of the project and, if Council decides to move forward, for the construction phase (the cost estimate for this work will vary depending on which option Council chooses).

Motion required: Move that Council award the project and construction management services to Catalyst Consulting Engineers for the design and construction phases of the Administration Building Project at the hourly rate and per diems given in their Expression of Interest-Part B; and further, that the funds be taken from reserves.