

AGENDA
MEETING OF MUNICIPAL COUNCIL

Bridgewater, NS
Tuesday, June 11, 2019 – **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 – May 14, 2019; Special Council May 14, 2019;
Public Hearing May 23, 2019; Special Council May 23, 2019
6. BUSINESS ARISING FROM MINUTES
7. AWARDING OF TENDERS/RFPs - Nil
8. PRESENTATIONS/SCHEDULED TIMES - Nil
9. CONSIDERATION OF CORRESPONDENCE - Nil
10. RECOMMENDATIONS FROM COMMITTEES & BOARDS
 - 10.1 Policy & Strategy Committee
 - 10.1.1 Policy MDL-45 “Salary Administration” – Repeal and Replace (1) 2-21
 - 10.2 LCMPCC Board
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 - 11.1 Recreation Department
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 - 11.3 Administration Department
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 - 11.3.2 Fire Recruitment and Retention Strategy49-61
12. MAYOR’S/DEPUTY MAYOR’S/COUNCILLORS’ MATTERS
 - 12.1 Deputy Mayor’s Update
 - 12.2 Mayor’s Update
13. ADDED ITEMS
14. IN CAMERA
 - 14.1 Legal Advice re Hell’s Point under Section 22(2)(g) of the MGA
 - 14.2 Land Negotiations re Oakland under Section 22(2)(a) of the MGA
15. ADJOURNMENT



Council
Date: June 11, 2019
Item: #10.1
Authorization: K. Malloy

Municipality of the District of Lunenburg

May 21, 2019

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, May 21, 2019, made the following
recommendations to Council:

1. That Municipal Council repeal the existing Policy MDL-45 "Salary Administration" that
was approved on October 16, 2008 and amended on November 10, 2009 and June 14,
2011 and replace it with the new attached Policy MDL-45.

Respectfully submitted,

Chairman and Members
Policy & Strategy Committee

/jp
Attachments



Municipality of the District of Lunenburg

MEMORANDUM

TO: Mayor and Municipal Council Members

FROM: Sherry Conrad, Municipal Clerk

DATE: May 27, 2019

RE: **Repeal and Replace - MDL-45 Salary Administration**

The Policy & Strategy Committee, in session on May 21, 2019, reviewed a report to repeal Policy MDL-45 Salary Administration and reviewed a new policy to replace the existing Policy.

The Committee made a motion to recommend the repeal of the existing Policy MDL-45 and to replace it with new Policy MDL-45, and gave notice to Council of its intention to repeal and replace Policy MDL-45 at the June 11, 2019 Council meeting.

Section 48(1) of the *Municipal Government Act* states, “Before a policy is passed, amended or **repealed**, the Council shall give at least seven days notice to all council members.” Therefore, in accordance with Section 48(1), the attached new policy will be presented for Council’s approval and the existing policy repealed at the June 11, 2019 Council session. The Policy & Strategy meeting of May 21, 2019 was hereby considered as Council’s notice.

If Council approves of the repeal and replacement of Policy MDL-45 Salary Administration, the following motion would be necessary.

“That Municipal Council repeal the existing Policy MDL-45 Salary Administration that was approved on October 16, 2008 and amended on November 10, 2009 and June 14, 2011 and replace it with the new attached Policy MDL-45”.

Sherry Conrad
Municipal Clerk

/sac
Attachments



Municipality of the District of Lunenburg

REQUEST FOR DECISION

REPORT TO: Policy & Strategy Committee
SUBMITTED BY: Kevin Malloy, CAO
DATE: May 15, 2019
RE: Repeal and Replace of Policy MDL-45 Salary Administration

RECOMMENDATION

“that the Policy & Strategy Committee recommends to Council that Municipal Council repeal the existing Policy MDL-45 “Salary Administration” that was approved on October 16, 2008 and amended on November 10, 2009 and June 14, 2011 and replace it with the new attached Policy MDL-45; and, hereby gives notice that Council will be considering approving the repeal of and the replacement of the Policy at the June 11, 2019 Council meeting”.

EXECUTIVE SUMMARY

Council approved revised Salary Scales on October 9, 2018. The new Salary Scales and the method to administer the compensation plan differs from the previous guidelines. Policy MDL-45 is a policy that provides the guidelines for salary and compensation decisions. The current Policy MDL-45 provides the guidelines for the previous salary scales and performance management. With the approval of the revised Salary Scales, a new Salary Administration Policy is required.

BACKGROUND

Council had a Compensation Review completed in 2018 which led to the approval of revised Salary Scales. The method to administer the compensation plan for the new salary scales is different from the previous scales. The current Policy MDL-45 provides the guidelines to administer the compensation plan of the previous salary scales.

DISCUSSION

A new Salary Administration Policy is required to implement the revised salary scales.

BUDGET IMPLICATIONS

No budget implications as the salary scales have been approved.

STRATEGIC PLAN

N/A

WORK PLAN

N/A

ALTERNATIVES

Amend the proposed new Policy MDL-45.

CONCLUSION

As the current Salary Administration Policy does not work with the implementation of the new approved Salary Scales, a new policy is required. Staff have prepared a new policy to allow for the implementation of the new Salary Scales and is recommending it for approval.

Department: Administration

Report Prepared By: Sherry Conrad

Date May 15, 2019

Report Approved By: Kevin Malloy, CAO

Date May 20, 2019

Municipality of the District of Lunenburg

POLICY

Title: Salary Administration	
Policy No. MDL-45	
Effective Date:	Amended Date:

1. TITLE

This Policy title shall be titled the Salary Administration Policy of the Municipality of the District of Lunenburg.

2. PURPOSE

The Purpose of this Policy is to provide the approach for salary and compensation decisions for employees within the Municipality of the District of Lunenburg (MODL). The Chief Administrative Officer (CAO) is responsible for salary decisions, however, Managers are responsible for the maintenance of position descriptions, hiring processes and performance reviews.

The salary structure is approved by the Council in consultation with the CAO. Council approves all changes to compensation philosophy, ranges, and overall salary increase percentages as well as all tools and models.

All salary documentation is to be kept in the “official” file, which is maintained by the Payroll and Benefits Administrator. Employee files should not be maintained in Manager’s offices with the exception of “working” files. All relevant employee information and correspondence should be maintained in the official file located with the Payroll and Benefits Administrator.

3. POSITION DESCRIPTIONS

A Position Description must be completed for all jobs. The Manager should write and/or update the Position Description. If there are more than one incumbent in the same position, only one Position Description is needed for the job.

The description contains the following:

- Position Overview
- Job Responsibilities
- Team Responsibilities
- Essential Criteria and Competencies
- Direct Reporting Hierarchy
- Position Category
- Work Conditions

The Position Description will be used for Job Evaluation, Recruitment, Career Development, Performance Management and Training/Development within MODL. The CAO will approve the final Position Description for the job in consultation with the departmental Director. On a schedule consistent with the Salary Review Process, all Position Descriptions will be reviewed every four (4) years to ensure appropriateness.

4. Job Evaluation

Each job within MODL will be evaluated using a job evaluation tool, which will be the official Job Evaluation Plan for the organization. The factors and weighting used in the job evaluation plan are as follows:

Element	Job Evaluation Plan Factors	Factor Weight	Weight for Element
Knowledge and Skill	<ul style="list-style-type: none"> ▪ Education ▪ Experience ▪ Complexity 	11% 13% 13%	37%
Responsibility	<ul style="list-style-type: none"> ▪ Accountability for results / Impact of decisions ▪ Communications / Interpersonal skills ▪ Management, supervisory and advisory responsibility 	13% 13% 16%	42%
Effort	<ul style="list-style-type: none"> ▪ Initiative / Independence of action ▪ Physical / Sensory Demands 	13% 4%	17%
Working Conditions	<ul style="list-style-type: none"> ▪ Working Environment 	4%	4%
	TOTAL	100%	100%

The CAO will ensure that each job within the organization is evaluated and updated as job changes occur. If a job is in need of a re-evaluation because of a change in responsibilities, a new Position Description must be created and forwarded to the CAO for review.

5. Job Levels

All the roles within the Municipality of the District of Lunenburg will be grouped into “Levels” based on the point value of their role as determined by the results of the Job Evaluation. MODL jobs are grouped into a total of 9 levels (including the CAO), which are from job level 20 to 100 as follows:

Levels	Level Category
20	Entry
30	Clerical / Labor
40	Administrative / Trade
50	Senior Administrative / Senior Trade
60	Specialist
70	Officer
80	Manager/ Senior Professional
90	Director
100	CAO

6. Salary Ranges

Each level has a salary range which includes a series of steps. Each level will have a total of 6 steps. The salary range is reviewed on a periodic basis, not to exceed 4 years, to keep current with the market and may be adjusted accordingly. Any adjustment to ranges does not mean an adjustment will be made to base pay.

Salary ranges are based on:

- Minimum (Step 1) 80% of target salary
- Maximum (Step 6) 100% of target salary

Each employee will be advised of their appropriate job level and the corresponding salary range based on their current role.

Compensation programs may vary within the Municipality for specific roles. Part-time salaries will be prorated against the salary ranges to ensure the compensation for the role is appropriate and falls within the range.

The 2018 compensation structure is as follows:

Level Category	Levels	Step 1 - Min - 80%	Step 2	Step 3	Step 4	Step 5	Step 6 Max - 100%
Entry	20	\$ 26,400	\$ 27,720	\$ 29,040	\$ 30,360	\$ 31,680	\$ 33,000
Clerical / Labor	30	\$ 29,470	\$ 30,943	\$ 32,417	\$ 33,890	\$ 35,364	\$ 36,837
Admin / Trade	40	\$ 40,547	\$ 42,575	\$ 44,602	\$ 46,629	\$ 48,657	\$ 50,684
Senior Administrative / Senior Trade	50	\$ 45,525	\$ 47,801	\$ 50,077	\$ 52,354	\$ 54,630	\$ 56,906
Specialist	60	\$ 51,747	\$ 54,335	\$ 56,922	\$ 59,509	\$ 62,097	\$ 64,684
Officer	70	\$ 60,458	\$ 63,481	\$ 66,504	\$ 69,527	\$ 72,550	\$ 75,573
Manager / Senior Professional	80	\$ 71,658	\$ 75,241	\$ 78,824	\$ 82,407	\$ 85,990	\$ 89,573
Director	90	\$ 84,103	\$ 88,308	\$ 92,513	\$ 96,718	\$ 100,923	\$ 105,128

7. Salary Increases – Annual

National Consumer Price Index Increase

On April 1st, employees shall be paid a cost of living adjustment based on the National Consumer Price Index as determined by Statistics Canada as of December 31 of each year, over December 31 of the previous year. In the event that the Consumer Price Index is negative, there shall not be an annual cost of living adjustment. Salary Ranges within the compensation structure will also be adjusted by the National Consumer Price at this time.

Step Increase

Step increases, through the salary bands, will be considered on an annual basis on October 1st of each calendar year for all employees. New hires will not be eligible for a step increase on October 1st if hired between April 1st and September 30th of same year.

Step salary increases will be based on:

- A current satisfactory Performance Review of the employee
- The current salary as compared to the step
- The budget

A supervisor shall assess the performance of all their subordinates on an annual basis. The supervisor/or Department manager will submit the completed Performance Review

to the CAO for approval by September 1st. The CAO shall approve individual salary adjustments, based on the compensation structure, for the October 1st annual increase.

Typically, the employee will move to the next step, upon a satisfactory Performance Review, each year until the employee reaches the maximum. Once maximum has been reached, increases will only be received if an increase has been made to the actual compensation structure.

No other salary increases will be considered throughout the year without prior approval of the CAO.

8. New Hires

Starting salaries for new hires are based on the actual salary range of the job along with the employee's relevant experience, education and development required to be fully competent in the position.

Compensation for part-time employees will be prorated.

Factors to consider when determining an equitable starting salary include:

- Salary range for the role
- Compensation of other employees internally with similar experience and education in the same role or level (internal equity)
- Previous work experience
- Experience in a field relating to the position to be filled
- Educational requirements of the role
- Development required to perform the role at a fully competent level

Starting salaries will normally be at the Minimum (Step 1) and in no cases will exceed the Maximum (Step 6). Starting salaries must be approved by the CAO prior to any offer being made by a hiring manager.

9. Probationary Period

When a new employee is hired, they are placed on probation for a period of 6 months. During the probationary period, the employee's performance will be reviewed regularly.

When the probationary period is completed, the employee will no longer be "on probation" unless their performance warrants otherwise and the probation may be extended for an additional 3 months. As well, at this time a "formal" review will be initiated by the Manager.

10. Training & Developmental Employees

At times, new employees will be hired into roles and will not possess the minimum skill/qualifications required for the role. They are considered “Developmental” employees and placed into a “Training Level”. If so, the starting salary may be less than the Minimum (80%) of the actual salary range. The employee’s salary can be brought up to the Minimum at any time once their performance warrants them to be paid at or closer to the Minimum. This can be done at any time during a year and does not need to coincide with the annual review period. Increases to the Minimum do not require any approvals with the exception of ensuring budgets support the change.

11. Lateral Transfers

Employees transferring from one role to another within the same job level will not receive a salary adjustment. The transfer usually represents a developmental opportunity. In most situations, the employee’s performance in the current role should be reviewed within the annual performance cycle.

12. Job Level Change – Move to a Higher Level

Employees may move to a position at a higher level if they are asked to assume a higher role, if they apply for a higher-level role or if the responsibilities of their current role significantly increase and a job evaluation determines that the role is now at a higher level. Moving to a higher level will likely result in a salary increase although it is not guaranteed.

All salary increases will be made in consultation with the CAO. Typically, a promotional increase would be from 0% to 10% (to a step within the new range), however, when determining if a salary increase is warranted, the following should be considered:

- The current salary relative to the salary range of the new position
- The employee’s skills and responsibilities relative to others in a similar role
- The developmental requirements of the employee to fully perform the role
- The employee’s previous experience and education
- The salary budget available

It is customary that the employee would move to the minimum of the new role (Step 1) but this is not always the case. At times the employee will be placed at a higher step within the job level.

13. Job Level Change - Move to a Lower Level

Occasionally, employees are moved to a lower level role. This may occur if the current job has been phased out, if the current position is re-evaluated into a lower level or if the employee’s responsibilities have decreased due to performance issues.

If the employee is moved to a lower level position, they will be “red circled” and will remain at their current salary without future increases until their salary is within the salary range of their new position. Once this salary is within the range, they may be eligible for future increases.

14. New Position Process

Managers must consult with the CAO to obtain approval for a new position. Once a new position is approved, a Position Description must be created. This can be done in consultation with the CAO. The Position Description must be created for the job evaluation to be completed so the new role can be assigned a Job Level and appropriate Salary Range. Any, and all, new permanent positions require Council approval.

15. Repeal

Policy MDL-45 approved on October 16, 2008 and amended on November 10, 2009 and June 14, 2011 is hereby repealed and replaced with this Policy MDL-45.

Clerk’s Annotation for Official Policy Book	
Date of Adoption	
Date of Notice to Council Members of Intent to consider amendments	
Date of Passage of Amendments:	
I certify that this “Salary Administration Policy – MDL-45” was adopted by Council as indicated above.	
<hr style="border: none; border-top: 1px solid black; margin-bottom: 5px;"/> Municipal Clerk	<hr style="border: none; border-top: 1px solid black; margin-bottom: 5px;"/> Date

Municipality of the District of Lunenburg

POLICY

Title: Salary Administration	
Policy No. MDL-45	
Effective Date: October 16, 2008	Amended Date: November 10 2009, June 14, 2011

1.0 — TITLE

~~This Policy title shall be titled the Salary Administration Policy of the Municipality of the District of Lunenburg. [amended Nov. 10, 2009]~~

2.0 — PURPOSE

~~The Purpose of this Policy is to ensure a consistent and fair approach to salary administration and performance management within the Municipality of the District of Lunenburg. [amended Nov.10, 2009]~~

3.0 — DEFINITIONS

~~3.1 — **Job Evaluation Instrument** means the Evaluation Plan developed by AON Inc. and as contained in Appendix A, which is used to evaluate positions for internal relatively. The Job Evaluation Instrument is a tool whereby positions are able to be ranked within a Job Classification Grouping.~~

~~3.2 — **Job Classification Groupings** means the grouping of positions, based upon the necessary qualifications, responsibilities, efforts and working conditions demanded of a position, and as approved by Council from time to time. Appendix B contains the Job Classification Groupings at the time of adoption of this policy.~~

~~3.3 — **Salary Structure** means a range of pay for a level of duties as defined by the Job Classification Groupings. The salary ranges by Job Classification Grouping as per Schedule B.~~

~~3.4 — **Employee** means a non-unionized permanent employee of the Municipality of the District of Lunenburg.~~

4.0 — POSITION EVALUATION SYSTEM

~~4.1 — All positions within the Municipality of the District of Lunenburg shall be analyzed using the Job Evaluation Instrument approved by Municipal Council, to determine the position ranking within the Job Classification Groupings. The Job Evaluation Instrument shall be based on value of the position, rather than the qualifications or abilities of an employee.~~

~~— The Job Evaluation Instrument shall be as established in Appendix A.~~

~~———— The Job Classification Groupings shall be as established in Appendix B.~~

~~4.2 — All positions shall be examined every four years to validate the positions evaluation and job classification grouping. Positions may be examined at a smaller interval than four years, if deemed appropriate by the Chief Administrative Officer. [amended Nov. 10, 2009]~~

~~5.0 — JOB EVALUATION COMMITTEE~~

~~5.1 — There shall be a Job Evaluation Committee established by the Chief Administrative Officer, consisting of Senior Managers, whose purpose shall be to evaluate all new positions, and re-evaluate all existing positions as required, utilizing the Position Evaluation System.~~

~~5.2 — [deleted June 14, 2011]~~

~~5.3 — The evaluation of all Senior Management Positions shall be done by Chief Administrative Officer subject to budget authority. [amended June 14, 2011]~~

~~5.4 — [deleted June 14, 2011]~~

~~5.5 — The evaluation of the Chief Administrative Officers position shall be done by Council~~

~~6.0 — SALARY STRUCTURES~~

~~6.1 — The Job Classification Groupings, as identified in Appendix B, contain a salary range for each grouping. [amended Nov. 10, 2009]~~

~~6.2 — All employees shall be paid an annual cost of living adjustment based on the National Consumer Price Index as determined by Statistics Canada as of December 31 of each year, except in the event that the Consumer Price Index is negative, in which case there shall not be an annual cost of living adjustment. [amended Nov. 10, 2009]~~

~~6.3 — The salary structure shall be reviewed annually to ensure the positions are comparable to market conditions. Adjustments to the salary structure shall be recommended by the Chief Administrative Officer to Council as part of the annual budget deliberations.~~

~~6.4 — Each salary band shall be divided into three zones being:~~

~~———— a) — Development Zone 80% – 94% This zone shall be used to set the salary of an incumbent who does not yet have all the competencies for the position or whose performance is not yet up to par;~~

~~———— b) — Control Zone 95% – 105% of the band midpoint. This zone is used to set the salary of the incumbent who has demonstrated that he/she possesses all the competencies required by the position and whose performance is fully satisfactory on a sustained basis.~~

- ~~_____ c) _____ Exceeding Zone 105% to 110% of the band mid-point. This zone is used to set the salary _____ of the incumbent who has demonstrated that his/her competencies exceed what is _____ normally expected for the position and whose performance exceeds expectations on a _____ sustained basis.~~

~~7.0 _____ INDIVIDUAL SALARY REVIEW PROCESS ON THE EFFECTIVE DATE OF THE POLICY~~

~~*This section applies to all incumbents that were employed by the Municipality of the District of Lunenburg on the effective date of this Policy.*~~

- ~~7.1 _____ A supervisor of each incumbent shall assess the performance of all of his/her non-unionized subordinates on the effective date of this Policy. The assessment shall be completed utilizing a Performance Evaluation Form approved by the Chief Administrative Officer.~~

~~7.2 _____ [deleted June 14, 2011]~~

- ~~7.3 _____ The Chief Administrative Officer shall conduct a Performance Evaluation of all Managers and determine the placement of the manager within the respective salary band zone. [amended Nov. 10, 2009]~~

- ~~7.4 _____ The Chief Administrative Officer may approve recommended placements and corresponding salary adjustments subject to budget approval. As of the effective date of this policy, Municipal Council has given budget authority for incumbent placements at 95 % of the salary band mid-point, to be phased in over the fiscal years of 08-09 and 09-10.~~

- ~~7.5 _____ Where an incumbent’s salary is greater than the salary resulting from the assessment of the incumbent’s competencies per Section 7.2, 7.3 and 7.4, the incumbent’s salary shall not be decreased. Future increments will be per Section 8.0~~

- ~~7.6 _____ Subsections 7.1, 7.2, and 7.3 apply to all new incumbents that become in the employ of the Municipality subsequent to the effective date of this policy.~~

8.0 _____ INDIVIDUAL SALARY REVIEW PROCESS

- ~~8.1 _____ A supervisor shall assess the performance of all his/her subordinates on an annual basis, using a Performance Evaluation Form approved by the Chief Administrative Officer.~~

- ~~8.2 _____ The supervisor shall make a recommendation to the Chief Administrative Officer respecting adjustments to places within a salary band and the corresponding salary increases. The Guidelines contained in Appendix C shall be used in making adjustment recommendations. [amended June 14, 2011]~~

~~8.3 — The Chief Administrative Officer shall assess the performance of all senior managers and subordinate staff. Any salary adjustments shall be based upon a performance evaluation.~~

~~8.4 — The Chief Administrative Officer shall approve individual salary adjustments in accordance with the salary structures specified in Appendix B, and the guidelines contained in Appendix C and subject to:~~

- ~~a) — receipt of a recommendation from the Job Evaluation Committee,~~
- ~~b) — Proof of a current performance evaluation,~~
- ~~c) — the adjustment being accommodated within the Salary Account of the appropriate departmental budget~~

~~**9.0 — PROMOTIONS, DEMOTIONS AND TRANSFERS**~~

~~9.1 — In the case of a promotion, the employee’s salary will be increased to the minimum of the salary band of the position to which he/she is promoted. Notwithstanding this, the salary increase shall be not less than 5 percent.~~

~~9.2 — In the case of a demotion, the employee's salary shall be set at the lowest of:~~

- ~~— a) — the salary he/she had before the demotion, or~~
- ~~— b) — the mid-point of the position to which he/she is assigned.~~

~~9.3 — In the case of a transfer, which is a lateral move, the employee’s salary shall not be affected.~~

Clerk’s Annotation for Official Policy Book	
Date of Adoption	<u>October 16, 2008</u>
Date of Notice to Council Members of Intent to consider amendments	<u>May 20, 2011</u>
Date of Passage of Amendments:	<u>June 14, 2011</u>
I certify that this “Salary Administration Policy – MDL-45” was adopted by Council as indicated above.	
_____	_____
Municipal Clerk	Date

Appendix A

JOB EVALUATION INSTRUMENT (separate sheet)

Table 1– Job Evaluation Points and Groupings

Job Evaluation points		Grade	Resulting Salary Midpoint	Midpoint Differential	Job Evaluation Point Width
from	To				
0	199	1	\$28,000	1.10	50
200	249	2	\$30,800		
250	299	3	\$33,880		
300	349	4	\$37,268		
350	399	5	\$40,995		
400	474	6	\$47,144	1.15	75
475	549	7	\$54,216		
550	624	8	\$62,348		
625	699	M3	\$67,000	1.18	75
700	799	M2	\$79,060		100
800	-	M1	\$93,291		

Appendix B

Job-Classification Groupings

Code	Categories	Department	Preliminary Groupings
37	Chief Administrative Officer	Administration	M1
29	Director of Engineering and Public Works	Eng/Public Works	M2
18	Director of Financial Services/Municipal Treasurer	Finance	
10	Director of Planning and Development Services	Planning/Development Services	
26	Operations Manager	Eng/Public Works	M3
4	Director of Recreation Services	Recreation	
34	Engineer	Eng/Public Works	8
20	Assistant Treasurer	Finance	7
5	Program Coordinator	Recreation	
36	Community Economic Development Officer	Administration	
9	Planner	Planning/Development Services	
	Grants Coordinator	Administration	6
27	Operations Assistant Public Outreach/	Eng/Public Works	
1	Trails & Open Space Coordinator	Recreation	
27	Operations Assistant Transfer Station/Recycling Plant/Compost/Lagoons	Eng/Public Works	
17	Purchasing Coordinator	Finance	
27	Operations Assistant Technical Services	Eng/Public Works	
11	Development Officer	Planning/Development Services	
15	Senior Payroll Clerk	Finance	
35	Municipal Clerk	Administration	
12	Building/Fire Inspector	Planning/Development Services	
13	Building Inspector	Planning/Development Services	
24	Sewer Operator	Eng/Public Works	
	Network Administrator/IT Technician	Finance	4
6	Maintenance Worker/Custodian	Recreation	
16	Recording Secretary	Finance/Administration	
14	Tax Clerk	Finance	
8	Planning Technician	Planning/Development Services	
28	Draftsperson – Technician	Eng/Public Works	

25	Senior Secretary	Eng/Public Works	3
19	Cashier/ Customer Service Clerk	Finance	
2	Secretary/Clerk	Recreation	
22	Accounts Payable Clerk	Finance	
21	Accounts Receivable/ Jr. Payroll Clerk	Finance	
32	Administrative Secretary	Eng/Public Works	
33	Administrative Support	All	
23	Waste Reduction Coordinator Assistant	Eng/Public Works	
7	Casual Evening Custodian/Casual Custodian Groundskeeper	Recreation	4
3	Seasonal Custodian Groundskeeper	Recreation	
30	Custodian	Eng/Public Works	

Schedule B1 – Salary Range by Group and Salary Adjustments by Year within the range:

Group	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1	22,400	23,520	24,640	25,760	26,880	28,000	28,700	29,400	30,100	30,800
2	24,600	25,840	27,080	28,320	29,560	30,800	31,570	32,340	33,110	33,880
3	27,100	28,460	29,820	31,180	32,540	33,900	34,748	35,595	36,443	37,290
4	29,800	31,300	32,800	34,300	35,800	37,300	38,233	39,165	40,098	41,030
5	32,800	34,440	36,080	37,720	39,360	41,000	42,025	43,050	44,075	45,100
6	37,700	39,580	41,460	43,340	45,220	47,100	48,298	49,495	50,693	51,890
7	43,400	45,560	47,720	49,880	52,040	54,200	55,555	56,910	58,265	59,620
8	49,800	52,300	54,800	57,300	59,800	62,300	63,858	65,415	66,973	68,530
M3	53,600	56,280	58,960	61,640	64,320	67,000	68,675	70,350	72,025	73,700
M2	63,200	66,372	69,544	72,716	75,888	79,060	81,037	83,013	84,990	86,966

Notwithstanding the Salary ranges established in Schedule B1, the following salary ranges that existed on the effective date of this Policy shall remain in effect until such time as the position becomes vacant, at which time the salary range shall be as established in Schedule B1 or by way of amendment to this Schedule B2:

Schedule B2

Group	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
6a-Municipal Clerk	46,080	51,960	53,413	54,867	56,230	n/a
7a-Assistant Treasurer	53,509	55,392	57,275	59,159	61,042	62,925
8a-Municipal Engineer	56,320	64,853	68,266	71,680	n/a	n/a

Notwithstanding the Salary Adjustments noted in Schedule B1 the following Salary Adjustments that existed on the effective date of this Policy shall remain in effect until the final increment is reached, at which the next increment shall be the nearest salary adjustment of the Job Classification Grouping contained in Schedule B1:

Position/Group	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Municipal Clerk /6	46,080	51,960	53,413	54,867	56,230	n/a
Assistant Treasurer/7	53,509	55,392	57,275	59,159	61,042	62,925
Municipal Engineer/8	56,320	64,683	68,266	71,680	n/a	n/a
Operations Assistant Technical Services/6	43,594	46,075	48,556	51,037	n/a	n/a
Development Officer/6	43,062	47,528	49,017	50,506	n/a	n/a
Community Economic Development Officer/7	50,176	53,248	54,955	56,661	58,368	n/a

Shaded cell presents current position in the salary range on the effective date of this policy

Appendix C

Salary Increase Guidelines

The following Guidelines shall be used in preparing a recommendation with respects to a salary band adjustment:

1. Generally, an incumbent is not paid less than the minimum of his/her salary band provided he/she possesses the minimal requirements for the position.
2. Generally, an incumbent is not paid more than the maximum of his/her salary band unless it is a consequence of a downgrading (“red circle”).
3. Given satisfactory performance, an employee shall be moved to the next step within the salary band within his or her level.
4. Given exceeds or exceptional performance rating, an employee shall receive an increase greater than a satisfactory performance rating. The increase shall not exceed two steps within the salary band within his or her level.



Council

Date: June 11, 2019

Item: #10.2.1

Authorization: K. Malloy

Municipality of the District of Lunenburg

May 28, 2019

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

Dear Mayor and Councillors:

The Lunenburg County Multi-purpose Centre Corporation Board in session on Thursday, May 16, 2019,
made the following recommendations to Council:

1. That the Lunenburg County Multi-purpose Centre Corporation Board recommends to Council that
Municipal Council look into options for signage for the Lunenburg County Lifestyle Centre.

Respectfully submitted,

Chairman and Members
Lunenburg County Multi-purpose Centre Corporation Board

/jp
Attachments

MEMORANDUM

TO: Municipal Council

FROM: Trudy Payne, Director of Recreation Services

DATE: June 11, 2019

RE: Annual Operating and Major Recreation Capital Grants

RECOMMENDED MOTIONS

That Council approves the applications that met the grant deadline for the 2019-2020 Annual Operating Grant Program in the amount of \$62,000 and the Major Recreation Capital Grant Program in the amount of \$14,500, as presented, in which the total amount equals \$76,500; and to approve funding of \$1,000 to the Hemford & District Fire Department from the Community Recreation Capital Grant Program..

That Council approves funding in the amount of \$1,500 to the Upper Cornwall Community Hall, which is a late application, from the \$3,500 remaining in the 2019-2020 Annual Operating Grant funds; and approves forwarding the late application received from the Lunenburg Doc Fest Association to the Economic Development Department for their funding consideration and to forward the Bridgewater Tennis Club's late application to be considered for a Community Recreation Capital Grant in the amount of \$1,000.

BACKGROUND

In the 2019-2020 fiscal year, the Municipality of the District of Lunenburg received applications by the deadline totalling \$24,920 in requests under the Major Recreation Capital Grant and \$93,374 in requests under the Annual Operating Grant, totalling \$118,294, with a budget for the two grants of \$80,000. As with every year, there were more requests than funds available. After reviewing all the applications received by the deadline, it is being recommended that Council award \$76,500 of the \$80,000 allocated to support the projects and volunteers that enhance our communities.

If the \$76,500 is approved that leaves \$3,500 remaining in the Annual Operating and Major Recreation Capital Grants Program. As per policy MDL-43 Community Grants Program Sponsorship Requests "late applications will be reviewed only after the regular review of those applicants that submitted an application on time." If the \$1,500 is awarded to the Upper Cornwall Community Hall, this would bring the allocation of the grant funds to \$78,000 leaving \$2,000 remaining in which Council could consider allocating to any other late applications throughout this fiscal year.

BUDGET IMPLICATIONS

\$80,000 was allocated in the 2019-2020 budget for the Annual Operating Grant and Major Recreation Capital Grant, combined. If the recommendations are approved, this would leave \$2,000 in the budget in which any other late applications could then be considered as per Policy MDL-43 Community Grants Program Sponsorship Requests.

Trudy Payne

ANNUAL OPERATING GRANT	\$ Received	\$ Received	\$ Received	\$ Received	Requested	Recommend
Organization	2015	2016	2017	2018	2019	2019
Art Happening Bridgewater Society	\$ 3,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	-	
Artie's Pond & Wetland Community Stewardship Association	-	-	-	-	\$ 5,000.00	\$ 4,500.00
Baker Settlement Community Hall Association	-	-	\$ 3,000.00	-	-	
Barss Corner Community Hall	-	-	\$ 2,000.00	-	-	
Be the Peace Institute	-	-	-	\$ 1,000.00	-	
Big Brothers Big Sisters of South Shore	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 5,000.00	\$ 2,500.00
Blockhouse & Area Ratepayers Kinship (B.A.R.K.)	-	-	-	-	\$ 2,424.00	\$ 2,000.00
Bluenose Coastal Action Foundation	\$ 9,400.00	\$ 5,000.00	\$ 5,000.00	\$ 4,000.00	\$ 5,000.00	\$ 4,500.00
Bridgewater Curling Club	-	-	\$ 2,000.00	\$ 1,500.00	-	
Bridgewater Museum Commission (DesBrisay)	-	-	-	\$ 3,000.00	\$ 5,000.00	\$ 3,000.00
Elderfit - Lunenburg	\$ 1,200.00	\$ 1,500.00	\$ 2,000.00	-	\$ 3,500.00	\$ 2,500.00
Hemford & District Fire Department*	-	-	-	-	\$ 5,000.00	com capital
Hinchinbrook Farm Society	-	-	\$ 2,000.00	\$ 2,500.00	-	
LaHave Islands Marine Museum Society	-	-	-	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Lunenburg & District Swimming Pool Society	\$ 1,500.00	\$ 1,300.00	\$ 1,500.00	\$ 1,500.00	-	
Lunenburg Art Gallery Society	-	\$ 2,500.00	\$ 1,500.00	\$ 1,500.00	\$ 4,500.00	\$ 3,000.00
Lunenburg County 4-H Council	-	\$ 3,000.00	\$ 2,000.00	\$ 2,500.00	\$ 5,000.00	\$ 2,500.00
Lunenburg County Citizens on Patrol	\$ 500.00	\$ 200.00	-	-	\$ 1,200.00	\$ 1,000.00
Lunenburg County Historical Society	\$ 750.00	\$ 1,500.00	\$ 1,500.00	-	\$ 1,500.00	\$ 1,500.00
Lunenburg Yacht Club	-	-	\$ 1,000.00	-	-	
Mahone Bay and Area Swimming Pool	\$ 1,500.00	\$ 1,300.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Mahone Bay Centre*	\$ 10,000.00	\$ 4,126.67	\$ 10,000.00	\$ 12,000.00	\$ 17,500.00	\$ 12,000.00
Mahone Bay Founders Society	-	-	-	-	\$ 2,000.00	\$ 1,500.00
Nova Scotia Crime Stoppers Lunenburg County	\$ 450.00	\$ 450.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Nova Scotia Sea School	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 5,000.00	\$ 2,000.00
Nova Scotia SPCA	-	-	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Parkdale-Maplewood Community Museum	\$ 2,000.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 2,000.00	\$ 1,500.00
Rossini Opera Festival Nova Scotia	-	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 2,500.00	\$ 1,500.00
Senior Wheels Association	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 3,000.00	\$ 3,000.00
South Shore Family Resource Association	-	-	\$ 2,000.00	-	-	
South Shore Theatrical Players	-	-	-	-	\$ 5,000.00	\$ 3,000.00
Tancook Island Recreational Centre Assoc	\$ 1,250.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,500.00	\$ 1,500.00
The Society of St. Vincent DePaul	\$ 2,000.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 2,250.00	\$ 2,000.00
Victoria Order of Nurses (VON)	\$ 2,500.00	\$ 1,600.00	\$ 1,800.00	\$ 2,000.00	-	
YMCA of Southwest Nova Scotia	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 5,000.00	\$ 2,500.00
<i>*Also applying for Major Recreation Capital Grant</i>						
TOTALS	\$ 44,050.00	\$ 36,476.67	\$ 54,300.00	\$ 50,000.00	\$ 93,374.00	\$ 62,000.00
LATE APPLICATIONS						
Lunenburg Doc Fest Association	-	-	-	-	\$3,500.00	Econ. Dev't
Upper Cornwall Community Hall	-	\$ 2,000.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
TOTALS		\$ 2,000.00	\$ 1,500.00	\$ 1,500.00	\$ 5,000.00	\$ 63,500.00

Major Recreation Capital Grants 2019-2020

Summary

Branch LaHave Community Hall – The shingles on the roof need replacing on the east end of the hall and the hall requires siding. This hall is used by the community for various activities such as 4-H Club, church events, funerals, showers, elections and fund raisers. It is the focal point of the community. They received a property tax exemption. They do not have membership dues. They rely on volunteers and fund raisers.

The estimated cost for the project including materials and labour is \$15, 341.60. They are requesting \$10,000 from MODL and will rely on the community and fund raisers to secure the remaining \$5,341.60. They have been fund raising for a year to prepare for this project. As of February 28, 2018, they had a bank balance of \$13,013.63.

Request: \$10,000

Recommend: \$7,000

Hemford & District Fire Department – They are looking to install Gyproc, crack fill, prime and paint the walls and ceiling in the hall. They need to repair the leak around the chimney which include insulating two outside wall. This is estimated at \$2,805. To the Fire station they would like to remove rust, prime and paint steel building and make repairs to the foundation. The cost for this is estimated at \$13,730. They have not received a Major Recreation Capital Grant.

As of April 1, 2019, they have an opening balance of \$95,123.43. Estimated expenses for 2019-2020 are \$89,710 and revenues at \$67,802.68 leaving a bank balance of \$73,216.11 and of this amount \$38,357 is being held for their truck fund leaving an estimated balance as of March 2020 at \$34,859.11 for operations.

Request: \$5,000

Recommend: \$0.00 (recommend at Community Recreation Capital Grant of \$1,000)

Mahone Bay Centre (also applied for annual operating)- The Centre embraces a dedicated group of artists that motivate and support the art scene in the Mahone Bay area and Lunenburg County. The Centre has decided to dedicate a fully accessible, custom designed room as a new art studio. Their aim is to make the space flexible, convenient and safe. Folding, easy to move furniture will make the space modifiable to encourage varied and inclusive creative pursuits. The Center regularly hosts a variety of art activities from printmaking, painting, drawing, paper and textile arts. The workshops are well attended. They foresee increased capacity for people of all ages and abilities with this accessible, adaptable new studio space furnished with folding chairs and tables and rolling equipment carts that enable changing the layout with ease to suit the workshop being offered. The Centre is raising the money to cover the cost of the extensive renovations to the new space. The cost of furnishing the new space is the responsibility of the volunteers and artists. The vision of the Centre is to support and enhance the quality of life and contribute to the economic and social well-being of Mahone Bay and neighboring communities.

The overall budget is \$46,700. The Centre is requesting \$5,920 from MODL. They have received \$29,000 in donations; artists will fund raise \$3,500 and volunteer labour is valued at \$8,300. Current assets as of 2017 are \$82,994.

Request: \$5,920

Recommend: \$3,500

Trinity United Church – Trinity United Rose Bay has a large hall, with stage, kitchen, choir room, office space and two washrooms. This is the largest community hall in the area and is a venue for many activities such as the community choir, rug hookers, Jazz Band. It is used by the Riverport Harbour Authority for meetings and for first aid training. The Legion Service is held each year followed by a free soup luncheon provided in the hall. The facility is also used as a reception area for funerals, baptisms, weddings, etc.

They are seeking funding to paint the entire hall; the painting will be provided by volunteers; to purchase a projector and screen and to acquire a commercial dishwasher – currently dishes are washed by hand. The estimated cost for this project is \$12,808. They are also undertaking upgrades to the hall to improve energy. They recently have an energy audit conducted and are looking to install heat pumps, insulate the facility and install four new windows. They are looking forward to the decreased carbon emissions, increased comfort and reduced heating costs. This project has been made possible with a grant from Faithful Footprints. The estimated cost for this project is \$31,629.44.

Request: \$4,000

Recommend: \$4,000

Bridgewater Tennis Club (late application)-

They are moving to a Generation Park as the current facility requires to much repair. The courts are both cosmetically and structurally deteriorating. Due to the swampy location, infrastructure investment has not been sustainable.

Generations Active Park offers parking, accessibility, court investment will be sustainable, visible within community, ability to host provincial tournaments, age friendly court surface and more.

The BTC has been in existence for 128 years. They offer junior programs; adult memberships and their rates are affordable making the club inclusive.

The estimated cost to build 3 courts and a clubhouse is \$399,541.46.

Request: \$10,000

Total on Time Request: \$24,920

Recommendations: \$14,500

Annual Operating Grant 2018-2019

Summary

Artie's Pond & Wetland Community Stewardship Association – their goals are to ensure that Artie's Pond and Wetland will benefit from protections under the Nova Scotia Wetlands Conservation Policy. They have a membership of 85 people who will be solicited to contribute funds towards the completion of an environmental assessment to be conducted by Bluenose Coastal Action. Cost of the assessment is \$15,337.55. Requesting \$5,000 from MODL and anticipate to fund raise the remaining funds. Their long-term goal is to create a park like setting at Artie's Pond with some interpretive signage. A preliminary study of flora and fauna was completed by BCAF in 2018 which was funded through BCAF with results being encouraging with more work being required, hence, the plan to have a more in-depth environmental assessment conducted. They currently have \$172.10 as cash assets. They have not received a grant from MODL.

Request: \$5,000

Recommend: \$4,500

Big Brothers Big Sisters of South Shore – Big Brothers Big Sisters is a not-for-profit agency who offers positive mentors to the children and youth of the South Shore. This funding would be used to recruit and screen volunteers; conduct presentations bringing awareness to businesses and organizations about the benefits to children and their mentors; provide professional training to staff and volunteers; board development; and to run the various programs offered: Big/Little matches; Couples for Kids; In-School mentoring; Go Girls Program; group activities and Kids N' Kops.

Projecting expense to be \$99,656.39 and revenue to be \$100,050 (this includes grant funding).

Funding partners include the United Way and Department of Community Services.

This organization has received \$2,000/year for the past 4 years.

Request: \$5,000

Recommendation: \$2,500

Blockhouse & Area Ratepayers Kinship - BARK has obtained a license from TIR to develop the property on both sides of the road at the four way stop as a day park. This Spring the project will be completed in terms of signage, directional kiosk, benches, picnic tables, plants & shrubs and will be available for the community at large and visitors to the area. Maintenance of the park will now kick in. This involves mowing from May to November, spring and fall clean up and maintenance of plants, Christmas tree and installation and rental of a porta pottie. Estimated costs to maintain the park are \$4,849.00. The cost to finish the park brings the estimated total expenses to \$17,774. The opening bank balance is \$11,356.48 as of December 2018. Anticipated revenue is \$8,800. They have not received an Annual Operating Grant in the past.

Request: \$2,424.00

Recommend: \$2,000

Bluenose Coastal Action Foundation – Bluenose Coastal Action’s goal is to promote the restoration, enhancement, and conservation of our ecosystem through research, education and action. This funding is to assist with on-going water quality monitoring of the Lahave River Watershed, one of the largest in Southwestern Nova Scotia, as well as community outreach and educational activities. Coastal Action initiated the Lahave River Watershed Project in 2007, in response to increasing public concern over the health of the river. The purpose of the project is to identify and reduce harmful environmental impacts within the Lahave River watershed.

Project activities for 2019-2020 include monthly water quality monitoring, aquatic connectivity assessments in the Main Branch sub-watershed, fish habitat restoration work in the Main River sub-watershed, and community outreach and education initiatives. Coastal Action is seeking financial support from MODL to continue the important water quality monitoring of the LaHave River, as well as community outreach activities.

A request of \$1,000 of in-kind support, as well as \$5,000 in funding. Projected operating expenses are \$87,890, with revenue coming from various partners – WWF Loblaw Water Fund, Town of Lunenburg, NSLC Adopt a Stream, LaHave River Salmon Association, Atlantic Salmon Conservation Foundation, Town of Bridgewater, NS Community College, local volunteers/businesses.

Received \$4,000 in 2018; \$5,000 in 2017; \$5,000 in 2016.

Request: \$5,000

Recommendation: \$4,500

Bridgewater Museum Commission, DesBrisay Museum – The DesBrisay Museum is a community museum showcasing the history of Lunenburg County, as well as highlighting citizens, architecture and culture of the County. It houses the fifth oldest collection in Canada. It is the only community museum in Lunenburg County which operates a year-round facility. In 2017, the Nova Scotia Community Museum Assistance Program provincial evaluation declared the site the top community museum in the province out of 67 evaluated.

Current funding is made possible by a Community Museum Assistance Program grant, Town of Bridgewater funding, financial support by the Friends of the DesBrisay, and both federal and provincial summer student grants.

The site went Admission free as of December 1, 2018. This enables access for all Lunenburg County residents year-round to attend a wide array of events and programs on various topics. For the month of January, the museum more than doubled attendance numbers over the previous year and saw an increase in donations that surpassed admissions.

They have a positive outlook moving forward, however, funding from the Town of Bridgewater was dramatically reduced in both 2017 and 2018. They are actively seeking new revenue streams that will enable them to continue offering the same high calibre of programming to citizens of Lunenburg County year-round. In the 2019 budget they are showing \$75,000 from the Town of Bridgewater.

Recently their research was highlighted in a MacLean's Magazine. Their historical photographs are used by other museum's, local businesses and book publications. Their site is financially accessible (free admission), wheelchair accessible, senior friendly, and they are working towards being sensory friendly (for individuals on the autism spectrum).

The Museum also provides meeting space for many groups and businesses at a competitive price. Speakers are also arranged to present to groups requesting an on-site visit. They provide gallery space for Lunenburg County artists to showcase and sell their artwork. They partner with the NSCC Heritage Carpentry program to perform research for class projects. Another partnership is with the Heritage Fair Committee for all County schools, by providing research assistance, photographs, as well as acting as judges at annual heritage fairs. Their projected expenses and revenues are anticipated at \$206,377. They have net assets of \$50,366 and operating reserve fund at \$3,174,312.

Received \$3,000 in 2018.

Request: \$5,000

Recommendation: \$3,000

Elderfit

Elderfit is a water-based activity primarily designed for seniors and the physically compromised but anyone can benefit from this program. Elderfit's mission is to raise awareness among seniors to the health and lifestyle benefits of remaining physically and mentally active. The group works hard to keep their fees as low as possible to make it as accessible as possible for their participants. This program provides the opportunity for seniors to not only exercise but also to socialize in a safe and fun environment. Their instructors are volunteers. They offer the program in three locations: the LCLC; the Best Western and Oak Island Resort.

They have seen an increase in the request for subsidizing individuals who cannot afford the program. They strive to provide the subsidize as much as possible.

They have a bank balance of \$5,548.62. The estimated expenses are \$31,000 with revenue anticipated at \$27,500.

\$2,000 in 2017; \$1,500 in 2016.

Request: \$3,500

Recommend: \$2,500

Hemford & District Fire Department – Established in 1952. Seeking funds for the hall to install Gyproc, crack fill, prime and paint walls and ceiling; repair leak around chimney. At the fire station want to remove rust, prime and paint steel building and make repairs to the foundation. Total estimated cost for these projects are \$19,015. As of April 1, 2019, they have an opening balance of \$95,123.43. Estimated expenses for 2019-2020 are \$89,710 and revenues at \$67,802.68 leaving a bank balance of \$73,216.11 and of this amount \$38,357 is being held for their truck fund leaving an estimated balance as of March 2020 at \$34,859.11 for operations.

Request: \$5,000

Recommend: \$0.00 (receive funding for operating through fire tax rate and other grants from MODL). Also applied for Major Recreation Capital and Community Recreation Capital.

LaHave Islands Marine Museum Society - The Museum is housed in a 100+ year old municipal heritage building and was established in 1978 to preserve, display, and be the depository of history of the LaHave Islands and the area's inshore fisheries. The Society did not request funding from MODL from 2008 through to 2017. In 2018 MODL approved a \$1,500 grant. In the past three years the Society has incurred several large expenses related to the upkeep of their two heritage buildings, totally approximately \$47,000. In 2018 they had 3077 visitors and 545 attended events. They employ three students as museum guides and administrative duties. One of their key attractions is a 27 ft Bush Island/Double Ender boat which was restored by volunteers. 1580 volunteer hours were contributed in 2018 toward management, administration, maintenance and fund-raising activities.

Estimated expenditures for this year are \$34,150 with revenues of \$32,650, the revenue includes the \$1,500 requested from MODL. As of September 30, 2018, total current assets were at \$59,420.65, retained earnings at \$52,021.05 and net income at \$7,399.05. Received \$1,500 in 2018.

. Request: \$1,500

Recommendation: \$1,500

Lunenburg Art Gallery – The Lunenburg Art Gallery is a not-for-profit organization with a mandate to present art to Lunenburg and surrounding area. The Society was founded under the auspices of the Heritage Society, initially to provide a home and display area for a collection of paintings by the noted artist, Earl Bailly. The members, mostly artists of all skill-levels, are able to exhibit and sell a limited number of pieces of their work in their Members' Gallery during the season. Having recently added Student memberships, the Society increases its benefits to this important part of the community. This March, over 200 Junior and Senior High students displayed their art in the Gallery. Experienced curators displayed the art and they have a formal opening with presenters and refreshments. For some students, this may be the experience that will inspire them to learn more about art.

The Society produces a popular plein air event, Paint Lunenburg/Paint Sea on Site, which has attracted a large number of artists and buyers since 2000. They have approximately 150 members. They have retained earning of \$12,347.06. Last year they had a deficit of \$3,514.83. The estimated expenses are \$72,400 and revenue at \$74,500, surplus of \$100. They received \$1,500 in 2018; \$1,500 in 2017; \$1,300 in 2016.

Request: \$4,500

Recommendation: \$ \$3,000

Lunenburg County Citizens on Patrol – are the eyes and ears for the RCMP. They patrol in communities that follow the LaHave River.

They require funding for signs, vests, logos, training, pamphlets and equipment.

They aim to help in the decline of criminal activity. Some of the members have four wheelers and are able to patrol the trails and are familiar with the woods and where cottages are. As of February 2019, they have \$1,593.98 in the bank. Received \$200 in 2016.

Request: \$1,200

Recommend: \$1,000

Lunenburg County 4-H Council – The Lunenburg County 4-H Council provides program support for 4-H members in Lunenburg County. There are five 4-H Clubs within the boundaries of the Municipality of the District of Lunenburg. 4-H is a youth leadership program for members aged 9 – 21. The Council organizes member and leader clinics and workshops, provide opportunities for members to display projects at exhibition and at the ND 4-H Provincial Show, sponsor fun activities and promote public speaking. There are approximately 200 4-H members and about 100 leaders in Lunenburg County. 4-H members develop excellent leadership and citizenship qualities.

Estimated expenses and revenue are \$124,880.

They received \$2,500 in 2018; \$2,000 in 2017; \$3,000 in 2016.

Request: \$5,000

Recommendation: \$2,500

Lunenburg County Historical Society – they operate the Fort Point Museum on provincial land, in a provincially owned building. The property is also a Federal Historic Site. The Museum is operated by volunteers and staffed seasonally by student grants. All other operating funds must be obtained by fundraising. The Society promotes the history of the area and organizes events for the community and tourists.

Budgeted expenses and revenues total \$30,194 which includes the \$1,500 they are requesting from MODL. They had a profit of \$894.88 last year. Total cash and cash equivalent are \$86,217.69. 2017 received \$1,500; 2016 \$1,500.

Request: \$1,500

Recommend: \$1,500

Mahone Bay & Area Swimming Pool - This is an outdoor swimming pool that provides opportunities for residents of the Municipality to access a variety of programs throughout the summer. Programming includes daily public swims and family swims, full range of Red Cross swim instruction for all ages, aquatic leadership programming and leadership. In the past few years, the pool attracted an average of 60 memberships, representing around 200 individual patrons, in addition many people use the pool without being a member. The pool employs 6-10 students.

The proposed expenses for this year are estimated at \$38,930, with revenue estimated at \$43,300 which includes grants. As of October 2018, they had \$14,880.29 in the bank.

Received \$1,500 over the past three years.

Request: \$1,500

Recommendation: \$1,500

Mahone Bay Centre – The Mahone Bay Centre was founded in 2001 as a not-for-profit, volunteer community association, “to develop the Mahone Bay Centre for the benefit of the greater Mahone Bay community for culture, recreation, life-long learning and community development. We maintain and manage the former Mahone Bay School building to fulfill our mission”. They now have Society charitable status. The Centre is open 363 days of the year from 7:00 a.m. until 10 p.m.

The Centre owns and operates the 33,000 square foot former town school. Just over half of the useable space is occupied by long term lease tenants (21 spaces in all). The main source of revenue is rental income. They conduct one major fundraising drive a year and hold several fundraising events a year. They have eliminated the annual membership fee a year and now members can join for free. In 2018 members donated about \$30,000 which will be used for needed repairs and maintenance.

The Centre recently launched a new updated website as well as a brand- new site for their Centre Fit Gym, mahonebaycentre.org and centrefit.ca. In addition to the new sign at the entrance which acknowledges and thanks MODL for on going support, they have also included in the footer, which appears on every page, of their new MBC website, MODL’s logo and links MODL’s website to their contribution page. Their proposed budget is \$215,590 with anticipated revenue of \$221,00, a surplus of \$5,410. Current assets as of 2017 are \$82,994. Received \$12,000 in 2018; \$10,000 in 2017; \$4,126.67 in 2016 (late application). They do not charge a membership fee. They do apply to the Town of Mahone Bay for funding and have been successful to date.

Request: \$17,500

Recommendation: \$12,000

Mahone Bay Founders Society/Mahone Bay Museum - The Mahone Bay Founders Society operates the Mahone Bay Museum serving Mahone Bay and area which extends into MODL. The Museum is opened daily in the summer, staffed by a manger/curator and summer students, and open by appointment in the off season. Dedicated volunteers plan and organize major events and campaigns to generate funds and they seek grants from all levels of government for support.

In 2018, the museum had 6530 visitors. Last year, 400 volunteers assisted with the events and programs. They provide a wide variety of programs, including family and children programs. They tell the story of the 1754 settlement of Lunenburg County. In the summer they organize a heritage home and garden tour showing homes in Oakland and Clearland.

The Society was formed in 1979 and the Museum has been in existence since 1987.

They have a budget of \$105,372 in expenses and revenue of \$101,538, with a deficit of \$3,834 for this year's operations. As of March 31, 2018, they have cash assets of \$44,425; capital assets of \$119,419, liabilities of \$3,718 and equity consisting of building maintenance fund, retained earnings and surplus/deficit for a total of \$159,969. They have not received this grant within the last four years.

Request: \$2,000

Recommend: \$1,500

Nova Scotia Crime Stoppers Association – The Association's mission is "to make our community a safer place to live, to work and to play!" This program enables community members to report suspicious criminal activity anonymously. The funds will enable volunteers to promote Crime Stoppers activities throughout Lunenburg County in schools and at local events, such as Safe School program, seniors' program, PSA's on local radio, parades, food bank drive, Michelin Safety Fair and displays.

Their proposed budget is \$1,875.

Received \$500 in 2018; \$450 in 2017; \$450 in 2016.

Request: \$500

Recommendation: \$500

Nova Scotia Sea School – a not-for-profit charitable organization that offers multi-day sailing and wilderness programs for youth ages 12-19 in Lunenburg, NS and exploring the coastline between Chester and the Lahave Islands. Their mandate is to provide experiential and adventure opportunities to youth that transform how they see themselves, the world around them and their capacity to contribute to our society. Their programs are skill building and life training courses that provide an essential leadership opportunity for teenagers with the outcome of creating responsible citizens who contribute to society. Since 2012, their participation from the South Shore Region has increased from 20% to 50% with significant attendance from Lunenburg County.

Anticipated expenses are \$336,677 and revenue at \$343,358, running a profit of \$408. Revenue comes from donations, government grants, charities, and program tuition. As per their 2017 audited statements they are really on a break -even basis. They have restricted cash of \$19,322. Received \$1,000 in the last three years.

Request: \$5,000

Recommendation: \$2,000

NS SPCA – a registered charity that helps companion animals in need. They provide shelter, medical care, rehabilitation, spay and neuter services and re-homing opportunities for thousands of abused, neglected, injured, and abandoned animals every year. They are a compassionate group of community-minded people and are motivated to provide efficient and humane solutions to the cat overpopulation problem. According to their research, 5,000 stray and feral cats have been reported across NS which alerts them to the thousands of small and large cat colonies. When one unfixed cat is stray or feral, they have the possibility of having roughly 180 kittens over their lifetime. They have a mobile Trap, Neuter and Return (TNR) program in the community. They feel confident that they can maximize surgery days and complete an average of 25 cats a day. Through a very generous bequest they were able to purchase a mobile surgical van that allows them to do high-volume spay and neuters in areas where feral cats are reported. Last year, in areas where the entire colony was addressed, they have tracked that there have been no new kittens born. There has been very positive feedback from communities and local rescues that the TNR program has alleviated the stray and feral cat problem in their area. They \$1,000 received last year from MODL helped with 23 surgeries to combat the feral cat crisis. Their anticipated expenses for the TNR program are \$15,740 and revenues at \$16,340 so a surplus of \$600.

Received \$1,000 in 2018.

Request: \$1,000

Recommendation: \$1000

Parkdale-Maplewood Community Museum – This is one of three museums that fulfill the requirements for the Provincial Community Museums Assistance Program. It is dependent on all three levels of government as well as local volunteers to carry out their mission of preserving community history.

Their projected expenses and revenue are \$46,485. As of December 2018, they had \$183,736.

Received \$1,500 in the last three years. Property exemptions in 2018 - \$3,836; in 2017 \$3906 and in 2016 \$4325. Annual membership is \$10; family \$15; life \$100.

Request: \$2,000

Recommendation: \$1,500

Rossini Opera Festival Nova Scotia – In the 5 years the Lunenburg Academy of Music Performance (LAMP) has been in operation it's innovative education approach, faculty unparalleled in Canada, and rich public programming has drawn young musicians from over 20 countries and audience of some 4800 annually from throughout the South Shore and beyond. LAMP's mission statement is to create the next generation of outstanding performing artists. In addition to the concerts at LAMP, programming includes a host of free admission presentations, family concerts and outreach activities that take free concerts to schools throughout the South Shore, day care centres and seniors residences adding to the quality of life the region offers and pushing them to their ultimate goal - to create a world-class performing arts destination, akin to the Banff Centre in Alberta but with a unique, East Coast flair.

LAMP outreach concerts have provided over 14,000 students in the region with free concerts by world class musicians right in their own schools.

2019 will see the launch of EAR (Emerging Artists in Residence) Program. The robust business plan will help guide activities over the next few years so that LAMP can continue to grow while achieving financial sustainability.

Estimated expenses and revenues are projected at \$611,250. They have unrestricted net assets of \$72,163.

Received \$1,000 in the last three years.

Request: \$2,500

Recommendation: \$1,500

Senior Wheels – The Senior Wheels Association provides a free bus service to seniors 60 plus years of age and disabled persons regardless of age. They have been so since 1991. The Association owns a nine-passenger bus that is wheelchair accessible. Area of operation is the Town of Bridgewater and a seven-kilometre radius from the Town boundary in the Municipality of the District of Lunenburg. As of December 31, 2018, the Senior Wheels bus has carried over 211,670 passengers. For the period April 1, 2018 to December 31, 2018, the bus carried 4,373 passengers from the Town of Bridgewater of these 921 were from MODL; of this total 603 were wheelchair passengers.

Their proposed expenditures for this year are \$35,801 with a projected revenue of \$24,650, running a surplus of \$8,089. Total current assets are \$256,014.

Received \$2,500 in the last three years.

Request: \$3,000

Recommendation: \$3,000

South Shore Theatrical Players – South Shore Players was formed in 1993 as it was felt there was a need to encourage live theatre in Lunenburg County. Fostering a love of culture, as well as encouraging those who want to become directly involved has been and remains their goals. In 1999 a bursary was formed called the Sarah K Allen Memorial Bursary which is granted annually to a high school student enrolling in a post-secondary theatre arts program. Another award, the Young Actor’s Award was set up in 2001 and presented to a young actor for their outstanding performance(s) that year.

With the demise of the Pearl Theatre in 2015, South Shore players have had difficulties finding appropriate and economical spaces to rehearse and perform. In the interim, various smaller venues have been utilized at much higher costs than what was enjoyed at The Pearl.

They have expanded what they do well. They offer a range of workshops to members and non-members alike, not only as fund raisers, but to increase cultural value by increasing knowledge, exposure, and interest in the various areas of live theatre productions. They also approach businesses in the county for sponsorships. Their latest venture is called Locally Yours, and its main goal is to provide opportunities for Nova Scotian playwrights to have their works produced.

Anticipated expenses and revenues are \$40,000. In 2018 their year end earnings were \$36,356.35. They have not received an Annual Operating Grant.

Request: \$5,000

Recommend: \$3,000

Tancook Island Recreational Centre Association – The Tancook Island Recreational Centre is an integral part of the community and, other than the post office, the Island's only public building. They hold almost all the Island's extracurricular activities and events. The center holds bingos, card games, dances, serves as a meeting place for the local emergency response association, the harbour authority and the fire committee, as well as all the recreation meetings. The building is used by the school for physical education, seasonal parties and the Christmas concert. The centre also provides the school with its water supply.

Estimated expenditures for 2019 are \$28,110 and revenues at \$31,460. Current assets total \$65,651.03 and total equity is \$226,300.

Received \$1,000 over the last three years.

Request: \$1,500

Recommendation: \$1,500

St. Vincent de Paul Society – The Bridgewater Conference of the Society of St. Vincent de Paul has been working in Lunenburg County for 30 years. The society's aim is to help those less fortunate in any way they can whether it be financial, material, spiritual or just listening. They aid with such things as power, rent, fuel, oil, firewood, medical supplies, eyeglasses, dental care, school supplies and a vast variety of other necessities. The main objective of the organization is charity. They have 19 volunteers dedicated to helping neighbours in need to live better lives. In 2018, volunteers logged approximately 2,000 hours of service. In 2018, 27.5% of all assistance provided was given to residents of the District of Lunenburg.

The proposed budget is \$53,700, with an anticipated revenue of \$54,750 running a surplus of \$1,050. They have \$10,000 cash on hand. The 2019 budget assumes receiving \$15,000 from the United Way of Lunenburg County; \$5,000 from Particular Council; and grants from MODL, Town of Bridgewater and the Town of Lunenburg.

Received \$1,500 in the last three years.

Request: \$2,250

Recommendation: \$2,000

YMCA Lunenburg County: Youth Centre – The Youth Centre assists youth in developing positive friendships and growing up healthy. The youth centre provides a place where youth can gather and be themselves. It is the YMCA's intention to continue to provide Youth Centre programming to all youth of Lunenburg County “free” of charge. Since October 2012, youth have accessed programming in excess of 10,696 times. At present the YMCA has 32 active youth leaders. Since the first Youth Leader program in October 2009, the YMCA has graduated over 100 leaders. These youth leaders have combined to volunteer more than 14,865 hours for YMCA initiatives and a variety of community activities. The goal of the programming is to empower and increase resiliency in youth through choice. The programming encourages youth to practice skills they learn and allow them to choose how to manage stressful situations in a healthier way. The programming provides youth the knowledge of where external supports and resources are in their community when needed. Finally, the programming empowers youth to help other youth who they see need support through peer to peer mentoring.

Some of the programs include: Focus on Your Future; Home Cooking; Y Not Try; Chill Zone; and the Youth Leader Program.

Their proposed budget is \$56,505. With the anticipated revenue they are projecting a surplus of \$270. A significant portion of the revenue comes from grants, fundraising and the supervised access and exchange program.

Received \$2,000 in the last three years.

Request: \$5,000

Recommendation: \$2,500

Total Requests: \$93,374

Total Recommendations: \$62,000

Late Application

Upper Cornwall Community Hall – The Upper Cornwall Hall has been in service for over 50 years and is run by a non-profit organization that rely on the support of the community and volunteers to stay in operation. The hall provides meeting space in the community to bring together residents in a common place. The hall provides weekly jam sessions which provides musical entertainment to the community; provides Good Friday supper which is the primary fund raiser for the hall; the hall is rented; and hold prize bingos. It is small community hall that foster community development and brings community members together.

Projected expenses are \$8,250. Net income for 2018 was \$2,922.56.

Received \$1,500 in 2018 and 2017; and \$2,000 in 2016.

Request: \$1,500

Recommend: \$1,500

Lunenburg Doc Fest Association – is a not for profit charity dedicated to showcasing Canadian and International documentary films that entertain, educate, inspire and enrich the lives of Lunenburg County citizens and visitors. The 6th annual Lunenburg Doc Fest will celebrate Canada’s art form, documentary film, over four days, with film makers from Canada and around the world. The festival has grown to be an important cultural event, bringing visitors to the Town of Lunenburg for screenings, panels, Q&A’s, workshops, ethnocultural expressions, discussions, presentations, professional development and more. Expecting \$154,250 in revenue with \$98,908 in expenses with a surplus of \$22,796. Current assets total \$52,667.59.

Request: \$3,500

Recommend: Refer to Economic Development

Capital Recommendations = \$14,500

Operating Recommendations = \$62,500

Total = \$78,000

Budget = \$80,000



Municipality of the District of Lunenburg

REQUEST FOR DECISION

REPORT TO: MAYOR BOLIVAR-GETSON AND MUNICIPAL COUNCIL

SUBMITTED BY: Norma Schiefer, Municipal Development Officer

DATE: May 31, 2019

RE: LETTER OF CONCURRENCE – MDL 69 ANTENNA SITING PROTOCOL

ORIGIN: Application

RECOMMENDATION

That Municipal Council issue a letter of concurrence for the Whynotts Settlement internet tower as the application has met the requirements of MDL-69 Antenna Siting Protocol.

BACKGROUND

Municipal Council has identified improving access to high speed internet as a strategic priority. In December 2018, a request for proposal was awarded to TNC Wireless to provide high speed wireless rural internet service to Whynotts Settlement, Tancook and surrounding areas.

The Municipality has a policy on the siting of telecommunication towers outlining submission requirements and to ensure adequate public consultation is given. Municipal Council is required to issue a letter of concurrence if the proponent has fulfilled the requirements of MDL-69 Antenna Siting Protocol.

DISCUSSION

TNC Wireless is proposing to locate a 40-metre monopole telecommunication tower at the Lunenburg Regional Community Recycling Centre property at 908 Mullock Road, Whynotts Settlement. The tower will have access to the Fibre Optic Network and will provide a good line of sight for coverages to local households and businesses, as well as, a proposed site on Tancook Island. This is the first installation under the RFP, with more coming throughout the year.

The proposal must comply with Industry Canada's requirements and include certification or attestation of compliance from other government agencies, including NavCanada, Health Canada, Transport Canada and Environment Canada.

As part of any proposal, public consultation is a requirement. The Proponent, TNC Wireless, has provided notification letters to properties located within the required consultation area, advertised in the local paper and held a public information session to provide details to anyone interested in the proposal. As a result of the consultation, feedback was very positive centering around how to sign up.

CONCLUSION

TNC Wireless has fulfilled the requirements of MDL-69, Antenna Siting Protocol and ensured communication of the project was provided to the public. Public consultation has been effective in providing details to residents who will benefit from this service. A letter of concurrence is required to be prepared and forwarded to Industry Canada.



Municipality of the District of Lunenburg

REQUEST FOR DECISION

REPORT TO: Council

SUBMITTED BY: Alex Dumaresq, Deputy CAO

DATE: June 11, 2019

RE: Award Recommendation for Annual Generator Grant

ORIGIN: Policy MDL 53 Funding Electrical Connections for Community Generators

RECOMMENDED MOTION

Move that Council award the 2019/20 Comfort Centre Generator Grant to the Hemford & District Fire Department for \$8,000.

BACKGROUND

MODL has instituted a grant program to assist community centres and fire departments interested in acting as Comfort Centres during periods of power outage. Fire departments and other registered community organizations can apply to be a Comfort Centre and receive the grant to offset the cost of installing a generator.

Council annually awards up to \$14,000 to applicants. The amount awarded is determined at the discretion of Council to a **maximum of 66% of eligible costs** and **cannot exceed \$8,000** per project. In making the decision, Council can consider the number of applications received, the size of the projects, and the strategic importance of the addition or upgrade of the Comfort Centres.

Council's Policy also limits what expenses are eligible for funding. Eligible expenses include:

- Power transfer switches;
- Disconnect switches;
- Portable and fixed gasoline, propane, or diesel generators;
- Exterior mounted generator connections; and
- Wiring conduit for the electrical connections to the generator.

For clarity, the Policy explicitly permits applications for upgrades and rebuilding of existing generator systems in Comfort Centres. Ineligible expenses include:

- General renovations to buildings;
- Pads for generators;

- Structures or buildings to house generators; and
- Projects already undertaken prior to application.

2019/20 APPLICATIONS

The annual deadline for applications is March 1st. One application was received this year, from the Hemford and District Fire Department. The community group is eligible and submitted a completed application before the deadline. The Fire Department is currently serving as a Comfort Centre in their community and are seeking funds to refurbish their back-up power systems as part of a larger renovation project. Given that the hall is currently serving as a Comfort Centre, there is strategic value from an emergency preparedness perspective to continue to support the Fire Department in maintaining the Centre.

A list of existing Comfort Centres who have confirmed they are currently in a position to provide service to their communities is attached as an appendix to the end of this report.

RECOMMENDED AWARD

Because Hemford and District Fire Department submitted the only application for the 2019/20 year, staff recommend the maximum eligible funding of \$8,000 be allocated to the department:

2019/20 Grant Budget:		\$14,000	
	Eligible Project Expenses	Max. grant by policy	Recommendation
Hemford	\$15,362	\$8,000	\$8,000
Recommended Total			\$8,000

ALTERNATIVES

Council does have some alternatives to this recommendation within the Policy:

- MDL – 53 does not require the maximum eligible amount to be allocated, for example, in 2018/19, there were two applications of similar budgets, so Council awarded \$7,000 to each applicant.

APPENDIX A: LISTING OF ACTIVE COMFORT CENTRES

The list below represents all Comfort Centres who have signed a Memorandum of Understanding with the Municipality to serve as a Comfort Centre *and* have confirmed that they continue to have the capability to open as a Comfort Centre. A review in the Spring of 2018 was completed to remove halls who had completed an MOU, but are no longer able to operate as a Comfort Centre.

It is possible that some halls are currently providing the services of a Comfort Centre, without having a current MOU in place between MODL and the organization. If Council members are aware of a community group currently providing comfort centre services in times of emergency or extended power outages, they are encouraged to forward contact information to Staff so that they can be added to the list.

In addition, there are some organizations who have applied for funds but who were not able to complete the work required to become a Comfort Centre with generator-supplied power. For example, the Riverport Community Centre in 2016/17 and the Bakers Settlement Hall Association in 2017/18 were not able to complete their projects within the fiscal year, and all funds were returned to the municipality.

MODL COMFORT CENTRES SUMMARY	
Organization	Capabilities & Capacity
Italy Cross Middlewood & Dist. FD	Generator: YES
<u>District 1</u>	Prepared to Open: Yes
Petite Riviere Fire Dept.	Generator: YES
<u>District 1</u>	Prepared to Open: YES
United Communities Fire Dept.	Generator: YES
<u>District 1</u>	Prepared to Open: YES
Conquerall Bank Fire Dept.	Generator: YES
<u>District 2</u>	Prepared to Open: YES
Pleasantville & District Fire Dept.	Generator: YES
<u>District 2</u>	Prepared to Open: YES
Lapland & District Fire Dept.	Generator: YES
<u>District 3</u>	Prepared to Open: YES
Midville Branch Fire Hall	Generator: YES
<u>District 4</u>	Prepared to Open: YES
Tri-District Fire Rescue	Generator: YES
<u>District 4</u>	Prepared to Open: YES
Hemford & District Fire Department	Generator: YES
<u>District 5</u>	Prepared to Open: YES
North River Recreation Committee Society	Generator: YES
<u>District 5</u>	Prepared to Open: YES
Lun. Co. Ground Search & Rescue	Generator: YES
<u>District 6</u>	Prepared to Open: YES
Oakhill Fire Hall	Generator: YES
<u>District 6</u>	Prepared to Open: YES
Northfield & District Fire Department	Generator: YES
<u>District 6</u>	Prepared to Open: YES

Cornwall Fire Dept.	Generator: YES
District 7	Prepared to Open: YES
Walden Volunteer Fire Dept.	Generator: YES
District 7	Prepared to Open: YES
Blockhouse Fire Hall	Generator: YES
District 8	Prepared to Open: YES
Indian Point Fire Hall	Generator: YES
District 8	Prepared to Open: YES
Martin's River Volunteer Fire Dept. & Aux.	Generator: YES
District 8	Prepared to Open: YES
Dayspring Fire Hall	Generator: YES
District 9	Prepared to Open: YES
Riverport & District Fire Department	Generator: YES
District 9	Prepared to Open: YES
St. Paul's United Church Hall	Generator: YES
District 10	Prepared to Open: YES
Little Tancook Activity Centre	Generator: YES
District 10	Prepared to Open: YES

CONCLUSION

Department:	
Report Prepared By:	Date _____
Report Approved By: _____	Date _____
Reviewed By CAO: _____	Date _____

REQUEST FOR DECISION/DIRECTION

REPORT TO: Council
SUBMITTED BY: Fire and Emergency Services Committee
DATE: June 11, 2019
RE: Fire Service Recruitment and Retention Strategy
ORIGIN: Strategic Priorities 2017/2018 and 2018/2019

BACKGROUND

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

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

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

CONSULTATION SUMMARY

The consultation that has been undertaken with the FESC and Fire Service members has been thorough.

The FESC Chair, the Communications Officer and the Fire Services Coordinator presented the Strategy to Council for their initial thoughts. Next, the FESC Chair, the Communications Officer and the Fire Services Coordinator engaged with the LRFESC for their feedback. The Strategy was disseminated before the first LRFESC meeting directly to all chiefs and in the agenda package, and attendees had the opportunity to review the Strategy and ask questions or make suggestions for improvement. Those who could not attend were encouraged to send a written submission. At the first meeting, we received 12 suggestions

for tactics, all of which were either in the Strategy already, or were considered for inclusion by the FESC, and the FESC decided against including at this time.

Approach schools to provide Level 1 in high schools	Add WCB coverage	EAP	What have firefighters done this month – type + # of calls
Add & pay insurance coverage	Add pension plan (RRSP) contributions	WCB for all firefighters	Tax rebate for volunteer hours in VFD
Emotional intelligence?	I think service clubs are in the same position the Fire Service is in	Invite groups & Clubs into the department	Doing most of these now and like the rest of the ideas

The Communications Officer and the Fire Services Coordinator returned to a second LRFESC meeting to gather additional feedback, and asked attendees to rank the tactics in order of importance.

Recruitment - Municipal Responsibility (1-4)		Recruitment - Fire Service Responsibility (1-4)	
1	Develop recruitment marketing materials	1	Develop/maintain social media presence
2	Run a marketing campaign	2	Increase marketing materials in Fire Halls
3	Expand content on modl.ca	3	Assign recruitment responsibilities
4	Increased community presence	4	Engage in speaking opportunities
Retention - Municipal Responsibility (1-4)		Retention - Fire Service Responsibility (1-2)	
1	Thank you BBQ for Fire Service volunteers	tied	Create a mentor program
2	Soft skills training/online training	tied	Be alert to burnout
3	Employee Family Assistance Program (EFAP)		
4	MODL to annual banquets		

RECOMMENDATION

On June 10, 2019, the FESC will provide approval or changes to this document, and an update to Council will be provided by staff. Staff decided to pre-emptively bring this report to Council rather than waiting until later in June in order to ensure the Communications summer staff position can begin work on the Strategy immediately should the FESC, and subsequently Council, approve the plan.

If the FESC recommends the Strategy on June 10, Council should accept the Strategy and direct staff to execute the Strategy with the budget dollars already approved in the 2019/2020 budget.

Or

If the FESC is not comfortable with the recommended plan, then Council should defer its decision until the FESC is in a position to endorse the final version.

**Fire Service Volunteer
Recruitment and Retention Strategy**

DRAFT

Prepared by: Fire and Emergency Services Committee

June 11, 2019

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Executive Summary

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

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

This document is the culmination of information obtained through:

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

The strategy offers tangible steps to improvement recruitment and retention outcome and a toolkit the Fire Service and the Municipality can use to improve various aspects of the recruitment and retention process.

Process

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

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

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

Audience Research

The project began with independent audience research. This allowed us to create an evidence-based

plan. We typically make assumptions about why people may or may not join the Fire Service based on our own experiences or the opinions of those in our social circle. Third-party audience research allowed us to identify the main motivators for why people join the Fire Service and why they leave.

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

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

What we learned

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

- Firefighters are well-respected. The most common words top-of-mind for respondents when thinking about firefighters are “dedicated,” “brave,” and “courageous.”
- More than 75% of all respondents say they would find the time to volunteer if there was a cause they believed in.
- Current firefighters cite “giving back to my community” as the most common reason why they joined the Fire Service, and 90% rate their overall volunteer experience with the Fire Service as Very Good or Good.

Our research identified some external realities that affect recruitment:

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

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

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

Objective

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

- Increase Fire Service volunteer recruitment by 5% within two years of this Strategy being adopted by Council.
- Increase Fire Service volunteer retention.
- Increase overall awareness of the need for Fire Service volunteers.
- Provide all Lunenburg County fire departments with a basic recruitment toolkit that they can use and adapt as they see fit.

Target Audiences

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

Residents

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

Key message: Firefighting can be for you.

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

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

Youth

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

for 100 hours as a member of the Junior or Regular member roster. There is an application process and studies involved besides the training, etc., at a given Fire Department.

Key messages:

- Students over 16 earn school credits for students for contributing to the Fire Service
- Help you learn new skills, you can learn how to use fire fighting equipment.
- Improve your resume.
- It's prestigious – you're a hero!
- Camaraderie, it's somewhere you will feel like you belong, and are part of a team.

Employees

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

Key messages:

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

Newcomers

An effort must be made to welcome newcomers to the community and invite them to join the Fire Service. The very nature of a rural community can make it hard to make connections because of the strong ties that already exist, and the distances between homes. Volunteering with the Fire Service can help new residents join the fabric of the community.

Key messages:

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

35 to 50-year-olds

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

Key messages:

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

Overall Approach

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

Fire Service Responsibility

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

Municipal Responsibility

The Municipality has an obligation to support Fire Departments in their local activities with a number of centralized initiatives.

Recruitment Tactics

Fire Service Responsibility

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

1. Assign recruitment responsibilities

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

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

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

2. Increase marketing materials in Fire Halls

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

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

3. Develop a social media presence

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

4. Engage in speaking opportunities

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

Municipal Responsibility

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

1. Develop recruitment marketing materials

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

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

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

2. Run a marketing campaign

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

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

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

3. Expand content on modl.ca

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

4. Increased community presence

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

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

Retention Tactics

As noted earlier, our current volunteers are our best ambassadors, and their recruitment by word-of-mouth advertising is invaluable. As such, current Fire Service volunteers should be treated in ways that

make them want to continue supporting the Fire Service and inspire them to support recruitment through their personal connection.

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

Fire Service Responsibility

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

1. Create a mentor program

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

2. Be alert to burnout

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

Municipal Responsibility

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

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

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

2. Continue to send MODL Fire Services Coordinator and Councillors to annual banquets/awards ceremonies. (no cost)

3. Soft skills training/online training made available for Fire Chiefs

- Emotional Intelligence
- Conflict resolution
- Leadership skills

4. Explore the opportunity to make Employee Family Assistance Program (EFAP) counselling available to all Fire Service volunteers (\$24 per member annually)

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

Budget

The budget below is the commitment made by the Municipality of the District of Lunenburg. Individual Fire Departments will be responsible for any items under their responsibility.

	One-time expense	Annual expense
Develop recruitment marketing materials	\$3,000	\$200
Developed and distribute recruitment package	\$500	\$100
Print & distribute annual recruitment & recognition newsletter		\$2,000
Paid newspaper ads		\$2,000
Paid radio ads		\$3,000
Paid Facebook ads		\$500
Increased community presence		\$1,000
Annual thank you BBQ		\$8,000
Online soft skills training		\$1,000
EFAP		\$16,000
Additional staff resource – dependant on tactics selected		\$22,500
Total		\$59,800