



Municipality of the District of Lunenburg

**APPROVED OPERATING  
AND CAPITAL BUDGET**

**2020/21**



# MUNICIPALITY OF THE DISTRICT OF LUNENBURG 2020/2021 BUDGET

PREPARED BY:

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## TABLE OF CONTENTS

### Introduction

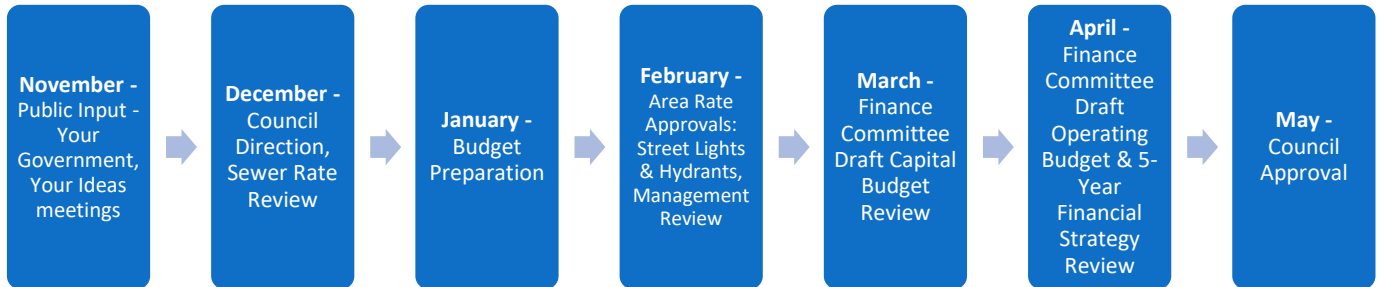
Executive Summary .....	4
Meeting Your Needs .....	7
Approved Additions to Baseline Budget .....	8
Budget Highlights .....	9
Where Your Municipal Tax Dollars Will Go .....	16
Mandatory Expenses Versus Discretionary Expenses .....	17
Community Profile .....	18
Governance Profile .....	20
Fiscal and Accounting Framework .....	22
Organization of Budget Book and Budget Process .....	25
Operating Budget Summary	
Total Operating Expenditures.....	26
Gross Operating Expenses .....	27
Municipal Summary – Net Operating Expenditures .....	28
Net Operating Expenses .....	29
Financial Condition Index & Municipal Indicators .....	30
MODL Revenue .....	32
Five-Year Financial Strategy .....	38
Operating Budget Projections .....	39
Department Budgets	
Legislative Services (Council) .....	40
Administration .....	45
Protective Services .....	49
Financial Services .....	53
Provincial Services .....	57
Economic Development .....	59
Engineering and Public Works .....	65
Planning and Development .....	73
Recreation .....	78
Capital Budget.....	84

Reserves and Reserve Funds.....	93
Appendix	
I.    Approved Area Rates .....	97
II.   Strategic Priorities .....	98
III.  Staffing and Organizational Charts .....	100
IV.  Glossary .....	103

Note: Municipality of the District of Lunenburg is referred to as “Municipality” throughout this document.

## EXECUTIVE SUMMARY

### TIMELINE: 2020/21 BUDGET PREPARATION



### OUR GOALS

Our mission is to maximize opportunities for social and economic development while retaining an attractive, sustainable, and secure environment for the enjoyment of residents and visitors.

The Municipality strives to respond to the needs of the community in a fiscally responsible manner. This budget continues this goal, while at the same time meeting the service levels established by Council.

### OPERATING BUDGET OVERVIEW

The approved budget results in no tax rate increase for residential, commercial or seasonal.

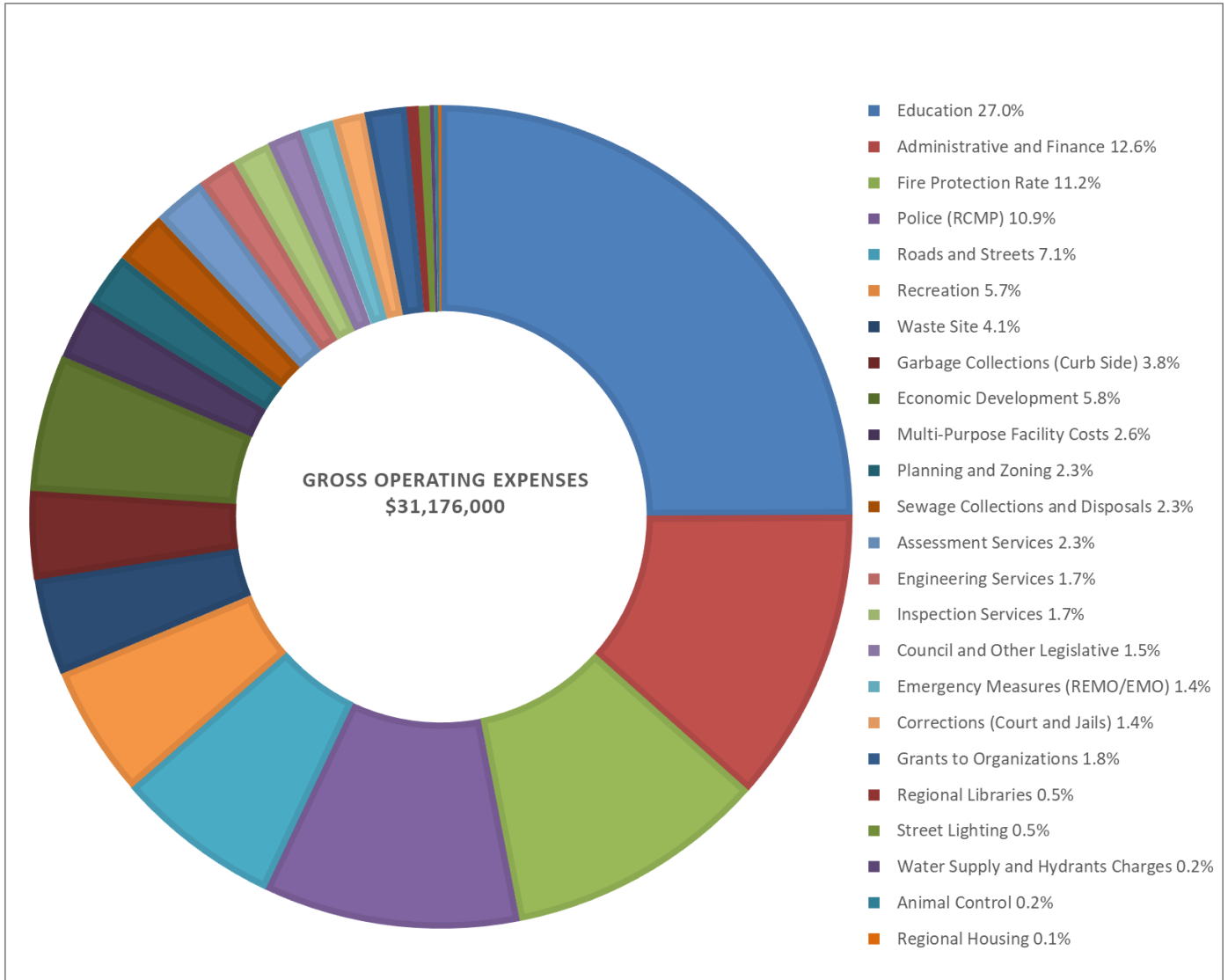
Residential Rate      \$0.81 per \$100 assessment  
both residential and resource  
no increase from last year

Commercial Rate      \$1.957 per \$100 assessment  
no increase from last year

Seasonal Rate      \$1.468 per \$100 assessment  
75% of the commercial rate

## TOTAL OPERATING EXPENDITURES

The gross expenditures in the 2020/2021 operating budget amounts to \$31,176,000.



## BUDGET SUMMARY

	2019/20 Annual Budget	2019/20 Budget Forecast	2020/21 Adjusted Baseline	2020/21 Additions	2020/21 Proposed Budget
Gross Expenditures (after reserve transfers)	\$ 31,189,600	\$ 30,151,700	\$ 30,743,800	\$ 432,200	\$ 31,176,000
Non-Tax Revenue	1,813,800	2,050,600	1,418,600	64,600	1,483,200
Net Expenditures	29,375,800	28,101,100	29,325,200	367,600	29,692,800
Tax Revenue	29,465,600	29,771,300	29,626,100	66,700	29,692,800
Surplus (Deficit)	\$ 89,800	\$ 1,670,200	\$ 300,900	\$ (300,900)	\$ -

## CHANGE IN ASSESSMENT REVENUE

As the Municipality continues to grow, additional assessment (both residential and commercial) will occur. Most assessment growth for existing development is capped at the Consumer Price Index (CPI). New development and renovations are assessed at market value.

Assessment information is provided annually by Property Valuation Services Corporation (PVSC). PVSC is responsible for the management of property assessment province wide. PVSC values properties on the basis of "Market Value Assessment" with the assessment roll being updated annually. The tax rate is applied to the capped assessment value.

Assessment Summary				
	2019-20	2020-21	Difference	% Change
Total Market Assessment	\$ 2,999,437,400	\$ 3,060,077,900	\$ 60,640,500	2.02%
Total Taxable Assessment (after CAP applied)	\$ 2,730,610,100	\$ 2,794,106,400	\$ 63,496,300	2.33%
Taxable Assessment (after CAP & allowance for appeals and exemptions)	\$ 2,723,010,100	\$ 2,786,606,400	\$ 63,596,300	2.34%
Total Number of Taxable Properties	29,768	29,979		
Total Number of Capped Properties	13,656	14,474		
Assessment Value Differential	\$ 276,427,300	\$ 265,971,500		



## MEETING YOUR NEEDS

With the adoption of the recommended budget additions, the full budget would result in no increase to the general tax rate. To the owner of a residential property assessed at \$100,000, the impact is:

\$0.81 – \$810 (Annual tax bill exclusive of area rates)

This budget provides for a continuation of not only existing service levels, but also the expansion of services and programs outlined in the following Budget Highlights section.



## APPROVED ADDITIONS TO BASELINE BUDGET

### 2020/21 Budget Additions

Department/Description	Expenditure Amount	Revenue/ Reserves	Net Cost
<b>Administration &amp; Finance</b>			
Joint Accessibility	\$ 32,400	\$ 22,600	\$ 9,800
Moving Contingency	4,500		4,500
Council Approved Contingency	20,000	20,000	-
Pension Transfer	775,000	775,000	-
<b>Engineering Services</b>			
Grant - EIT/Students	47,900	15,000	32,900
Moving Contingency	4,500		4,500
NSTIR Road Partnership	1,168,600	1,168,600	-
<b>Planning &amp; Development Services</b>			
Private Roads	63,500	66,700	(3,200)
Sustainability & Senior Planner Positions	159,100	25,000	134,100
Mandatory Planning - Stage 1	5,500		5,500
Moving Contingency	8,200		8,200
<b>Economic Development Services</b>			
Economic Development Officer	76,400		76,400
Moving Contingency	2,700		2,700
<b>Recreation Services</b>			
Pop up Play Program	6,000	2,000	4,000
Moving Contingency	3,700		3,700
AT Plan - paved shoulders	565,000	565,000	-
Community Facilities Fund	150,000	150,000	-
<b>Financial Services</b>			
Moving Contingency	6,400		6,400
Insurance - new municipal building	11,400		11,400
<b>TOTAL ADDITIONS</b>	<b>\$ 3,110,800</b>	<b>\$ 2,809,900</b>	<b>\$ 300,900</b>

## BUDGET HIGHLIGHTS

### INTERNET



- Council is pursuing multiple avenues for expanding internet service, with a total investment from all levels of government and Internet Service Providers of \$3,791,000 expected over the next two years, affecting up to 2,000 households.
- One project with Eastlink and the Federal Government will see approximately \$1.48 million invested in the Municipality, with a municipal share of \$233,486 in the work being done.
- One project with TNC Wireless and the Federal Government will bring a new solution to the northern areas of the Municipality. Of the \$2.15 million total program cost, the Municipality is contributing up to \$193,857.
- Two new Internet towers now provide fixed wireless internet services for Big Tancook Island, and for areas surrounding the Lunenburg Regional Community Recycling Facility. The Municipality contributed \$80,410.
- We're happy to see that better Internet will be coming to Caledonia, Chelsea, New Germany and New Ross as part of Develop Nova Scotia's mandate to improve Internet in the province.

### RURAL ROADS

- A total of \$1.8 million will be spent on the maintenance, operation and improvement of roads in our Municipality.
- The proposed 2020/21 budget includes \$1.1 million in funding for paving of cost-shared provincial roads, should provincial approval be granted.
- An additional \$833,000 will be spent on maintaining and operating municipally-owned and J class roads.
- Council is reviewing a Private Roads By-law that seeks to remove barriers faced by the landowners on private roads.
- Engineering staff are completing assessments and preparing pre-design work for possible upgrade and paving projects on existing municipal roads in the 2020 construction season.



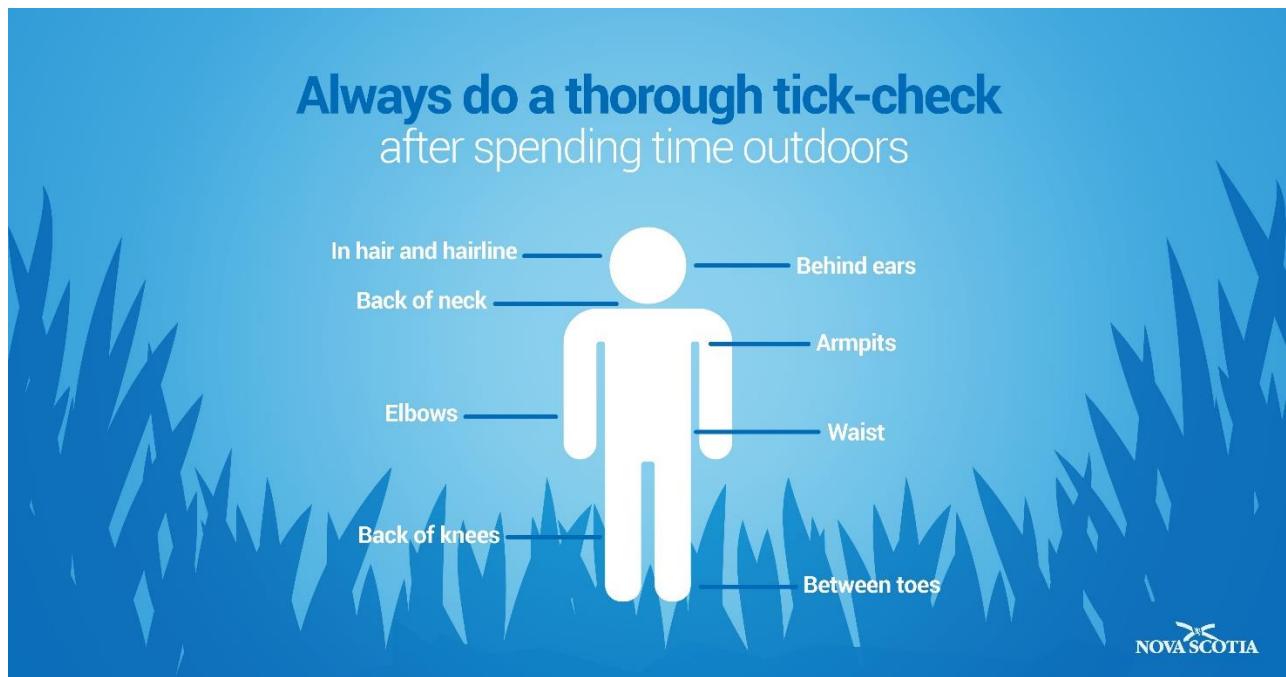
## TOURISM AND INVESTMENT ATTRACTION



- The Municipality has increased the promotion and awareness of the Municipality's tourism sector with improvements to the Lunenburg Region website, upgrades to the Agri-Tour and Lunenburg Region maps, new online mapping project and Highway 103 signage.
- The Municipality is moving into the fifth year of the Investment Attraction Strategy that has seen a significant increase in the number of inquiries from both small businesses and new residents interested in moving to the Municipality. With the new addition of the Economic Development Officer the Municipality will undertake a complete review of all internal and external marketing efforts in 2020/21. The three primary areas of focus will be Agriculture, Tourism, and Osprey Village.

## TICK AWARENESS AND LYME DISEASE

- Lyme Disease is a growing problem in Lunenburg County. The Municipality is in the final year of the three-year bait station research project and educational campaign.



## OPEN SPACE STRATEGIC PLAN



- Continue to implement the Open Space Strategic Plan by investing in our parks, including River Ridge Common.
- Council continues to aggressively pursue expansions to the network of public parks and trails. The proposed 2020/21 budget includes funding for trails and active transportation, as well as \$138,000 for construction in River Ridge Common.

## ACTIVE TRANSPORTATION



- We will continue to provide support to the six rails to trails groups, ATV clubs and the Lunenburg County Mountain Bike Association. A focus will be on developing trails that provides connectivity to other trails, recreation facilities and amenities such as gas stations, restaurants and hotels, parks and to other communities.

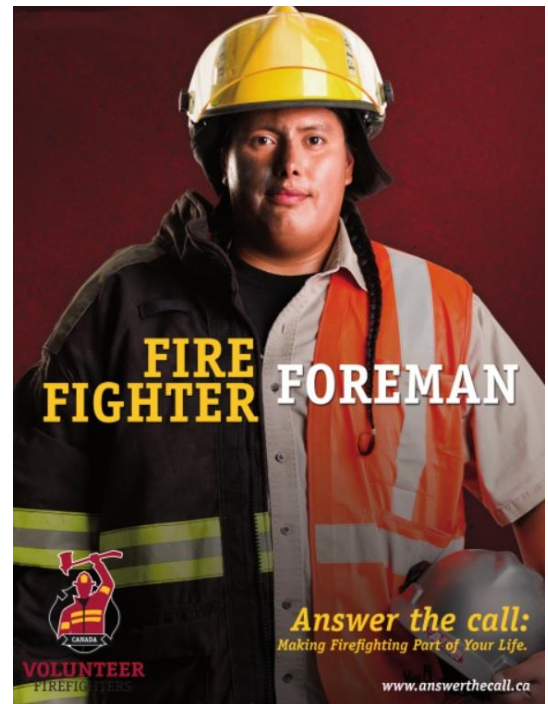
## COMMUNITY INVESTMENT

- Increase the community fund from \$100,000 to \$150,000.



## FIRE SERVICES RECRUITMENT AND RETENTION

- Volunteers are the backbone of our Fire Service, and recruiting and retaining active volunteers is a significant challenge for our Fire Service. Council has included \$40,000 in funding for recruitment and retention initiatives.



## ACCESSIBILITY

- The Municipality has partnered with the Town of Bridgewater, Town of Mahone Bay, Town of Lunenburg and the Municipality of the District of Chester to form a Joint Accessibility Advisory Committee. This committee provides advice to the municipal councils in Lunenburg County on identifying, preventing and eliminating barriers to people with disabilities in municipal programs, services, initiatives and facilities. The committee plays a pivotal role in helping the municipalities to become barrier-free communities that complies with Nova Scotia's Accessibility Act (2017).
- A new, fully accessible Municipal Services building will be completed on municipally-owned land at Osprey Village. Previous and current Councils have set funds aside for this project for many years, which means the Municipality will not incur debt or raise taxes to build the new Municipal Services building. The Municipality continues to be on track to be debt-free by 2021.



## CLEAN ENERGY FINANCING PROGRAM

- The Municipality will continue to offer financing for energy efficiency and cleaner energy retrofits. The program is designed to ensure residents save as much or more in energy and heating expenses than the cost of the retrofit loan, which is paid back over a 10-year period. Since beginning in 2016, this program has helped 22 households improve their energy efficiency. For more information visit [www.CleanEnergyFinancing.ca](http://www.CleanEnergyFinancing.ca)



## SEWER TAX RATE REDUCTION

- Municipal Council approved the proposed Sewer Rates of \$0.43/\$100 assessment for those in New Germany, Conquerall Bank, Cookville and Shore Drive, effective April 1, 2020. The Hebbville sewer rate was reduced to \$0.25/\$100 assessment. This is a 41% reduction in the Area Sewer Rates.

## MAINTAIN TAX RATE

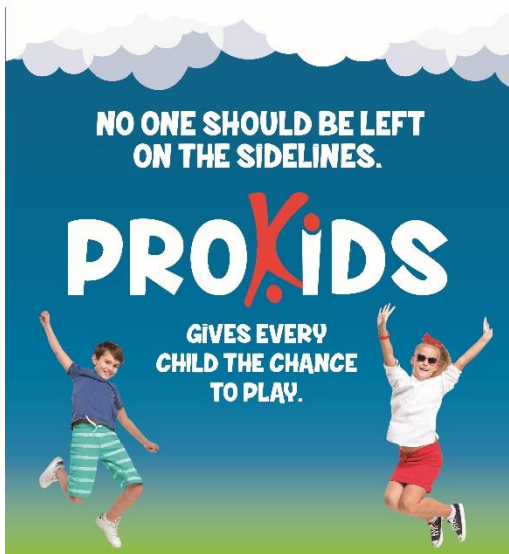
- Residential and commercial tax rates remain constant in this budget.

## INTERIM TAX DEADLINE DEFERRAL



- In order to offset the financial impact on residents and businesses during the COVID-19 situation, the interim tax deadline will move from May 31, 2020 to August 31, 2020. The interim tax bills were mailed; however, no interest will be applied until September 1, 2020. If your account includes arrears, daily interest will continue to be applied to the arrears. Additionally, the Municipality will offer a deferral of PACE and Straight Pipe Loan payments of up to 90 days upon request.

## REMOVING FINANCIAL BARRIERS FOR CHILDREN AND YOUTH



- Continue to contribute to Positive Recreation Opportunities for Kids (PRO Kids). This program strives to remove financial barriers to ensure every child and youth has an opportunity to participate in sport, recreation and cultural activities in the Municipality.

## PROPERTY TAX REBATE FOR LOW INCOME HOUSEHOLDS

- The Municipality will continue to offer a property tax rebate of up to \$500 for property owners who have a total household income under \$29,999. An application must be completed to qualify for the rebate. Please call (902) 541-1348 or visit [modl.ca](http://modl.ca) to obtain the application. The application deadline is August 1, 2020.

## DEBT FREE IN 2021

- When the Municipality becomes debt-free in 2021, it will be only the second municipality in the province to be debt-free.

## LAHAVE RIVER STRAIGHT PIPE REPLACEMENT PROJECT

- The Municipality has replaced 150 straight pipes in the Wastewater Management District.
- Our goal is to make the lower LaHave River straight pipe free by 2023.



## CLEANUP OF ABANDONED SCHOOLS

- \$1M is included in the budget for the demolition and remediation of Riverport School.

## **FLOOD MITIGATION AND PLANNING**

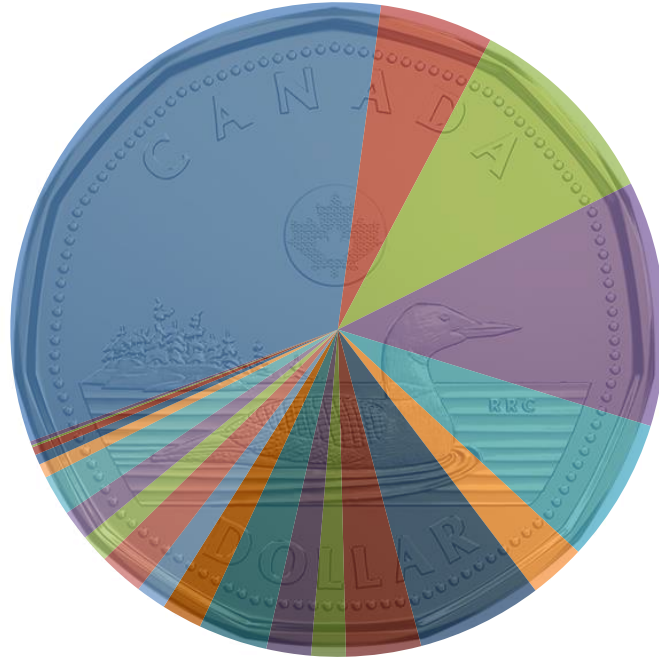
- MODL now has completed Light Detection and Ranging (LIDAR) remote sensing data for the entire Municipality and is in the process of converting the data into elevation maps showing floodplains for a range of storms.
- The floodplain mapping will be necessary to have an informed discussion on the type of development controls in a new municipal-wide Land Use By-Law, and what is an appropriate level of planning in the Municipality.
- The Province has indicated that municipalities will be required to have land-use planning in place across the entire Municipality in the near future.
- Exploring flooding control in Hebbville and the lower Petite Riviere watershed.

## **LITTER CLEANUP PROGRAM**

- The Municipality has allocated \$10,000 towards a Litter Clean Up Grant for not-for-profit organizations.



# WHERE YOUR MUNICIPAL TAX DOLLARS WILL GO



- |  |                                       |  |
|--|---------------------------------------|--|
| ■ Education \$0.326                      | ■ Waste Site \$0.06                   | ■ Police (RCMP) \$0.10                 |
| ■ Administrative and Finance \$0.12      | ■ Debt Financing and Transfers \$0.07 | ■ Economic Development \$0.03          |
| ■ Garbage Collections (Curb Side) \$0.06 | ■ Recreation \$0.04                   | ■ Multi-Purpose Facility \$0.02        |
| ■ Assessment Services \$0.02             | ■ Roads and Streets \$0.03            | ■ Corrections (Court and Jails) \$0.02 |
| ■ Council and Other Legislative \$0.02   | ■ Planning and Zoning \$0.02          | ■ Inspection Services \$0.01           |
| ■ Engineering Services \$0.02            | ■ Grants to Organizations \$0.02      | ■ Grants to Fire Departments \$0.01    |
| ■ Regional Libraries \$0.01              | ■ Emergency Measures \$0.004          | ■ Regional Housing \$0.001             |
| ■ Animal control \$0.002                 |                                       |  |

## MANDATORY EXPENSES VS DISCRETIONARY EXPENSES

Mandatory and required expenditures represent 49% of the Municipality's gross expenditure budget and 50% of the net expenditure budget for 2020/2021.

Mandatory and required expenditures include items upon which the Municipality contributes funding for services provided; in which, the Municipality has no control over the budget amount as well as those services that are considered necessary. Mandatory and required expenses include:

	<b>2020-21</b>	
	Gross	Net
<b>Mandatory Contributions</b>		
Education - schools	\$ 8,401,600	\$ 8,401,600
Assessment	704,500	704,500
Corrections - courts and jails	362,300	362,300
Public Housing	35,000	35,000
Regional Library	159,700	159,700
	9,663,100	9,663,100
<b>Mandatory Expenditures</b>		
Policing - RCMP	3,399,000	3,322,000
Roads and Streets	2,205,300	1,967,000
Streetlights	145,600	(3,000)
Curbside Garbage Collection	1,169,300	1,169,300
Waste Site - Joint Services Board - MODL Share	1,272,300	1,272,300
	8,191,500	7,727,600
Debt Repayment & Transfers	(2,630,300)	(2,630,300)
	\$ 15,224,300	\$ 14,760,400

The remainder of the expenditures are termed discretionary as the Municipality determines more directly the level of service necessary and whether the service will be provided.

## COMMUNITY PROFILE

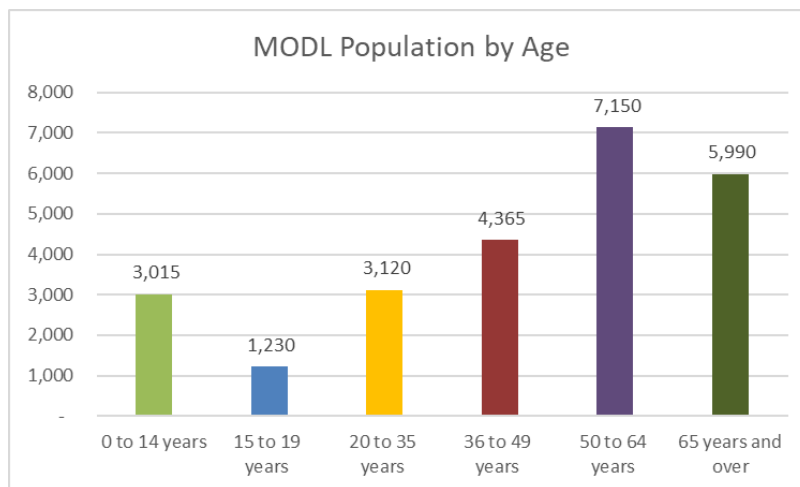


The Municipality is the third largest rural municipality in Nova Scotia in terms of total property assessment and encompasses a geographic area representing over 432,000 acres.

The Municipality is home to a population of approximately 25,000 and is an excellent location for development and growth in Nova Scotia.

Rich in charm and history, the Municipality offers a safe, rural lifestyle with wonderful seaside communities, sparkling coves and beaches, miles of Atlantic shoreline and numerous recreational lakes. All of this within a short commute to the large metropolitan area of Halifax.

The Municipality provides several important services to its residents including: sewage treatment; solid waste collection, processing and disposal; emergency management; policing; building inspection; fire inspection; Municipal road maintenance; collection of private road maintenance fees; community planning; recreation facilities and programs; support to volunteer groups and organizations; economic development; and, tourism promotion. In addition, the Municipality funds services not directly provided by the Municipality including Assessment Services, Corrections, Libraries, Education and Police Services.

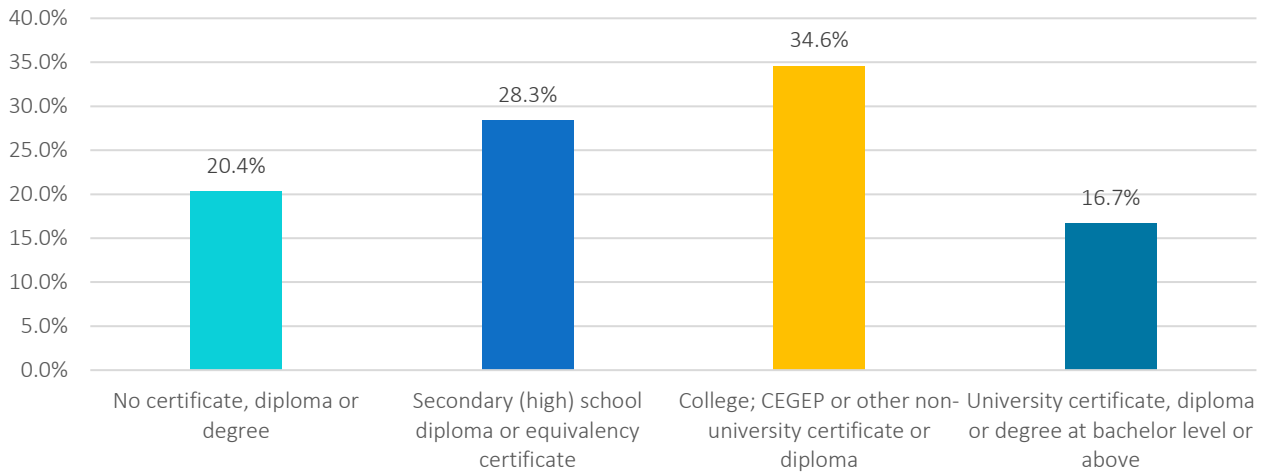


The Municipality is a progressive community with a sustainable, diversified economy incorporating both traditional resource-based activities and a spirit of innovation and entrepreneurship that capitalizes on new economic activities. The Municipality's success is built on a strong work ethic and productive working relationships with the community and regional partners. The Municipality is a vital economic and service centre for the region. The

Municipality's caring and tolerant communities, supported by a strong volunteer base, provide a rich mosaic of services to enhance the quality of life in our region.

Based on the 2016 Census Data, of the 25,000 residents living in the Municipality, 50.2% identify as male and 49.7% as female. 31% of our residents are between the ages of 30 and 54 (7,680 total).

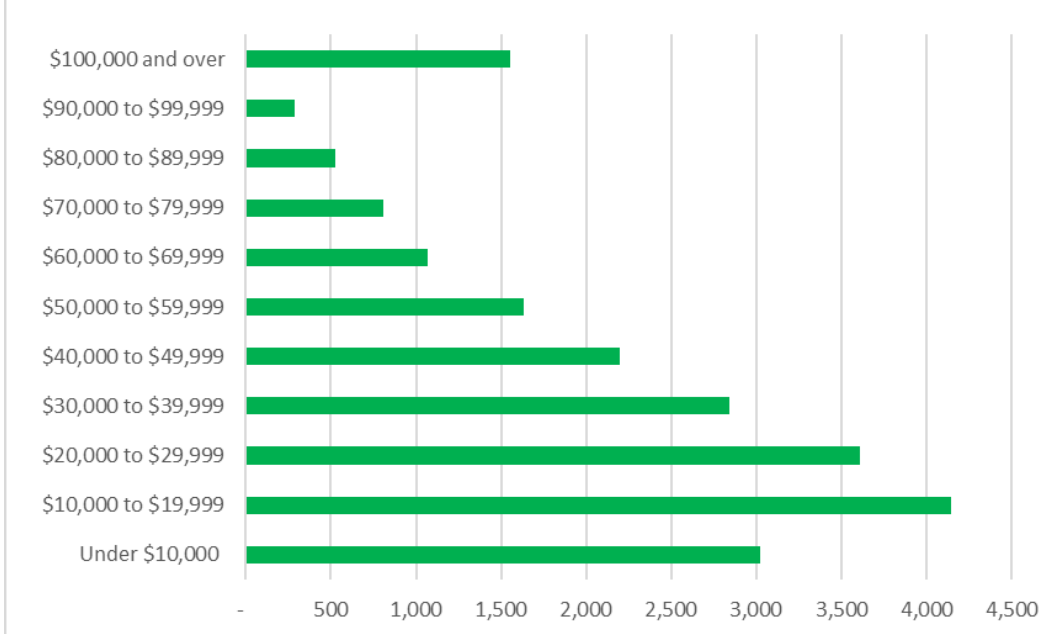
### Educational Attainment (Age 25 to 64 Years)



Approximately 20% of individuals between the ages of 25 and 64 do not have a high school diploma or equivalent. 28% have a high school diploma while 34% have a non-university diploma or certificate, and 16% have a university bachelor degree or post graduate degree.

Approximately 8% of the labour force was unemployed based on the total individuals reporting in the 2016 Census. The majority of individuals (approximately 49%) have income between \$10,000 and \$39,999 (before taxes). Seven percent make over \$100,000 per year.

### Income Distribution by Individual



## GOVERNANCE PROFILE

The Municipal Council is the governing and legislative body for the Municipality. Council is responsible for establishing priorities; policy direction; monitoring and evaluating the implementation of programs; and, authorizing revenue collection and expenditures.

Council is comprised of a Mayor, Deputy Mayor and nine other Councillors. Council members are elected directly to Council with one Councillor being elected in each of the ten Districts. The Mayor is elected at large by the residents of the District to represent the entire District. The Deputy Mayor is elected from among the Councillors, with a term of one year.

Councillors serve for a four-year term of office. The current term began November 2016 and expires in October 2020. The Municipality's political and administrative decision-making structure includes the Council, standing and special committees of Council, the Chief Administrative Officer and operating and supporting departments.

## MUNICIPAL COUNCIL 2020-21



**Mayor** Carolyn Bolivar-Getson

**District 1** Deputy Mayor Eric Hustvedt

**District 2** Councillor Martin Bell

**District 3** Councillor Lee Nauss

**District 4** Councillor John Veinot

**District 5** Councillor Cathy Moore

**District 6** Councillor Claudette Garland

**District 7** Councillor Wade Carver

**District 8** Councillor Michael Ernst

**District 9** Councillor Reid Whynot

**District 10** Councillor Errol Knickle

## SENIOR ADMINISTRATIVE STAFF

Chief Administrative Officer **Tom MacEwan, LLB**

Deputy Chief Administrative Officer **Alex Dumaresq**

Director of Business Development, Tourism and Infrastructure **Dave Waters**

Director of Engineering and Public Works **Stephen Pace, MBA, P.Eng.**

Director of Finance **Elana Wentzell, CPA, CMA**

Director of Planning and Development **Jeff Merrill, MCIP**

Acting Director of Recreation **Tissy Bolivar**

Accounting Manager **Angela Veinot, CPA, CGA**

Communications Officer **Sarah Kucharski**

Municipal Clerk **Sherry Conrad**

Municipal Engineer **Jamie Burgess, P.Eng.**

In 2020/2021, the total budgeted complement of the municipal departments is 41 continuous full-time staff and approximately six full-time equivalent staff on a temporary/seasonal basis. For further information, refer to Appendix 3, Staffing and Organizational Charts on page 102.

### SUMMARY OF COMPREHENSIVE FISCAL AND ACCOUNTING POLICIES

The Municipality follows proper accounting practices. The accounting principles, practices and policies are prescribed by the Public Sector Accounting Board and by the Department of Municipal Affairs further described in the Municipality's annual audited financial statements.

The foundation for all initiatives of the Municipality is a solid financial strategy. To this end, Council's goal with respect to fiscal and accounting policies, practices and principles are as follows:

To ensure that Municipal finances are well managed, transparent in reporting and that required resources are available to support municipal initiatives.

Legislative Compliance – The Municipality follows the legislative financial requirements of the *Municipal Government Act* and regulations. In addition, the Municipality meets or exceeds all policy statements of the Public Sector Accounting Board, which is governed by the Chartered Professional Accountants of Canada. The following provides an overview of the specific financial policies, controls and planning framework of the Municipality.

### OPERATING BUDGET CONTROL PROCESS

The Municipality has policies in place to allow departments' sufficient latitude to effectively manage programs and service delivery for which they are accountable. These policies establish financial accountability and spending authorities for budget allocations. The general accountabilities and allowable adjustments are as follows:

- Departmental services approved by Council are carried out within the department's net expenditure approvals. Deviations from this practice are reported to and reviewed by the Chief Administrative Officer and Council, as set out herein.
- Department Directors are accountable to the CAO and Council for their spending, revenue generation and service delivery performance against budget approvals.
- Revenues that are received beyond the level provided for in the budget shall not be spent or committed without Council approval.
- The Audit Committee has been formed with a mandate of overseeing the audit process and making recommendations on internal controls.
- The Finance Committee makes recommendations to Council on a proposed level of operating/capital budget for the subsequent fiscal year and ensures that Municipal finances are well managed.
- Expenditures beyond the level provided for in the budget shall not be made without Council approval.

## FINANCIAL PLANNING POLICIES AND PRINCIPLES

The financial plan, which covers both the operating and capital budgets for all funds, encompasses the following principles:

- **Balanced Budget:** The Municipality is required under the *Municipal Government Act* not to plan for a deficit. To achieve this, the budget is prepared on a financially viable basis and is monitored and controlled to achieve a balanced budget.
- **Long Range Perspective:** All budgets are prepared with a long-term perspective to ensure affordability and equity to the ratepayers. As such, all programs and projects within the operating and capital budgets must be realistic.
- **User Pay:** Where deemed appropriate by Municipal Council, the Municipality has a practice to ensure that services identifiable to specific users are charged directly to them (either through user charges or specific area rates) instead of levying a general tax to all property owners.
- **Proactive Asset Management:** The infrastructure of the Municipality is reviewed on an ongoing basis to assess its condition. Proactive maintenance and rehabilitation programs can then be built into the budget process.

## REVENUE AND EXPENDITURE POLICIES AND PRINCIPLES

- Regular reports are prepared for management and the Finance Committee to monitor actual to planned results.
- **Surplus Allocation:** Any surplus that may be generated will be allocated to reserves mandated by Provincial Legislation.
- **Purchasing Policy:** All purchases for the Municipality must be governed by the financial limits and procurement methods established under the District's Purchasing Policy.

## DEBT MANAGEMENT

Council reviews the debt level and forecasted level as part of the capital budget review process, and, at a minimum, bi-annually. It is the goal of Council to ensure the debt is fiscally managed and is significantly below the Provincial Government threshold of 15% of own source revenues. The Municipality's aggressive debt repayment schedule is on track for MODL to be debt free by October 2021.

Council adopted a Debt Management Policy in 2013 which is intended to provide a framework for reducing the debt of the District in the long-term financial context of the Municipality.

## INVESTMENT POLICY

This policy applies to the investment of all funds of the Municipality. It is the goal of the Municipality to seek the highest investment return with the maximum security, while meeting the cash needs of the Municipality. Staff must operate within the boundaries of applicable legislation, the Municipal Government Act.



## BASIS OF ACCOUNTING

The Municipality prepares its financial information in accordance with the generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada and prescribed policies issued by the Department of Municipal Affairs. The Municipality's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes revenues as they become available and measurable. Expenditures are recognized as they are incurred and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay. This is also the basis for developing the Municipality's budget.

## MUNICIPAL FUNDS

The Municipality's resources and operations are separated into various funds. Each fund is a separate fiscal and accounting entity organized by their intended purpose. They are separated to comply with legal, finance and governance requirements. In municipal financial operations, monies raised or supplied for one purpose cannot be used for any other purpose. Legal restrictions and contractual agreements prevent them from being used or diverted to any other use. Fund accounting shows that the money has been used for its intended purpose. The Municipality's external auditors audit all funds annually. Although all funds are segregated, the Municipality also prepares Consolidated Financial Statements in accordance with requirements of the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. The following funds are used for accounting and financial reporting purposes:

- General Operating Fund: This fund includes all municipal programs and services not accounted for in any other fund. This is the largest of the funds and the cost of the activities is recovered through municipal property taxes, user fees and other revenue sources. The General Fund also includes a provision for contributions to Reserves and Reserve Funds. For example, in an election year, election expenditures are financed by a transfer from the Election Reserve; conversely in non-election years, contributions are made to Election Reserve.
- Capital Fund: This fund accounts for capital projects related to the delivery of services and programs. The capital budget is presented on the basis of funding source (tax or sewer rate supported Provincial and Federal Government grants, Federal Gas Tax and reserves). Various inter-fund transactions are reflected to achieve the separation for accounting purposes.
- Reserve Fund: This fund accounts for the balance and transfers of the various reserve funds.

## ORGANIZATION OF BUDGET BOOK AND BUDGET PROCESS

This budget document includes an Executive Summary section, which provides an overview of the recommended Operating and Capital Budgets. The fiscal year for the Municipality is April 1 to March 31.

The appendices to the budget contain information on the approved additions to the baseline budget, cuts to budget, strategic plan review, staffing levels, and the glossary. Each Departmental Section is organized as follows:

- Department Introduction and Overview
- Departmental Mission
- Departmental Goal
- Departmental Service Level and Performance
- 2019/2020 Other Significant Achievements
- Current Conditions
- 2020/2021 Strategic Direction and Priorities
- Additions to Baseline Budget
- Departmental Budget – 2020/2021

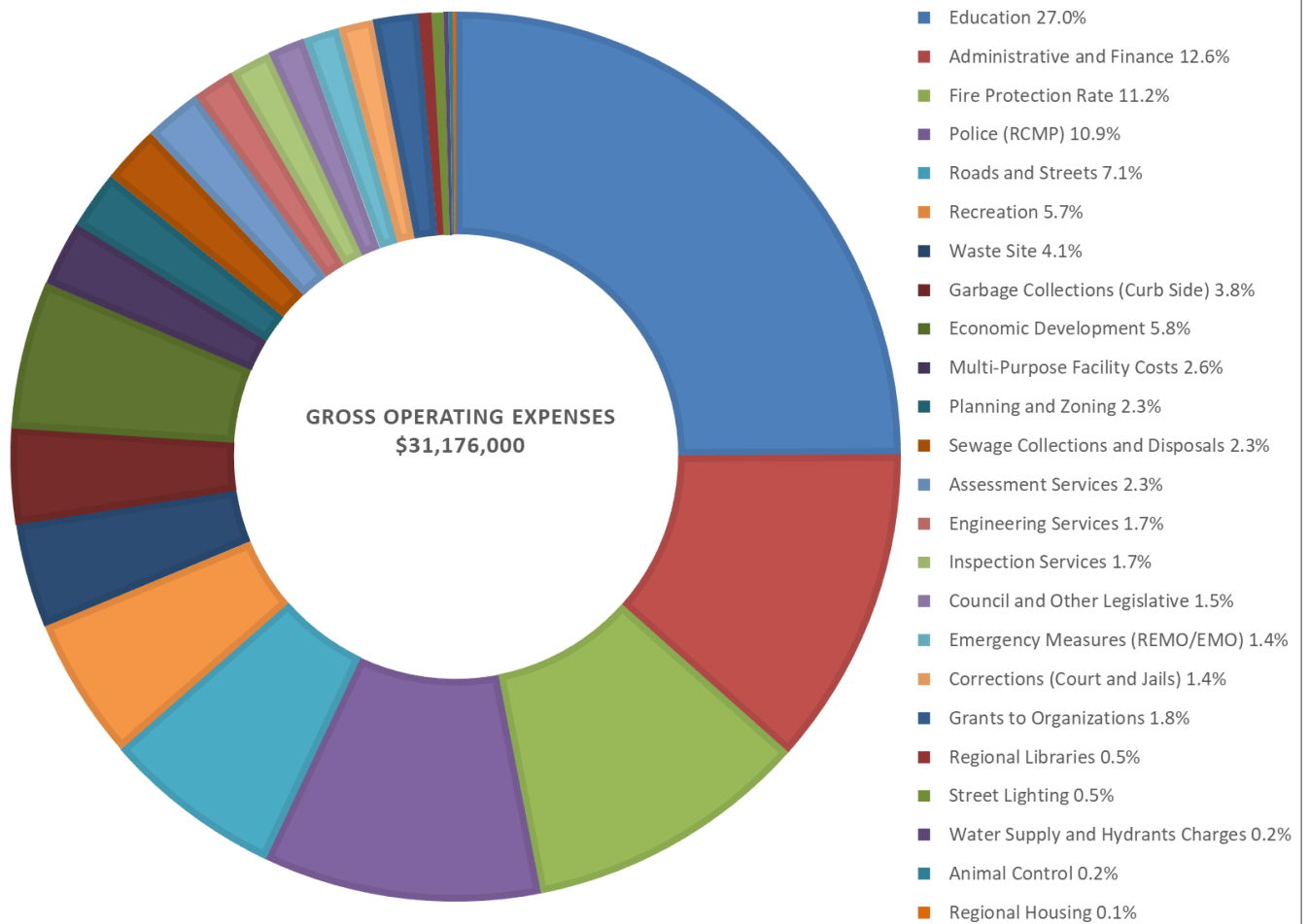
Protective Services, Service Partners and Provincial Programs describe the District's participation and provide other high-level information on the service arrangement. The District may influence or contribute significantly to programs identified under these sections; however, they are generally governed externally.

## OPERATING BUDGET SUMMARY

### TOTAL OPERATING EXPENDITURES

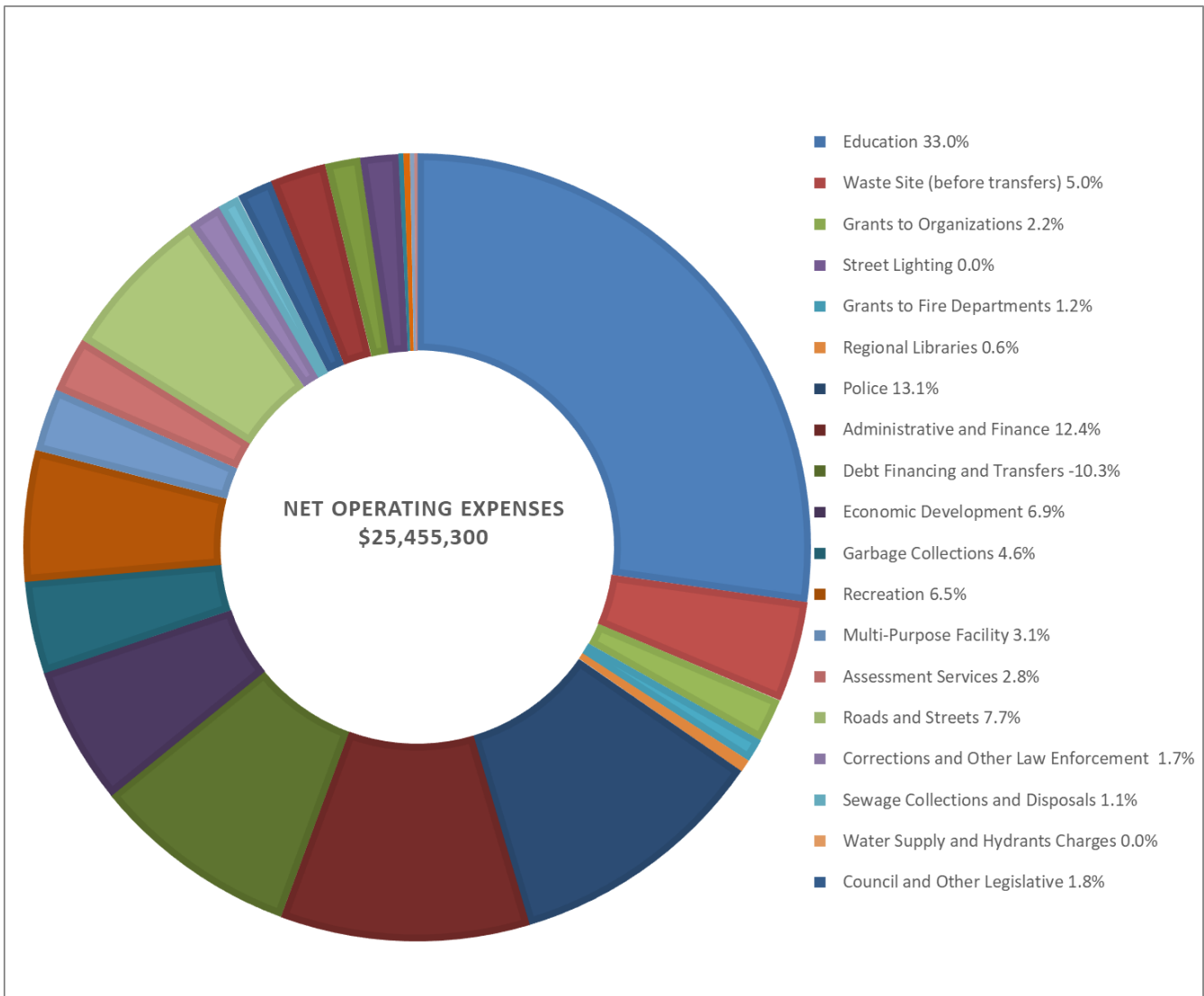
The gross expenditures, provided for in the 2020/2021 operating budget, total \$31,176,000. Major mandatory and required expenditures—including the Provincial Services, Protective Services (Police and Fire), and Solid Waste Management—account for \$17,854,600 or 49% of the Municipality’s net expenditures. The following charts summarize the Municipality’s budget and show percentage change over last year’s budget. The next pages summarize revenue and expenses by department.

	2019/20 Annual Budget	2019/20 Budget Forecast	2020/21 Adjusted Baseline	2020/21 Additions	2020/21 Proposed Budget	% Change over Prior Year
Gross Expenditures (after reserve transfers)	\$ 31,189,600	\$ 30,151,700	\$ 30,743,800	\$ 432,200	\$ 31,176,000	-0.04%
Non-Tax Revenue	1,813,800	2,050,600	1,418,600	64,600	1,483,200	-18.23%
Net Expenditures	29,375,800	28,101,100	29,325,200	367,600	29,692,800	1.08%
Tax Revenue	29,465,600	29,771,300	29,626,100	66,700	29,692,800	0.77%
Surplus (Deficit)	\$ 89,800	\$ 1,670,200	\$ 300,900	\$ (300,900)	\$ -	



**Municipal Summary - Net Operating Expenditures**  
**(After Area Rates)**  
**Budget 2020/21**

	<b>Proposed</b>		<b>Partner</b>	
	<b>Budget Gross</b>		<b>Contributions</b>	<b>Net Cost</b>
	<b>Expense</b>	<b>Revenues</b>		
<b>Operating Expenditures</b>				
Education	\$ 8,401,600	\$ -	\$ -	\$ 8,401,600
Waste Site (before transfers)	1,272,300	-	-	1,272,300
Police	3,399,000	77,000	-	3,322,000
Fire Protection Rate	3,491,400	3,491,400	-	-
Administrative and Finance	3,926,400	752,700	18,400	3,155,300
Debt Financing & Transfers	(2,630,300)	-	-	(2,630,300)
Economic Development	1,805,500	52,600	-	1,752,900
Garbage Collections	1,169,300	-	-	1,169,300
Recreation	1,758,600	104,900	-	1,653,700
Multi-Purpose Facility	796,900	-	-	796,900
Assessment Services	704,500	-	-	704,500
Roads and Streets	2,205,300	238,300	-	1,967,000
Corrections and Other Law Enforcement	431,800	-	-	431,800
Sewage Collections and Disposals	709,300	439,200	-	270,100
Council and Other Legislative	453,700	-	-	453,700
Planning and Zoning	713,000	9,900	-	703,100
Inspection Services	514,000	71,400	-	442,600
Engineering Services	513,900	28,800	-	485,100
Grants to Organizations	550,300	-	-	550,300
Street Lighting	145,600	148,600	-	(3,000)
Grants to Fire Departments	294,500	-	-	294,500
Regional Libraries	159,700	-	-	159,700
Emergency Measures (REMO/EMO)	142,800	-	62,900	79,900
CES Facility	102,200	166,000	-	(63,800)
Water Supply and Hydrants Charges	58,700	58,600	-	100
Other Protective Services	51,000	-	-	51,000
Regional Housing	35,000	-	-	35,000
	<u>\$ 31,176,000</u>	<u>\$ 5,639,400</u>	<u>\$ 81,300</u>	<u>\$ 25,455,300</u>
<b>Total Expenses</b>				



## FINANCIAL CONDITION INDEX & MUNICIPAL INDICATORS

The Financial Condition Index is published annually by the Province to help municipal councils and residents make sense of municipal financial information by providing a variety of sources of information in a single document. The index is organized into three financial dimensions that focus on where municipalities get their revenue, how they spend their money, and how they manage their finances.

The indicators confirm that the Municipality of the District of Lunenburg is in a strong financial position. The Municipality performs better than the threshold on 12 out of 13 indicators.

The Municipality has implemented a 5-Year Financial Strategy to guide financial and strategic decisions. The Municipality continues to reduce debt, plan and invest in capital projects and avoid deficits despite challenging economic circumstances.

Low uncollected taxes and excellent scores on the deficits, reserves, undepreciated assets, and liquidity confirm the Municipality's prudent approach to managing revenue, budgets and capital assets. While debt indicators are above average, the Municipality is pursuing an aggressive debt repayment policy, has no borrowing in the Five-Year Capital Plan, and is projected to be debt free by October 2021.

The Municipality strives to respond to the needs of the community in a fiscally responsible manner by creating a budget that maintains stable tax rates and meets the service levels established by Council. The 2018 Financial Condition index is proof of this fiscal responsibility with green indicators in all dimensions except one. The budget accuracy dimension is red due to budget surpluses. These surpluses are placed in reserves to ensure there are funds to help mitigate the financial impact of major, nonrecurring or unforeseen expenditures on the Municipality's annual operating budget, as well as take advantage of unexpected opportunities to leverage external funding programs.

### REVENUE DIMENSION

The Revenue Dimension of the Financial Condition brings together a series of indicators to assess our revenue sources. A strong revenue base should have at least some growth to keep pace with the rising cost of services. It should also be broad, avoiding an over-reliance on Provincial or Federal transfers, a single large account, or one type of assessment. A well-managed revenue stream will also keep the number of unpaid accounts to a minimum.

Indicator	MODL Score	Yellow Threshold	Red Threshold
Reliance on Government Transfers	0.3%	15% to 20%	> 20%
Uncollected Taxes	6.6%	10% to 15%	> 15%
3 Year Change in Tax Base	6.3%	Less than actual CPI	Negative growth
Reliance on a Single Business	0.4%	10% to 15%	> 15%

## BUDGET DIMENSION

The Budget Dimension of the Financial Condition Index brings together a series of indicators to assess the strength of a municipality's budgeting process. This includes preparing and following balanced budgets, and ensuring there are sufficient funds on hand to pay expenses. We also strive to efficiently provide municipal services while maintaining a balance between tax burden and income in the community.

Indicator	MODL Score	Yellow Threshold	Red Threshold
Residential Tax Effort	2.3%	4% to 6%	> 6%
Deficits in the last 5 years (Red = 2 years)	0	1 or more	1 or more
Budget Expenditure Accuracy	2	1	> 1
Liquidity Ratio	4.9	1 to 1.5	Less than 1
Operating Reserves	95.5%	10% to 20%	Less than 10%

## DEBT & CAPITAL DIMENSION

The Debt and Capital Dimension of the Financial Condition Index brings together a series of indicators to assess the strength of a municipality's longer-term financial planning. A municipality with a strong capital planning process makes regular investments in infrastructure as existing equipment and facilities age and maintains funds in reserves for upcoming capital projects and unforeseen financial difficulties. A strong municipality will also borrow funds for investment in capital projects without exceeding a prudent and affordable level of debt.

Indicator	MODL Score	Yellow Threshold	Red Threshold
Debt Service Ratio	6.2%	10% to 15%	> 15%
Outstanding Debt	0.0%	25% to 50%	> 50%
Undepreciated Assets	72.6%	35% to 50%	Less than 35%
Combined Capital & Operating Reserves	135.6%	30% to 40%	Less than 30%



## MODL REVENUE

**MODL Revenue** is the section pertaining to Municipal operations as a whole and includes all revenues not identified as a revenue stream or as cost recoveries within specific departments.

## PROPERTY TAXATION

Taxation is the major source of revenue for the Municipality. Tax rates to be applied to the various property classes are determined by the total tax levy requirement and the allocation by class of the assessed current market values of real property within the Municipality. This category includes general levies and local improvement collections.

## PAYMENTS IN LIEU OF TAXES

Although property owned and occupied by other government entities is not subject to taxation, it is liable for payments in lieu of taxes at the equivalent tax rates. The Municipality receives such payments from the following government entities:

- Federal enterprises and properties
- Nova Scotia government properties

In addition to government properties, there are Provincial agencies that are exempt from property taxes, and instead pay grants based on differing formulas. These agencies include:

- Nova Scotia Power
- Bell Aliant
- Nova Scotia Liquor Commission

## SEWER RATE

The Municipality's sewer rate is charged to properties connected to the various sewer systems. This rate covers the majority of operating expenditures and part of the capital reserve for the municipal sewer systems.

## INTEREST ON INVESTMENTS AND TAXES

Interest is earned on bank deposits, investments, receivables and loans. The Municipality charges penalties and interest on overdue taxes as a matter of policy to encourage prompt payment. Penalties are charged for late payment of taxes in the year they become due, while interest is charged on arrears remaining after that year.

## AREA RATES COLLECTED FOR OTHER UNITS

As a taxing authority, the Municipality collects and then remits taxes for other entities that are unable to do so. Examples of these include private road maintenance associations, fire commissions and recreation groups.

## **ADMINISTRATION CHARGES**

Any amounts kept by the Municipality for collecting private road rates as well as administering Regional Emergency Management (REMO).

## **RENTAL INCOME**

Income received from rental activity, both through the Municipal building and other properties throughout the Municipality.

## **MISCELLANEOUS**

Any other revenues of a general nature.

## **FUND BALANCE AND TRANSFERS**

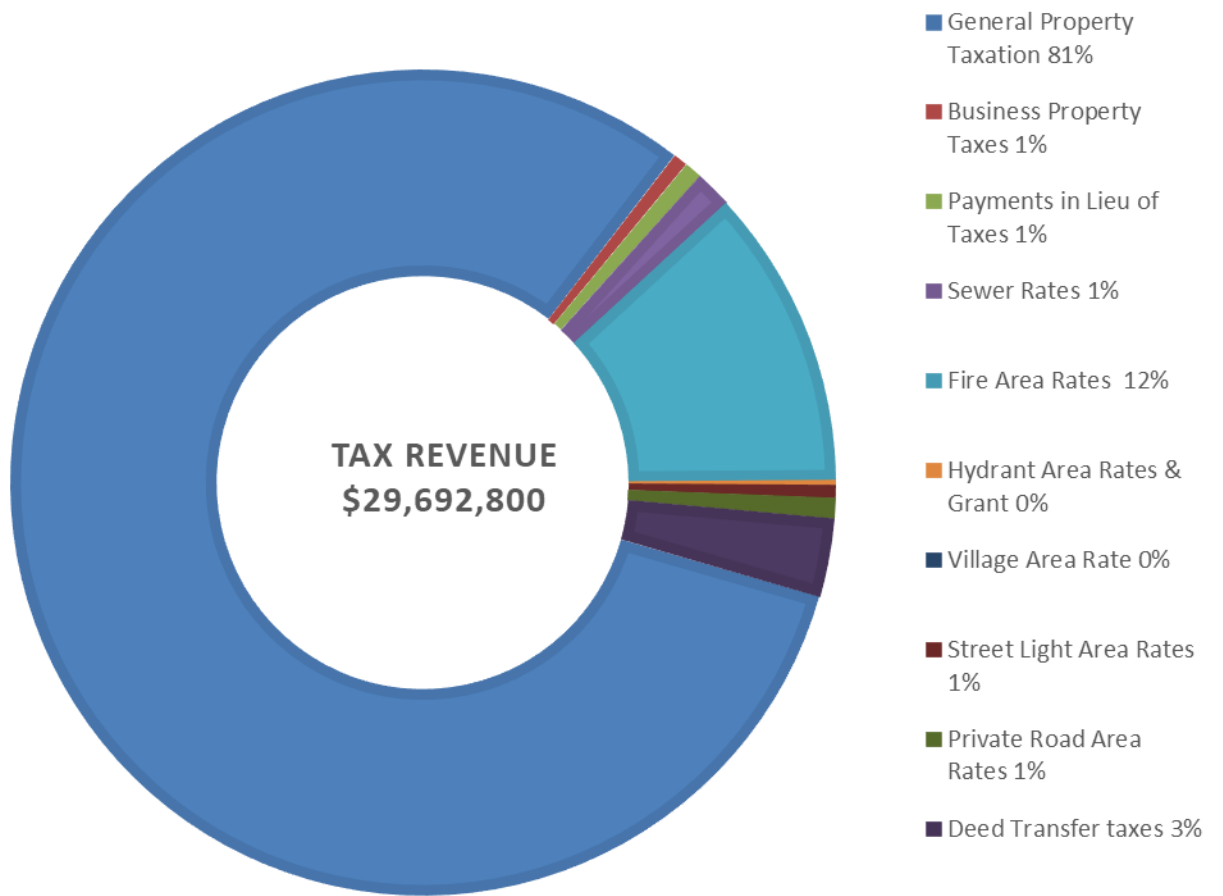
Any budgeted transfers from other funds (Open Space, Capital or Reserve) are identified and shown as revenue for the Municipality.

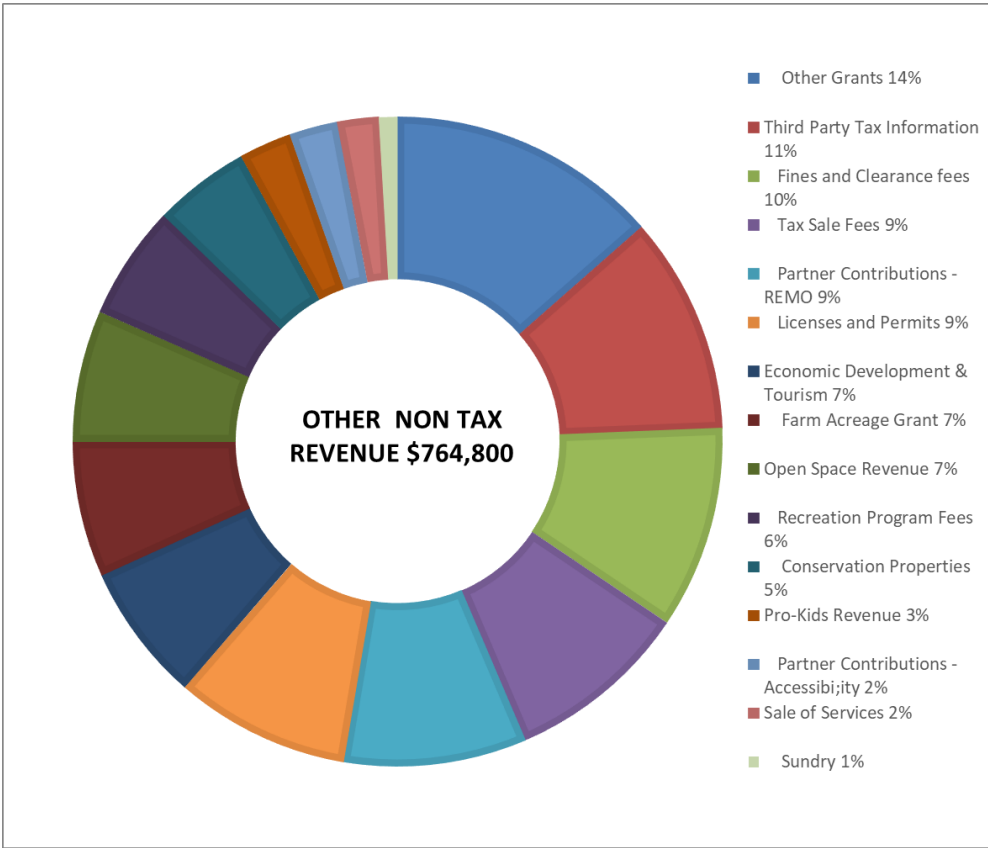
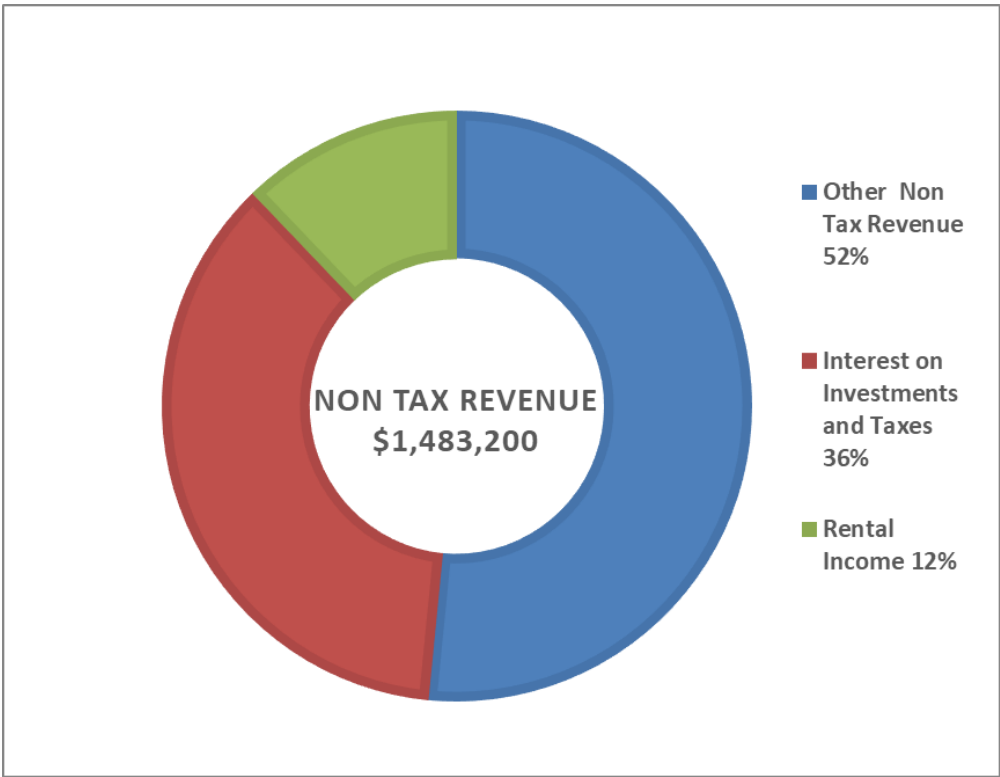
**Municipality of The District of Lunenburg  
Revenue**

	<b>2019/20 Annual Budget</b>	<b>2019/20 Budget Forecast</b>	<b>2020/21 Adjusted Baseline</b>	<b>2020/21 Additions</b>	<b>2020/21 Proposed Budget</b>
<b>Tax Revenue</b>					
General Property Taxation	\$ 23,550,600	\$ 23,599,200	\$ 24,049,500	-	\$ 24,049,500
Recreation Facility Tax	-	-	-	-	-
Payments in Lieu of Taxes	203,700	206,200	203,200	-	203,200
Sewer Rates	594,400	594,200	434,700	-	434,700
Fire Area Rates	3,329,600	3,329,600	3,491,400	-	3,491,400
Northfield FD Grant					
Change in Use Tax					
Hydrant Area Rates	58,900	62,200	58,600	-	58,600
Street Light Area Rates	139,400	148,100	148,600	-	148,600
Private Road Area Rates	167,000	163,700	171,600	66,700	238,300
Hebville Village Area Rate	3,900	3,900	4,000	-	4,000
Business Property Taxes	168,100	159,900	162,500	-	162,500
Deed Transfer taxes	1,250,000	1,504,300	902,000	-	902,000
<b>Total Tax Revenue</b>	<b>29,465,600</b>	<b>29,771,300</b>	<b>29,626,100</b>	<b>66,700</b>	<b>29,692,800</b>
<b>Non Tax Revenue</b>					
Interest on Investments and Taxes	929,000	1,042,300	538,000	-	538,000
Administration Charges (incl**Oth Non tax)					
Rental Income	180,400	182,200	180,400	-	180,400
Other Non Tax Revenue **	704,400	826,100	700,200	64,600	764,800
<b>Total Non Tax Revenue</b>	<b>1,813,800</b>	<b>2,050,600</b>	<b>1,418,600</b>	<b>64,600</b>	<b>1,483,200</b>
<b>Total Revenue</b>	<b>\$ 31,279,400</b>	<b>\$ 31,821,900</b>	<b>\$ 31,044,700</b>	<b>\$ 131,300</b>	<b>\$ 31,176,000</b>

**Other Non Tax Revenue Breakdown \*\***

	<b>2019/20 Annual Budget</b>	<b>2019/20 Budget Forecast</b>	<b>2020/21 Adjusted Baseline</b>	<b>2020/21 Additions</b>	<b>2020/21 Proposed Budget</b>
<b>Other Non Tax Revenue</b>					
Partner Contributions - REMO	\$ 60,200	\$ 60,200	\$ 69,600	\$ -	\$ 69,600
Partner Contributions - Accessibility	-	-	-	18,400	18,400
Sale of Services - Building Inspections	18,000	18,000	15,600	-	15,600
Recreation Program Fees	46,100	70,700	43,500	-	43,500
Licenses and Permits	63,800	70,200	66,400	-	66,400
Fines and Clearance fees	73,000	79,000	77,000	-	77,000
Tax Sale Fees	70,000	70,000	70,000	-	70,000
Third Party Tax Information	78,000	85,300	83,000	-	83,000
Open Space Revenue	50,000	50,000	50,000	-	50,000
Economic Development & Tourism	48,800	52,200	52,600	-	52,600
Pro-Kids Revenue	20,000	25,000	20,000	-	20,000
Sundry	9,200	9,300	7,100	-	7,100
Farm Acreage Grant	51,100	51,100	51,700	-	51,700
Conservation Properties	36,600	36,600	36,600	-	36,600
Other Grants	79,600	148,500	57,100	46,200	103,300
	<b>\$ 704,400</b>	<b>\$ 826,100</b>	<b>\$ 700,200</b>	<b>\$ 64,600</b>	<b>\$ 764,800</b>





**Municipality of the District of Lunenburg  
Revenue Uses**

	<b>2019/20 Annual Budget</b>	<b>2019/20 Budget Forecast</b>	<b>2020/21 Adjusted Baseline</b>	<b>2020/21 Additions</b>	<b>2020/21 Proposed Budget</b>
<b>Revenues to Net Expenses</b>					
Sewer Rates	\$ 594,400	\$ 594,200	\$ 434,700	\$ -	\$ 434,700
Fire Area Rates	3,329,600	3,329,600	3,491,400	-	3,491,400
Northfield FD Grant	-	-	-	-	-
Change in Use Tax	-	-	-	-	-
Hydrant Area Rates	58,900	62,200	58,600	-	58,600
Street Light Area Rates	139,400	148,100	148,600	-	148,600
Private Road Area Rates	167,000	163,700	171,600	66,700	238,300
Hebville Village Area Rates	3,900	3,900	4,000	-	4,000
Administration Charges	196,800	212,500	205,600	-	205,600
Rental Income	180,400	182,200	180,400	-	180,400
Partner Contributions - REMO	60,200	60,200	69,600	-	69,600
Partner Contributions - Accessibility	-	-	-	18,400	18,400
Sale of Services - Building Inspections	18,000	18,000	15,600	-	15,600
Recreation Program Fees	46,100	70,700	43,500	-	43,500
Licenses and Permits	63,800	70,200	66,400	-	66,400
Fines & Clearance fees	73,000	79,000	77,000	-	77,000
Tax Sale Fees	70,000	70,000	70,000	-	70,000
Sundry	9,200	9,300	7,100	-	7,100
	5,010,700	5,073,800	5,044,100	85,100	5,129,200
<b>Supporting Revenues</b>					
General Property Taxation	23,550,600	23,599,200	24,049,500	-	24,049,500
Recreation Facility Tax	-	-	-	-	-
Payments in Lieu of Taxes	203,700	206,200	203,200	-	203,200
Business Property Taxes	168,100	159,900	162,500	-	162,500
Deed Transfer Taxes	1,250,000	1,504,300	902,000	-	902,000
Interest on Investments and Taxes	929,000	1,042,300	538,000	-	538,000
Farm Acreage Grant	51,100	51,100	51,700	-	51,700
Conservation Property Grant	36,600	36,600	36,600	-	36,600
Other Grants	79,600	148,500	57,100	46,200	103,300
	26,268,700	26,748,100	26,000,600	46,200	26,046,800
<b>Total Revenues</b>	<b>\$31,279,400</b>	<b>\$ 31,821,900</b>	<b>\$ 31,044,700</b>	<b>\$ 131,300</b>	<b>\$31,176,000</b>

## FIVE-YEAR FINANCIAL STRATEGY

In February 2018, the Municipality of the District of Lunenburg accepted a modified *Debt Affordability Model* as its Five-Year Financial Strategy.

The development of a Five-Year Financial Strategy gives Council the ability to see how current and planned projects affect the Municipal budget and in turn, the tax rate, going forward. It is a tool that can be used to help communicate why decisions are made and their effect on the Municipality's finances. It gives Council a solid model to be used as a budgeting tool going forward.

The development of the strategy focused on:

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

The *Debt Affordability Model* provided by the Nova Scotia Municipal Finance Corporation was used to meet this need. The tool was originally developed to focus on debt requirements and has been modified for MODL's forecasting purposes to include reserves. The model will be annually reviewed and used as a budgeting tool going forward.

The *Debt Affordability Model* is a long term financial planning model. It considers the following:

- municipal future revenue and expenditure growth;
- the impact on the tax burden of future generations;
- population and economic growth; and
- the effects of maintaining the current municipal tax rate and ensuring current municipal services are not jeopardized.

The *Debt Affordability Model* allows decision makers:

- flexibility to plan for the future;
- the ability to develop future capital improvement plans in a balanced and measured way;
- to prioritize capital projects that are competing for scarce resources; and
- the ability to develop a long-term financial plan.

The *Debt Affordability Model* can also help Council determine the appropriate level of debt. MODL does not foresee any debt requirements in the next five years; however, the model would be used for that purpose should the need arise.

Staff worked with the Nova Scotia Municipal Finance Corporation to develop reasonable and measured assumptions for the model. These assumptions can be changed and updated as additional information becomes available. There are no guarantees that the assumptions used will not change, but they do represent our best estimates.

## OPERATING BUDGET PROJECTIONS

As with any financial plan, assumptions have inherent risks. Inflation is set at 2% in the model for the Operating Budget, with a few exceptions, based on historical trends.

### Municipality of the District of Lunenburg

#### 5- Year Operating Budget

Description	BUDGET	FORECAST	DRAFT	Projected			
	Current Year 2019-20	Current Year 2019-20	BUDGET 2020-21	2021-22	2022-23	2023-24	2024-25
<b>Revenue Sources</b>							
Residential property tax	\$19,980,000	\$19,999,100	\$20,460,000	\$20,482,497	\$20,892,147	\$21,309,990	\$21,736,190
Commercial property tax	2,509,000	2,527,500	\$2,518,000	2,526,563	2,551,829	2,577,347	2,603,120
Other taxes <sup>(2)</sup>	3,443,300	3,708,900	\$3,020,200	3,021,710	3,023,221	3,024,733	3,026,245
Fire Protection	3,329,600	3,329,600	\$3,491,400	3,561,228	3,632,453	3,705,102	3,779,204
Transfers from other govts	167,300	236,200	\$191,600	191,696	191,792	191,888	191,983
Other revenue sources	1,850,200	2,020,600	\$1,494,800	1,524,696	1,555,190	1,586,294	1,618,020
	\$31,279,400	\$31,821,900	\$31,176,000	\$31,308,390	\$31,846,631	\$32,395,352	\$32,954,762
<b>Expenditures</b>							
<b>Discretionary Expenditures <sup>(1)</sup></b>	\$14,021,000	\$12,662,600	\$15,507,800	\$13,914,304	\$14,112,223	\$13,720,939	\$14,329,384
<b>Mandatory Expenditures</b>							
Mandatory Contributions	9,472,700	9,470,400	9,732,600	9,880,342	10,035,521	10,236,231	10,440,956
Other Mandatory Expenditures <sup>(2)</sup>	5,969,200	6,003,700	8,565,900	7,573,592	9,485,526	9,475,997	7,910,942
Deficit from prior year	0	0	0	0	0	0	0
Debt servicing <sup>(3)</sup>	1,172,600	1,172,600	2,322,100	666,916	0	0	0
<b>Reserves</b>	554,100	842,400	(4,952,400)	(872,000)	(1,895,000)	(1,085,000)	769,000
	17,168,600	17,489,100	15,668,200	17,248,850	17,626,047	18,627,228	19,120,898
	\$31,189,600	\$30,151,700	\$31,176,000	\$31,163,154	\$31,738,270	\$32,348,167	\$33,450,283
<b>Surplus/(Deficit)</b>	<b>\$89,800</b>	<b>\$1,670,200</b>	<b>\$0</b>	<b>\$145,236</b>	<b>\$108,361</b>	<b>\$47,186</b>	<b>(\$495,521)</b>
<b>Reserves Used for Debt Payout</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,225,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Reserves Used to Balance Budget</b>	<b>\$0</b>	<b>\$0</b>	<b>\$461,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### Notes:

- 1) 2020-21 Includes one time costs for PSSP Transfer (funded through reserves)
- 2) 2020-21 includes NSTIR Partnership & AT Plan (funded through Gas Tax)
- 3) Debt Servicing: 2020-21: payout from reserves \$1,225,000 Economic Development Loan; 2021-22: final loan payment made in October 2021 to be debt free.

**Capital & Reserve Budget Projections** are found later in this document under separate tabs.



## LEGISLATIVE SERVICES (COUNCIL)

### MISSION

The Municipality will maximize opportunities for social and economic development while retaining an attractive, sustainable and secure environment for the enjoyment of residents and visitors. Through responsible and professional leadership and in partnership with others, the Municipality will strive to improve the quality of life for all residents living and working in the larger community.

### GOAL

To represent and protect the needs and rights of residents, businesses, landowners and the collective good and ensure a fair, effective governance process. Municipal Council sets and monitors policy, allocates resources and advocates on behalf the Municipality's interests.

### DESCRIPTION OF SERVICES PROVIDED

Municipal Council is the governing and legislative body for the Municipality. Council is responsible for establishing priorities and policy direction; monitoring and evaluating the implementation of programs; and, authorizing revenue collection and expenditures.

Council is composed of a Mayor, Deputy Mayor and nine other Councillors. Council members are elected directly to Council with one Councillor being elected in each District. The Mayor is elected at large by the residents of the Municipality to represent the entire Municipality. The Deputy Mayor is elected for one-year terms from among the Councillors.

Councillors serve for a four-year term of office. The current term began November 2016 and ends in October 2020. The Municipality's decision-making structure includes the Council and the standing and special committees of Council, supported by various departments.

The major Committees of Council and purposes are as follows:

- Audit Committee: oversees the interim and final audit and recommends to Council respecting the same and internal controls. All Council members are members of this Committee, as well as a member-at large.
- Finance Committee: oversees the implementation of the Business Plan (Operating and Capital Budgets) and provides recommendations to Council respecting proposed budgets. All Council members are members of this Committee.
- Policy & Strategy Committee: provides recommendations to Council on emerging issues and policy matters not addressed at the Audit and Finance Committees. All Council members are members of this Committee.

- Planning Advisory Committee: provides recommendations to Council on planning and land use issues within the Municipality.

Municipal Council also appoints members to many boards, committees, agencies and authorities. Of significance in 2019-20 are the following:

- Municipal Joint Services Board (MJSB). The Municipality has established a Municipal Corporation with the Town of Bridgewater and the Town of Mahone Bay under Section 60 of the *Municipal Government Act*. The mandate of this Corporation is to provide regional services on behalf of the parties in the most effective and efficient manner. The Board was established in February 2012, and in 2013-14 took over the delivery of Solid Waste Management Services for the partnering municipalities. The MJSB also provides Information Technology and Human Resources services to the municipal partners.
- Lunenburg County Multi-Purpose Centre Corporation. The Municipality has established a Municipal Corporation with the Town of Bridgewater to develop and operate the Lunenburg County Lifestyle Centre (LCLC). The LCLC opened its doors to the public in October 2013.

## CORE SERVICES

Service or Goal	Performance in 2019/2020
<b>Competitive tax burden</b>	<ul style="list-style-type: none"> <li>• On average, Municipal residents pay about 2.3% of household income in property taxes. This is below the provincial risk threshold.</li> </ul>
<b>Informed public</b>	<ul style="list-style-type: none"> <li>• Meeting agendas regularly posted on website four days before meetings</li> <li>• Recordings of meetings posted within 48 hours</li> <li>• Minutes posted on website within seven days of approval</li> <li>• Municipal Matters published quarterly</li> <li>• Policies/By-laws/Meeting Notices/Surveys on website</li> <li>• Council-approved Communications Strategy</li> </ul>
<b>Input into Public Policy</b>	<ul style="list-style-type: none"> <li>• Members at large on Committees &amp; Boards</li> <li>• <i>Your Government, Your Ideas</i> meetings series</li> <li>• Regular opportunity for public input at Council and Committee Meetings and engagement events</li> <li>• Council-approved Public Engagement Strategy to guide the public consultation process</li> <li>• Public Engagement opportunities via presence at local events and issue-specific open houses; and online at <a href="https://engage.modl.ca">https://engage.modl.ca</a></li> <li>• Access to the Mayor and Council in person, by phone and e-mail</li> </ul>

## 2019/20 ACCOMPLISHMENTS

### 1. *Economic Development*

Council has identified the lack of reliable high-speed internet as a major issue for the Municipality. The Municipality made big strides in 2018/19, completing the development of the Connectivity Strategy. Council was also successful in securing two Federal Connect to Innovate grants with private sector partners Eastlink and TNC, which began construction in 2019. MODL has also been working with other ISPs to further expand wired internet service in 2020 and beyond.

### 2. *Sound Finances*

Council continues to demonstrate strong financial leadership for the Municipality. The Municipality continues to pay down long-term debt and will be debt free by October 2021. This goal is being achieved while continuing planned investment in infrastructure and reserves. Council has now fully operationalized the 5-year Financial Strategy, which projects revenues and expenses, and establishes financial goals related to tax rates, debt and reserves. The Plan provides Council with a strong lens to evaluate new projects to ensure financial sustainability.

### 3. *Invest in Infrastructure*

Council oversaw the completion of the second year of construction in the LaHave River Straight Pipe Replacement project, with 150 installations being completed since launching the program. Two-thirds of the cost of the program is covered by infrastructure grants; the remaining costs are recovered from the homeowners receiving the new septic systems. Council was also successful in a range of other important infrastructure projects that will improve resident's lives including: cost-sharing on the paving of a range of roads including Stonehurst, Pentz and Fort Point; paving and culvert upgrades in Pine Grove; and Phase Two Construction of the River Ridge Common Park in New Germany.

### 4. *Community Services*

Council is committed to improving the community services it offers to residents. In 2019/20, Council worked with the provincial government to continue with the cost-shared paving of subdivision streets and completed a draft Recruitment and Retention Strategy to support the fire service in growing their membership. Council also led the development of a County-wide accessibility committee, which will work with all 5 municipalities to ensure that municipal facilities, websites and services are accessible for everyone. The Committee will begin meeting in 2019 and providing recommendations to municipalities on how to improve accessibility.

### 5. *Forward-looking Administration*

Council continues to look for opportunities to improve governance and administration particularly through cooperation with our municipal neighbours and other partners. In 2019/20, secured the services of NuStadia consulting to provide short term operation of the facility and identify opportunities to improve programming, generate more revenue, and manage expenditures.

## 6. Sustainable Planning

Planning for a sustainable future is a critical function of municipal government. The Municipality continues to develop land-use planning based on sound evidence and information, in a way that balances development with the need for appropriate controls. In 2018/19, the Municipality partnered with the District of Chester to develop floodplain mapping for all of Lunenburg County.

### MAJOR INITIATIVES FOR 2020/2021

The Table below outlines Council's Strategic Priorities for the budget year:

Priority	Outcome 2020/21
Rural Internet	Complete the Hemford Fibre Extension Project (CTI); Complete the Tancook & Whynott's Settlement Fixed Wireless Project; Continue TNC Fixed Wireless (CTI) project tower approvals and installations; Designing new potential internet expansion projects with partner ISPs.
5-year Financial Strategy	Continued implementation of the strategy including maintaining stable tax rates and capital planning to be debt free by 2021.
LaHave River Straight Pipes	Installation of 75-100 more systems to replace straight pipes and inspection of 400 more existing systems to determine the need for replacements, while remaining within the project budget.
Expand Recreational Infrastructure	Continued development of recreation facilities: River Ridge Commons, Osprey Village Trail, MARC Improvements, and LaHave Sunset Park.
Roads Strategy	Continued road paving based on Road Improvement Policy and begin municipally-initiated paving of municipal streets, based on Policy.
Fire Services Recruitment & Retention	Continue the recruitment strategy's marketing and department supports, hold a fire service appreciation event, and implement employee/family assistance.
Accessibility Plan	Continue to provide leadership to the regional accessibility committee, as they prepare a county-wide accessibility plan.
LCLC Governance	Complete the implementation of new organization structure and carry out capital and operating recommendations including the upgrades recommended in the energy audit.
Lyme Disease Response	Complete the third year of the public education campaign and bait station research.
Municipal Services Building	Construction of new facility and relocation of municipal services to Osprey Village; Sale of 210 Aberdeen property.
Climate Emergency Response	Complete inventory of greenhouse gasses and establish a community committee to guide municipal climate response.
Flood Mitigation	Continue floodplain planning, including continued study of flood risk in the Petite Riviere Watershed, public engagement on floodplains and land-use policy, in conjunction with provincial requirement for mandatory planning.

## **SIGNIFICANT PROPOSED CHANGES TO SERVICE LEVELS AND/OR BUDGET**

N/A

## **SERVICE DELIVERY PRESSURES AND CHALLENGES**

- Lack of access to reliable high-speed internet is a significant issue for our communities. This service is essential for economic growth, education and quality of life. A key priority for Council will be identifying and executing plans to increase access to this basic service.
- Residents continue to expect a high level of service from the Municipality. Council will maintain existing service levels and seek strategic expansion and improvements, including upgrades to wastewater treatment, investment in roads, and the development of additional outdoor active recreation facilities.
- Council continues to work with other municipal units to find opportunities for collaboration on services to residents in the region.
- Growth in assessment values has been decreasing in recent years. Council will continue to explore opportunities to limit cost increases and identify alternate sources of revenue to lessen the reliance on property taxes.

## ADMINISTRATION

### MISSION

The Municipality's administration ensures implementation of Council's direction and oversees the responsible management of the Municipality.

### GOAL

To support Council through the provision of professional and evidence-based advice, and responsive implementation of governance decisions. The Administration department will provide effective management of municipal human resources in the provision of municipal services.

### DESCRIPTION OF SERVICES PROVIDED

Administrative Services exist to provide strategic and administrative leadership for the staff of the Municipality and to support Council in achieving its strategic priorities. The Chief Administrative Officer (CAO), Deputy CAO, Municipal Clerk, Communications Officer and Administrative Assistants coordinate a variety of strategic, administrative and legislative services for the Municipality. The Grant Coordinator sources funding opportunities to offset the Municipality's costs in providing services.

Implementation of the Strategic Plan and the efficient and effective delivery of services rest with Administrative Services. A progressive and forward-looking strategy for the Municipality cannot succeed without a progressive and forward-looking administration. The Department is guided by and oversees the execution of Council's Strategic Plan.

### CORE SERVICES

Service or Goal	Performance in 2019/2020
Manage Strategic Priorities	Community consultation and Council selection process held. Bi-monthly updates provided to Council on progress. See Legislative Section of this document for list of accomplishments.
Implement organizational Safety Program	Complete Safety Program development and training for all staff is in progress.
Work collaboratively with an involved community to shape the Municipality's future.	Developed an online engagement platform to drive resident awareness of projects and enable improved two-way communication.
Oversight of the LaHave Straight Pipe Project	Project continues on schedule and on budget. Council engaged on procurement, program review and appeals.

## 2019/2020 ACCOMPLISHMENTS

- Over the 2019 construction season, the Administration and Engineering departments saw the replacement of 73 straight pipes with functioning septic systems, bringing the total number of installations to 150. The departments also implemented the first year of the inspection program to determine the number of straight pipes remaining.
- In 2019 we launched a well-received Fire Recruitment and Retention Strategy, with the distribution of an eight-page recruitment newsletter that went to more than 12,000 households in the Municipality. We also held recruitment events at local farmers markets, and provided 26 fire halls with recruitment packages for their distribution.
- To date we've attracted a total investment in Internet of nearly \$6 million dollars over two years, affecting up to 3,300 residents in many communities.

## MAJOR INITIATIVES FOR 2020/2021

Project	Objectives for this Term
Rural Internet	Administration staff will continue to work with the Economic Development Department on implementation of the Connectivity Strategy, working closely with other stakeholders to leverage the largest and most expedient funding for projects in Lunenburg County.
Straight Pipes on the LaHave River	Administration staff will continue to work with the Engineering Department to manage the second year of installations along the LaHave River and complete the inspection inventory of all properties in the Wastewater Management District.
Fire Services Recruitment and Retention Strategy	Administration staff will continue to implement the Strategy, in collaboration with the Fire and Emergency Services Committee.
Municipal Services Building	Administration staff will work with the Engineering Department to manage the construction of the new Municipal Services building.
Lyme Disease	Administration staff will lead a staff team in managing the third and final year of the bait station project and public education campaign to help reduce the spread of Lyme Disease
Accessibility Plan	Administration staff will lead an intermunicipal team of staff and public Committee to develop a Lunenburg County Accessibility Plan, as mandated by the provincial government.
Municipal Elections	Administration staff will oversee the operation of the municipal elections in October of 2020, ensuring a smooth and transparent election.

## **SIGNIFICANT PROPOSED CHANGES TO SERVICE LEVELS AND/OR BUDGET**

The shift of service delivery from the current building to the new municipal services building in Cookville will result in improved accessibility for people with disabilities. There will also be increase capacity for public and community meetings.

There is no significant change in the Administration department's operating budget; while there are additional expenses and employees as a result of the municipal election, election expenses are spread evenly across the 4-year cycle through contributions to reserves during non-election years.

## **SERVICE DELIVERY PRESSURES AND CHALLENGES**

- Provincial changes to legislation affecting municipalities is a constant challenge for municipal governments. The administration department works to remain apprised and engaged with the Nova Scotia Department of Municipal Affairs on legislative matters to understand impacts and work to improve proposed change.
- Notable changes affecting this budget year include mandatory planning, workers compensation for volunteer fire service members, and accessibility legislation.

## **FULL-TIME EQUIVALENT**

2019/2020 FTEs Actual: 5.5

2020/2021 FTEs Budgeted: 6.45



**Municipality of the District of Lunenburg  
Legislative and Administration**

	<b>2019/20 Annual Budget</b>	<b>2019/20 Budget Forecast</b>	<b>2020/21 Adjusted Baseline</b>	<b>2020/21 Additions</b>	<b>2020/21 Proposed Budget</b>
<b>INCOME</b>					
Student Grants	4,200	4,200	4,200	4,200	8,400
Miscellaneous Revenue	10,400	10,400	8,200	18,400	26,600
	<b>14,600</b>	<b>14,600</b>	<b>12,400</b>	<b>22,600</b>	<b>35,000</b>
<b>EXPENDITURES</b>					
<b>General Government Services</b>					
Legislative Services	443,500	434,700	447,000	-	447,000
Members-at-Large	6,700	6,200	6,700	-	6,700
Administration Personnel Costs	625,000	632,100	673,300	-	673,300
Advisory Services	277,600	297,200	140,400	807,400	947,800
Office Expense	26,000	23,400	20,500	4,500	25,000
Administration Contingency	80,000	30,000	80,000	20,000	100,000
Government Relations	143,100	77,000	106,500	-	106,500
	<b>1,601,900</b>	<b>1,500,600</b>	<b>1,474,400</b>	<b>831,900</b>	<b>2,306,300</b>
<b>Other</b>					
Elections	-	-	189,000	-	189,000
Litter Clean Up Program	10,000	-	10,000	-	10,000
	<b>10,000</b>	<b>-</b>	<b>199,000</b>	<b>-</b>	<b>199,000</b>
<b>Transfers to (from) Reserves &amp; Funds</b>					
Reserve for Pension Plan Transfer	(100,000)	(100,000)	-	(775,000)	(775,000)
Election Reserve	39,000	39,000	(113,000)	-	(113,000)
	<b>(61,000)</b>	<b>(61,000)</b>	<b>(113,000)</b>	<b>(775,000)</b>	<b>(888,000)</b>
	<b>1,550,900</b>	<b>1,439,600</b>	<b>1,560,400</b>	<b>56,900</b>	<b>1,617,300</b>
<b>NET EXPENDITURES</b>	<b>\$ (1,536,300)</b>	<b>\$ (1,425,000)</b>	<b>\$ (1,548,000)</b>	<b>\$ (34,300)</b>	<b>\$ (1,582,300)</b>

## **PROTECTIVE SERVICES**

### **MISSION**

To collaboratively provide public services that enhance safe, viable and resilient communities. The Municipality contributes to community safety through direct services, and through partnership with the volunteer fire service, the RCMP, and supporting services and organizations.

### **GOAL**

Work through partnerships with first responders and supporting organizations to help maintain safe viable communities and develop plans and supports to guide emergency management and recovery.

### **DESCRIPTION OF SERVICES PROVIDED**

#### **FIRE SERVICE**

The Municipality is served by over 600 active firefighter volunteers across 24 departments. Together these departments and the two commissions that serve municipal residents respond to over 1,000 calls a year. Municipal support includes the collection of fire tax revenue, the provision of grants to departments, and special projects. The Municipality employs a Fire Services Coordinator to lead strategic initiatives with the Fire Service.

#### **REGIONAL EMERGENCY MANAGEMENT ORGANIZATION (REMO)**

The Regional Emergency Management Organization (REMO) is made possible through a joint Inter-Municipal Service Agreement between the Municipality of the District of Lunenburg, the Municipality of the District of Chester, the Town of Mahone Bay, the Town of Bridgewater and the Town of Lunenburg. This Agreement provides for the sharing of services and resources during or in the stages leading up to an emergency. The Municipality provides an Emergency Management Coordinator along with the administrative and financial support on behalf of the partner units. The Emergency Coordination Centre (ECC) and a radio room are also located in the Municipality's Administrative Office. A second ECC is located at the District of Chester's Municipal Office. In addition, the REMO budget includes joint funding of the Lunenburg County Ground Search and Rescue Organization.

#### **POLICE AND CORRECTIONS**

The provision of policing services is under contract to the Royal Canadian Mounted Police (RCMP), which maintains 3 station detachments, 2 community offices and approximately 44 uniformed officers, 6 Lunenburg & Queens traffic services members, 1 police dog service (Chester Office) and

related support staffing. The services are undertaken under the authority of the Provincial Police Services Act.

The Municipality's Police Advisory Board is appointed by Council to assist the RCMP with the development of an Annual Performance Plan. The Annual Performance Plan sets out the goals, objectives, actions and measurable outcomes for Police Services for the year. The Policy Advisory Board and, subsequently Council, are provided with quarterly updates in the RCMP's ability to meet the set goals and objectives. The amount reflected in the budget is the anticipated required municipal contribution and represents 32.6% of the Municipality's Net Expenditures.

The Municipality pays for local policing through the RCMP. Council's relationship with the police force is managed through the Police Advisory Board. Municipalities are also required to make financial contributions to the provincial correctional system. Council also provides annual funding to the Lunenburg County Seniors Safety Coordinator.

## ANIMAL CONTROL

Animal control services are provided to the Municipality via contract with the Municipality of the District of Chester. The animal control officer responds to complaints related to dangerous animals and concerns about animals at large.

## 2019/2020 ACCOMPLISHMENTS

- The Fire Services Coordinator successfully developed a joint personnel insurance program for the volunteers involved in the fire service. The new program provides consistent insurance across all departments, provides enhanced coverage to volunteers, and results in cost savings for fire departments.
- The Municipality and the Fire Service collaborated to launch a recruitment and retention strategy. The strategy involves a range of approaches to help departments recruit and keep volunteers.
- A new REMO Coordinator was hired, and the role is now a full-time position. The change has resulted in enhanced relationships with partners and stakeholders.
- The Emergency Management Centre was activated in September 2019 during Hurricane Dorian and successfully provided a coordinated response between the five municipal units and the NS Emergency Management Organization.

## MAJOR INITIATIVES FOR 2020/2021

### 1. *Mandatory Pump Testing*

The Municipality will work with the fire service to ensure that all apparatus' pumps are tested and deficiencies corrected. This will help ensure the life safety of volunteer fire fighters responding to emergencies.

**Budget:** No impact to budget baseline

2. *Implement Recommendations Identified During the Review of REMO's Response to Hurricane Dorian*

Hurricane Dorian presented the REMO organization with an excellent opportunity for the REMO coordinator to assess the functioning and approach of Lunenburg County's system. During the 2020/21 year REMO will focus on improvements to communications, comfort centre policy, emergency shelter options, and relationship with partners.

**Budget:** No impact to budget baseline

**FULL-TIME EQUIVALENT**

2019/2020 FTEs Actual: 1.2

2020/2021 FTEs Budgeted: 2

**Municipality of the District of Lunenburg  
Protective Services**

	<b>2019/20 Annual Budget</b>	<b>2019/20 Budget Forecast</b>	<b>2020/21 Adjusted Baseline</b>	<b>2020/21 Additions</b>	<b>2020/21 Proposed Budget</b>
<b>INCOME</b>					
Fire Protection Area Rates	\$ 3,329,600	\$ 3,329,600	\$ 3,491,400	\$ -	\$ 3,491,400
Police Prosecution Fines & Clearance Certificates	73,000	79,000	77,000	-	77,000
REMO - Partners contribution	53,500	53,500	62,900	-	62,900
	<b>3,456,100</b>	<b>3,462,100</b>	<b>3,631,300</b>	<b>-</b>	<b>3,631,300</b>
<b>EXPENDITURES</b>					
Fire Protection - Volunteer Fire Departments	3,329,600	3,329,600	3,491,400	-	3,491,400
Fire Services Administration & Grants	245,800	270,800	294,500	-	294,500
	3,575,400	3,600,400	3,785,900	-	3,785,900
Police Protection - RCMP	3,280,000	3,260,000	3,344,000	-	3,344,000
Provincial Corrections	433,500	433,500	431,800	-	431,800
Other Law Enforcement	56,000	46,000	55,000	-	55,000
	3,769,500	3,739,500	3,830,800	-	3,830,800
REMO Personnel & Expenditures	106,400	106,400	124,500	-	124,500
Local EMO Services	18,400	18,400	18,300	-	18,300
	124,800	124,800	142,800	-	142,800
Senior Safety Coordinator Grant	14,500	14,500	14,500	-	14,500
Dog Control	36,000	36,000	36,500	-	36,500
	50,500	50,500	51,000	-	51,000
	<b>7,520,200</b>	<b>7,515,200</b>	<b>7,810,500</b>	<b>-</b>	<b>7,810,500</b>
<b>NET EXPENDITURES</b>	<b>\$ (4,064,100)</b>	<b>\$ (4,053,100)</b>	<b>\$ (4,179,200)</b>	<b>\$ -</b>	<b>\$ (4,179,200)</b>

## FINANCIAL SERVICES

### MISSION

Lead and support sound financial stewardship of the Municipality's resources through advice, services and policies to residents, Council, businesses, community organizations, CAO and internal departments.

### GOAL

Council's goal for Financial Services, as noted in the Strategic Plan, is to:

*Ensure that Municipal finances are well managed and transparent in reporting, and that the required resources are available to support ongoing Municipal initiatives in a sustainable manner.*

Staff members respond to public and ratepayer inquiries and initiatives, the business and development community, and Council directives in ensuring the highest level of service possible.

### DESCRIPTION OF SERVICES PROVIDED

The foundation for all the initiatives in the Municipality's Strategic Plan will be a solid financial strategy that is consistently updated to reflect required expenditures and available resources.

Financial Services provides internal support to Council as well as external services to the public.

The Finance Department's primary responsibilities are to fulfill the statutory duties of the Treasurer, to provide financial stewardship and leadership to the Municipality. The Department's other responsibilities include:

- Managing property tax billing, collection and assessment base management
- Facilitating the procurement process of goods and services
- Overseeing accounting, payroll and financial reporting
- Delivering a variety of financial functions including: preparation of the annual budget, treasury services and development financing & administration
- Risk management

## CORE SERVICES

Service or Goal	Performance in 2019/2020
Balanced Budget	<ul style="list-style-type: none"> <li>Budget surplus forecast to be achieved again this year</li> </ul>
Implementation of a 5-year Financial Strategy	<ul style="list-style-type: none"> <li>Continue to utilize Strategy in Budget preparations</li> </ul>
Key municipal financial indicators and monitored annually	<ul style="list-style-type: none"> <li>Key municipal financial indicators reported in the budget presentation along with monthly reporting of key items to Finance Committee</li> </ul>
Risks/opportunities evaluated as part of the planning process	<ul style="list-style-type: none"> <li>Multi-year budget projections</li> </ul>
Low Income Tax Exemption	Program expanded to include higher income levels
Monthly financial reports to Finance Committee	Operating Variance and Capital Status reports submitted regularly
Compliance with all regulatory and legislative requirements	Met all deadlines
Easily understood reporting	Continually improving distribution and relevance of financial information
Consistent, assessable and timely processes	<ul style="list-style-type: none"> <li>Accounts Payable—avoid overdue charges and take advantage of supplier terms</li> <li>Payroll                             <ul style="list-style-type: none"> <li>Bi-weekly pay completed and penalties avoided</li> <li>Monthly absentee reports</li> <li>Annual pension statements</li> </ul> </li> <li>Tax bills issued by end of April and September</li> </ul>
Financial Assets and resources appropriately managed and safeguarded	<ul style="list-style-type: none"> <li>Internal control framework in place and supporting goals and objectives of the Municipality</li> <li>Annual external audit opinion—no exceptions</li> <li>No material or significant findings in annual management letter</li> </ul>
Tax address cleanup	<ul style="list-style-type: none"> <li>Single Address Initiative with PVSC and participating in a pilot project with PVSC and Land Registry for further improvements</li> </ul>

## 2019/2020 ACCOMPLISHMENTS

- Utilized the 5-Year Financial Strategy during budget deliberations
- Updated the 5-Year Capital Plan
- Preparation for and completion of the Annual Tax Sale
- Completed a Municipal fee policy to have all fees in one policy
- Expanded the Low Income Tax Exemption Program to include more residents
- Continued to increase the number of monthly preauthorized tax payments with a Tax Installment Pre-Payment Plan (TIPP) communication plan
- Second year of managing the LaHave River straight pipe payments and loans
- Met all Provincial Reporting deadlines

## SERVICE DELIVERY PRESSURES AND CHALLENGES

- The Municipality has implemented a five-year Financial Strategy that includes Operating Capital and Reserves Budgets. This strategy is incorporated in this budget document.
- In a rural municipality with almost 30,000 tax accounts, \$24 million in tax revenues and two billings a year, significant resources are required to collect taxes. We continue to look for ways to reduce the demand on staff resources in this area. The automation of cash receipting for online and telephone banking payments is one step in this process of implementing best practices.

The following are new service levels that will require new initiatives next year:

- Asset Management – work with Engineering on this project as needed
- The COVID-19 pandemic will continue to create challenges. Municipal Council approved a 90-day delay in the due date of interim taxes. Other financial relief measures will be evaluated and implemented as deemed necessary to support residents and businesses through this challenging time.

## 2020/2021 STRATEGIC DIRECTION AND SERVICE PRIORITIES

The strategic direction for Financial Services is taken from the Strategic Plan and Operations Review and includes:

### *5-Year Strategy*

Establish long-term plan for finances, including examination of revenues and expenditures, reserves review and investment plan. This was completed in 2017/18 and is included in this budget document.

### Analysis of Initiative

#### *Impact on existing service levels*

More efficient government, improved ability to maintain stable taxation and plan for the future.

#### *Financial/budget*

None: was accommodated within existing budget

## FULL-TIME EQUIVALENT

2019/2020 FTEs Actual: 8.25

2020/2021 FTEs Budgeted: 8.25



## **DEFINITIONS OF BUDGET CATEGORIES**

### **FINANCIAL SERVICES (DEBT AND TRANSFERS)**

The expenditures in this classification generally pertain to the Municipality's operations as a whole or the benefits are shared across the entire Municipality. They have not been identified within specific departments, but additional details are provided below.

### **DEBT CHARGES AND CAPITAL FUNDING**

This represents the cost of financing the tax-supported programs with the Capital Budget. The major classifications under this expenditure are:

- Sewer, Economic Development, and Waste Site
- Principal and interest payments

### **INSURANCE**

This is the cost of providing the necessary insurance for all other purposes (i.e. liability, automotive, errors and omissions, etc.)

### **FINANCIAL EXPENSES**

This represents the costs of compliance services, which are not allocated to specific departments. Examples are auditing costs, and banking charges.

## PROVINCIAL SERVICES

Municipalities in Nova Scotia are required to levy taxes and contribute to numerous Provincial mandated programs. Generally, the Municipal Units contribute on the basis of their property assessment, if the program is not specifically detailed below.

## ASSESSMENT SERVICES

The Property Valuation Services Corporation (PVSC) provides assessment services and is responsible for delivering an annual property assessment roll to each municipality in compliance with the *Assessment Act*. The property assessment roll provides municipalities the property data to generate revenue to fund the services it provides to its constituents, while the uniform assessment is used to calculate municipal contributions towards provincial services. The major activities in the assessment area include preparation of the annual assessment roll, a property inspection program, the Capped Assessment Program (CAP), an appeal process, client relations, and technology support. Since 2001-2002, the Corporation has operated on a cost-recovery basis, with municipal units being charged back for 100% of the costs.

The Municipality contributes 4% of PVSC's annual budget.

## SOUTH SHORE REGIONAL LIBRARY SERVICES

The South Shore Regional Library is one of nine regional library systems in Nova Scotia and was established in 1972. The area includes Lunenburg and Queens Counties and is approximately 5,200 square kilometres in size. There are four town branch libraries throughout the Region. None of the four branches are located in the Municipality. There is a mobile library which serves the rural area of the Municipality. The four town branches and mobile library has a staff of more than 25.

Municipal contributions to the Regional Library are calculated on the basis of population. The Municipality provides approximately 50% of all contributions by municipalities to the South Shore Regional Library.

## REGIONAL SCHOOL BOARD

The South Shore Regional Centre for Education (SSRCE) replaced the South Shore Regional School Board in 2018. The SSRCE is responsible for providing education in the Lunenburg and Queens County areas and serves 59,000 residents. The SSRCE provides English language education to 6,393 students in 26 schools and also operates the Verge House, which is a community-based education transition program for students aged 18–21 who have individual program plans and who will benefit from the skills and training in the areas of employment, social skills, independent living skills and functional academics.

The amount reflected in the budget is the anticipated required municipal contribution and represents 27% of the Municipality's Gross Expenditure Budget.

**Municipality of the District of Lunenburg  
Financial Services**

	<b>2019/20 Annual Budget</b>	<b>2019/20 Budget Forecast</b>	<b>2020/21 Adjusted Baseline</b>	<b>2020/21 Additions</b>	<b>2020/21 Proposed Budget</b>
<b>INCOME</b>					
Assessable Property	\$ 24,972,600	\$ 25,267,300	\$ 25,118,000	\$ -	\$ 25,118,000
Grant In Lieu	203,700	206,200	203,200	-	203,200
Licenses and Permits	9,900	10,500	10,100	-	10,100
Interest Income	658,000	733,000	252,000	-	252,000
Interest on Taxes	267,000	305,300	282,000	-	282,000
Tax Sale Fees	70,000	70,000	70,000	-	70,000
Miscellaneous Revenue	133,500	140,900	138,600	-	138,600
Grants of Farm & Conservation Properties	87,700	87,700	88,300	-	88,300
	<b>26,402,400</b>	<b>26,820,900</b>	<b>26,162,200</b>	<b>-</b>	<b>26,162,200</b>
<b>EXPENDITURES</b>					
<b>General</b>					
Finance Personnel Costs	669,700	649,600	686,500	-	686,500
Office & Equipment Expense	173,100	159,100	175,100	6,400	181,500
Bank Interest and Charges	3,200	3,200	2,800	-	2,800
Audit Fees	25,000	25,000	26,000	-	26,000
Tax Rebate and Exemptions	180,900	170,400	180,900	-	180,900
Advisory Services and Pension Expense	405,100	2,700	5,000	-	5,000
Data Processing & IT Shared Services	234,100	222,000	247,200	-	247,200
Sundry	1,500	1,500	1,500	-	1,500
Tax Sale Expenses	70,000	70,000	70,000	-	70,000
LRCRC - Waste Site Costs	1,174,000	1,244,500	1,238,000	-	1,238,000
LRCRC - Monitoring Costs	27,300	27,300	27,300	-	27,300
Previously Exempt Waste (Parks & Fire Dep)	7,000	6,000	7,000	-	7,000
Region 6 Operating Grant	20,400	-	22,000	-	22,000
Grant Hebbville Area Rate	3,900	3,900	4,000	-	4,000
Insurance	74,500	96,800	81,000	11,400	92,400
Uncollectible Taxes	100,500	175,500	175,100	-	175,100
Debt Service - Principal & Interest	1,172,600	1,172,600	2,322,100	-	2,322,100
	<b>4,342,800</b>	<b>4,030,100</b>	<b>5,271,500</b>	<b>17,800</b>	<b>5,289,300</b>
<b>Mandatory Contributions</b>					
Assessment Services	698,600	698,600	704,500	-	704,500
Regional Housing	35,000	35,000	35,000	-	35,000
Regional Library	162,000	159,700	159,700	-	159,700
Education	8,143,600	8,143,600	8,401,600	-	8,401,600
	<b>9,039,200</b>	<b>9,036,900</b>	<b>9,300,800</b>	<b>-</b>	<b>9,300,800</b>
Multi-Purpose Facility Costs	507,500	507,500	796,900	-	796,900
<b>Transfers to (from) Reserves &amp; Funds</b>					
Depreciation, Interest, Site Monitoring, LCLC Depreciation	1,050,200	1,050,200	(990,800)	(20,000)	(1,010,800)
	<b>14,939,700</b>	<b>14,624,700</b>	<b>14,378,400</b>	<b>(2,200)</b>	<b>14,376,200</b>
<b>NET SURPLUS (EXPENDITURE)</b>	<b>\$ 11,462,700</b>	<b>\$ 12,196,200</b>	<b>\$ 11,783,800</b>	<b>\$ 2,200</b>	<b>\$ 11,786,000</b>

## ECONOMIC DEVELOPMENT

### MISSION

The Municipality's Economic Development Department's mission is to increase local employment, grow the tax base, and provide residents with a variety of local retail and commercial options. The Municipality supports economic development by promoting the Municipality, developing and marketing commercial property, and providing information, programs and services to existing and potential businesses, visitors and community development organizations.

### GOAL

As specified in the Strategic Plan, Council's goals for Economic Development are:

Prepare a long-range Economic Development Strategy which establishes an effective structure and approach to facilitate economic development that promotes entrepreneurship within the Municipality; supports and strengthens the local tourism industry; and, fosters the planned development of Osprey Village.

### DESCRIPTION OF SERVICES PROVIDED

The Economic Development Department was created in 2007. The creation of this department and the functions within the department are identified as a high priority within Council's Strategic Plan.

An Economic Development Strategy was developed in 2009 and has undergone two revisions, one in 2013/14 and a further revision 2014/15. In 2016 the Municipality created a 3-year Investment Attraction Strategy focusing on showing potential investors what the Municipality has to offer. In 2017, Council added the development of improved high-speed Internet for both residences and businesses to the portfolio. With the addition of improving Internet, it was decided that the Investment Attraction Strategy would move from a three-year to a four-year project.

In 2016, the issue of ineffective Internet for our residents was placed front and centre, and the Municipality identified improving Internet service as a priority moving forward. In 2017, the Municipality began the process of helping to improve Internet service with the development and implementation of a fixed wireless pilot project in Sweetland. In 2018/19, the Municipality announced partnerships with both Eastlink and TNC Wireless on new improvement projects in the Municipality, and the Municipality also moved forward on an additional project that would see improvements for both Tancook Island and the area around the Lunenburg County Recycling facility. The department continues to work with Internet Service Providers (ISPs), the Federal Government and Provincial Trust on additional improvement projects. In 2020, staff worked with Bell Canada to identify an additional fibre-based internet project in and around the New Germany area that will see over 1,000 properties with new fibre-based internet over the next year and a half.

Economic Development also includes leases associated with Construction Engineering Squadron/Construction Engineering Flight, as well as the operation of a joint Visitor Information Centre with the Town of Bridgewater at Exit 11 in Blockhouse.

In 2019 the department created two new positions to assist the department and businesses that we serve. The two positions are Business Development Officer and Economic Development Officer. Both positions should be filled in the first half of 2020.

The Municipality’s traditional economic activities will evolve and prosper while new opportunities for diversified sustainable growth are pursued. A strong and diversified economy will support a superior quality of life for all residents and is necessary to provide the youth with opportunities to prosper in our community.

## CORE SERVICES

Service or Goal	Performance in 2019/2020
Improved Internet access	<ul style="list-style-type: none"> <li>• There are currently four projects that have been completed or are underway</li> <li>• The Department will work to help facilitate additional projects under the new CRTC, Develop NS and Invest in Canada funds in 2020/21</li> </ul>
Integration with Planning and Development	The new Business Development Officer will work closely with Planning and Development to assist businesses in the early stages of development and reduce red tape
Additional marketing function	The new Economic Development Officer will work to develop inhouse marketing materials
Municipal Land Sales	The Municipality has over 175 parcels of land that we will work to find value for in 2020/21
Implement Economic Development Strategy	<ul style="list-style-type: none"> <li>• Internet improvement projects announced and started; Connect to Innovate Eastlink, Connect to Innovate TNC Wireless, two additional fixed wireless towers in Tancook and near the Lunenburg County Recycling Centre and the new Bell New Germany project</li> <li>• Investment Attraction Strategy evaluation</li> <li>• Agri-tour Map</li> <li>• Agriculture Day #7</li> <li>• Department redevelopment</li> </ul>
Municipality Asset Map	Some work completed

## 2019/2020 ACCOMPLISHMENTS

The past year has seen the completion of a number of key building blocks and projects for economic development within the Municipality, as well as the identification of some new challenges.

The significant achievements in Economic Development were:

- Connect to Innovate Eastlink Fibre project near completion
- Connect to Innovate TNC Wireless Fixed Wireless project 50% of the project complete
- Municipal Internet project with TNC Wireless for Fixed Wireless for Tancook Island and the Lunenburg County Recycling Centre completed
- Partnership with Bell Canada on New Germany Project
- Department redevelopment
- Year 7 operation of a permanent Visitor Information Centre with 12,000 visitors
- One-on-one client meetings regarding Business Retention & Expansion, Municipality issues, buildings and Tourism initiatives
- Worked with Events Lunenburg County on attracting new events to Lunenburg County such as: Canadian Tire Para Hockey Cup Dec 2020
- Facilitated year 7 of Agriculture Day
- Developed a new department plan that would see a new Economic Development officer partly integrated with the Planning Department
- Highway 103 Community Identity signs

## MAJOR INITIATIVES FOR 2020/2021

Economic Development activities will be focused on those strategic actions identified by Council in the Economic Strategic Plan as well as other direction given outside of the Strategic Plan.

Direction and Service Priorities for the 2020/2021 fiscal year are:

### *1. Connect to Innovate Internet Project with Eastlink*

#### Analysis of Initiative

#### *Impact on existing service levels*

This project has been approved and started and will see Internet improvements for Baker Settlement, Hemford and Hemford Forest. The project has leveraged funding from Federal and Provincial governments and the private sector. The remaining work will be finished in early 2020/21.

#### *Financial /Budget*

Operating Budget: \$184,000

### *2. CRTC Internet Fund – ISP Partnership*

#### Analysis of Initiative

#### *Impact on existing service levels*

The Municipality is working with Internet providers as it relates to the CRTC Internet Fund that will close in the Spring. If approved, this project will add much needed Fibre based Internet to the Municipality.

*Financial /Budget*

Operating Budget: unknown at this time

### *3. Additional improvement to municipality-wide high-speed Internet and High-Speed Internet Strategy*

#### Analysis of Initiative

##### *Impact on existing service levels*

The Municipality has implemented a Municipal Internet Connectivity Strategy to guide funding and project decisions related to Internet within the Municipality. Two additional funding opportunities will be available in 2020/21 such as Develop NS and the Universal Broadband fund. The Municipality is working with providers to submit applications.

*Financial/Budget*

Operating Budget: \$500,000 per year with \$1,300,000 total available in 2020/21.

### *4. Marketing review*

#### Analysis of Initiative

##### *Impact on existing service levels*

With the new addition of the Economic Development Officer the Municipality will undertake a complete review of all internal and external marketing efforts in 2020/21. The three primary areas of focus will be Agriculture, Tourism, and Osprey Village.

*Financial/Budget:*

Operating Budget Existing Operating budget

### *5. Addition of a new Economic Development Officer*

#### Analysis of Initiative

##### *Impact on existing service levels*

The Economic Development Department is bringing on a new Economic Development Officer who will work on Business Retention and Expansion projects and will be partly integrated with the Planning Department.

*Financial/Budget*

Operating budget: Existing Operating Budgeted

### *6. Wayfinding Strategy*

#### Analysis of Initiative

##### *Impact on existing service levels*

The Municipality is looking to conduct an extensive Wayfinding Strategy for the District. Year one will be strategy development with implementation occurring over a 5-year period.

*Financial/Budget: Year one \$60,000*

## **SIGNIFICANT PROPOSED CHANGES TO SERVICE LEVELS AND/OR BUDGET**

No Changes

## **SERVICE DELIVERY PRESSURES AND CHALLENGES**

- Poor Internet service is affecting growth in the Municipality
- Increased interest in agriculture and tourism is having a positive effect on the Municipality
- Increased interest in business development opportunities is having a positive effect on the Municipality
- Most new business opportunities are looking for ready-made buildings to renovate
- Monitoring effects of Grow Southwest Nova Scotia Campaign
- Monitoring the effects of the Investment Attraction Strategy
- The development of data to formulate key performance measures is required
- Municipal level business input and analysis
- Continued involvement in regionally-based marketing plans is important

## **FULL-TIME EQUIVALENT**

2019/2020 FTEs Actual: 1.2

2020/2021 FTEs Budgeted: 3.2



**Municipality of the District of Lunenburg  
Economic Development**

	<b>2019/20 Annual Budget</b>	<b>2019/20 Budget Forecast</b>	<b>2020/21 Adjusted Baseline</b>	<b>2020/21 Additions</b>	<b>2020/21 Proposed Budget</b>
<b>INCOME</b>					
Grants & Other Revenue	\$ 5,500	\$ 7,500	\$ 6,600	\$ -	\$ 6,600
Visitor Information Centre	43,300	44,700	46,000	-	46,000
	<b>48,800</b>	<b>52,200</b>	<b>52,600</b>	<b>-</b>	<b>52,600</b>
<b>EXPENDITURES</b>					
Personnel Services	256,700	216,500	243,400	79,100	322,500
Legal & Other	10,000	6,800	10,000	-	10,000
Regional Enterprise Network	-	-	-	-	-
Community Development	681,500	327,900	1,473,000	-	1,473,000
	<b>948,200</b>	<b>551,200</b>	<b>1,726,400</b>	<b>79,100</b>	<b>1,805,500</b>
<b>Transfers to (from) Reserves &amp; Funds</b>					
Transfer From Reserves - Gas Tax	(500,000)	(195,000)	(1,300,000)	-	(1,300,000)
	<b>448,200</b>	<b>356,200</b>	<b>426,400</b>	<b>79,100</b>	<b>505,500</b>
<b>NET EXPENDITURES</b>	<b>\$ (399,400)</b>	<b>\$ (304,000)</b>	<b>\$ (373,800)</b>	<b>\$ (79,100)</b>	<b>\$ (452,900)</b>

## ENGINEERING AND PUBLIC WORKS

### GOAL

Council's goal for Municipal Infrastructure, as noted in the Strategic Plan, is as follows:  
*Consistent with the available resources, develop municipal infrastructure to support sustainable growth while protecting the environment.*

### DESCRIPTION OF SERVICES PROVIDED

Implementation of the Strategic Plan and providing for the efficient and effective delivery of engineering services rests with the Engineering and Public Works Department. A progressive and forward-looking strategy for the Municipality cannot succeed without a progressive and forward-looking staff.

Council's adopted Integrated Community Sustainability Plan provides the Strategic Direction that guides Engineering and Public Works.

Engineering and Public Works, through the development and maintenance of municipal infrastructure, provides both legislated and requested services, and supports growth and development.

Engineering and Public Works exist to provide strategic and integrated leadership and to support Council in terms of its responsiveness and effectiveness to the public.

The Engineering and Public Works Department consists of a Director, a Municipal Engineer, a Manager of Wastewater Services, LaHave River Straight Pipe Project Manager, two Wastewater Operators, an Engineer-in-Training (EIT), Administrative Support, and Co-op Engineering Student placements. This staff oversees solid waste collection; transportation (municipal public roads); municipally-owned properties; and, wastewater collection and treatment.

Specifically, the Engineering and Public Works Department provides infrastructure services to the Municipality's residents as noted below:

- Management of municipal wastewater collection and treatment systems located in New Germany, Hebbville, Conquerall Bank and Cookville.
- Management, including summer and winter maintenance, of approximately 11 kilometres of gravel-surfaced and paved municipal public roads.
- Management of street lighting requests including intersection lighting requests.

- Repair and maintenance services for the municipal services building, Municipal Activities and Recreational Complex (MARC) and a building occupied by the 14 Construction Engineering Squadron and 143 Construction Engineering Flight (14 CES/ 143 CEF) of the Canadian Forces.
- Management of the municipal solid waste collection contract.
- Approval of new municipal public roads and sewer connections per the Municipal Subdivision By-Law and the Municipal Sewer By-Law.
- Engineering support for the Planning and Development Department reviewing, approving and inspecting private designed road subdivisions, sewer service and zoning development agreements.
- Engineering support for other departments including Recreation and Economic Development, as required.

## SOLID WASTE MISSION

To protect the environment, public health and attractiveness of the community. The Municipality provides collection of Municipal Solid Waste. The processing and disposal of garbage, recyclable, organics, construction and demolition waste and household hazardous waste for residents, businesses, visitors and partner municipalities is conducted by the Municipal Joint Services Board.

## CORE SERVICES

Service or Goal	Performance in 2020/2021
100 % adherence to bi-weekly collection of garbage, organics, and recyclables	<ul style="list-style-type: none"> <li>• Spring road closures interrupted service; alternatives to pick-up are included in the solid waste collection contract</li> </ul>
Information sources: website, phone, newsletters	<ul style="list-style-type: none"> <li>• Acknowledge telephone and email inquiries within 24 hours and communicate next steps with expected timeline as appropriate. Route Supervisor provides follow-up responses in timely manner</li> </ul>
Curbside inspections with feedback to businesses and residents	
Service channels: telephone, email, internet, in person (no established response times), "Hot Line" addition with four-hour response time during business hours	
Compliance with provisional design and operational requirements	<ul style="list-style-type: none"> <li>• Continue to adhere to this standard</li> </ul>
Regular curbside inspection of commercial and residential waste	<ul style="list-style-type: none"> <li>• Continue to adhere to this standard</li> </ul>

## TRANSPORTATION (MUNICIPAL PUBLIC ROADS) MISSION

To facilitate safe and efficient transportation of residents and visitors throughout the Municipality. The Municipality maintains repairs and upgrades municipally-owned roads; finances the upgrading of some Provincial J class local roads; and, administers petitions for street improvements.

### CORE SERVICES

Service	Performance in 2020/2021
Meet provincial maintenance standards (snow, ice, dust control) on Municipal Roads	<ul style="list-style-type: none"> <li>Continued to adhere to this standard and improve the quality of the municipally-owned roads.</li> </ul>

## WASTEWATER COLLECTION AND TREATMENT MISSION

To protect the environment, public health and groundwater supply and attract business to the Municipality. The Municipality provides wastewater treatment to residents and businesses connected to Municipal Wastewater Treatment and Collection Systems.

### CORE SERVICES

Service	Performance in 2020/2021
Collect and treat wastewater for areas in Conquerall Bank	<ul style="list-style-type: none"> <li>Achieved with balanced budget</li> <li>Effluent BOD was 96% compliant with NSE requirements</li> </ul>
Collect and treat wastewater in Cookville	<ul style="list-style-type: none"> <li>Achieved with balanced budget</li> <li>No plant bypasses occurred</li> <li>Effluent met all NSE requirements at 93% or better</li> </ul>
Collect wastewater for treatment in Hebbville	<ul style="list-style-type: none"> <li>Achieved with balanced budget</li> <li>No pumping station bypasses occurred</li> </ul>
Collect and treat wastewater in New Germany	<ul style="list-style-type: none"> <li>Achieved with balanced budget</li> <li>No plant bypasses occurred</li> <li>Effluent BOD was 96% compliant with NSE requirements</li> </ul>
Approve new sewer connections per the Municipal Sewer By-Law	<ul style="list-style-type: none"> <li>Continued to serve the public in an efficient manner</li> </ul>

## 2019/2020 ACCOMPLISHMENTS

During the past year, the Engineering and Public Works department continued to provide a high level of service to our customers. Highlights include:

- Submitted WWTP Annual Reports to NSE per the terms and conditions of each Approval to Operate.
- Provided on-going to support three subdivision expansions; a portion Meadowbrook, Orchard Point and a new road off Billie Lane.
- Provided on-going support for the upgrade of the municipally-owned road, Billie Lane.
- Completed Year 2 of the LaHave River Straight Pipe Replacement program with the installation of 73 systems, for a total of 150 systems to date.
- Upgraded and paved the parking lot at the municipally-owned CEF Building at 417 Harold Whynot Road.
- Completed a Level II Environmental Site Assessment (ESA II) to identify the scope of soil contamination at the Program Building at the MARC facility.
- Completed the design and construction of the Nathan Cirillo Road Extension in Cookville, NS. Design work completed by exp Services Inc. and construction by Dexter Construction Ltd.
- Commenced construction of the new Municipal Services building with design services led by the IBI Group and construction services led by general contractor Roscoe Construction Ltd.
- Selected a Project Manager and Environmental Site Professional Services for the demolition and site remediation of the former Riverport School.
- Supported other Parks and Recreation, Planning and Development and Economic Development initiatives.
- Performed maintenance on the Administration Building.

## MAJOR INITIATIVES FOR 2020/2021

Service priorities this year are based on the direction provided by Council in the Strategic Priorities Chart and resulting from the Operations Review and include:

### *1. Municipal Subdivisions*

The remaining portion of the Meadowbrook, Orchard Point and Billie Lane Subdivisions are scheduled for completion.

#### Analysis of Initiative

*Impact on existing services – medium*

Construction Inspections are conducted by engineering staff.

*Financial/Budget*

Not applicable.

### *2. Municipal Public Road Upgrades and Paving*

To complete the road upgrades and paving for Meadowbrook subdivision, including Meldrum Avenue, Buena Vista Drive and Aspen Court.

### Analysis of Initiative

*Impact on existing services – medium*

The design, contract administration and construction supervision work are being performed by exp Services Inc. The tender for construction work will be posted and work completed in 2020.

*Financial/Budget*

The Capital Budget includes \$833,000 for this initiative.

### *3. Riverport School Remediation Plan*

To complete the demolition and removal of the former Riverport School as well as remediation plan for the soil and groundwater contaminated by hydrocarbons to comply with the Contaminated Site Regulations of Nova Scotia.

Analysis of Initiative

*Impact on existing services – medium*

The project will be project managed by a Site Professional from Strum Consulting. The demolition and site remediation are scheduled to be completed in 2020/2021.

*Financial/Budget*

The Capital Budget includes \$1,069,000 for this initiative. An application for funding grant was successful with \$433,564 of Federal funding (40%) and \$361,268 of Provincial funding (33.33%) through the Green - Environmental Quality Stream of the Investing in Canada Infrastructure Program. The remainder will be paid by the Municipality.

### *4. LaHave River Straight Pipe Replacement Program*

To replace straight pipes located within the Wastewater Management District with approved functioning on-site sewage disposal systems.

Analysis of Initiative

*Impact on existing services – medium-high*

A Project Manager administers the project and receives direction from the LaHave Project Management Team which includes three engineering staff members. This is year 3 of an anticipated six-year project. A target of 70-90 system installations are expected for 2020/2021.

*Financial/Budget*

The Capital Budget includes \$2,476,000 for this initiative. A signed contribution agreement for the New Building Canada Fund is in place.

### *5. New Municipal Services Building*

IBI Group was awarded the contract as the lead design team for a new Municipal Services Building. Catalyst Consulting Engineers Inc. are the project managers for the building project. Tenders for the site development was awarded to Dexter Construction Ltd. and construction to Roscoe Construction Ltd. A Request for Proposals for furniture, fixtures and equipment was issued in 2019/2020. The new facility will be approximately 17,125 square feet with a budget of \$7.2 million. Expected project completion is the summer, 2020.

Analysis of Initiative

*Impact on existing services – medium*

*Financial/Budget*

The Capital Budget includes \$5,369,300 for this initiative.

## OTHER INITIATIVES FOR 2020/2021

- Monitor the effluent pH at Conquerall Bank WWTP
- Develop operating procedures for the Cookville and New Germany Wastewater Treatment facilities to ensure compliance with Nova Scotia Department of Environment regulations.
- Improved maintenance and snow and ice control of Municipal public roads, sidewalks and Municipally-owned properties (within baseline budget)
- Manage Solid Waste Collection Contract (within baseline budget)
- Assist the Recreation Department in executing its capital works program (within baseline budget)
- Assist Economic Development in assessment of buildings turned over from Provincial agencies
- Assist Planning & Development with subdivision and development agreement approvals

## SIGNIFICANT PROPOSED CHANGES TO SERVICE LEVELS AND/OR BUDGET

- The Engineering and Public Works Department received approval from municipal Council for the hire of an Engineer-In-Training (EIT) position to commence in May 2020. This position will enable on-going maintenance and capital projects to be executed in a more efficient manner.
- The newly signed solid waste contract, effective April 1, 2020, has provided approximately \$300,000 annually in savings with enhanced services levels, including bi-weekly bulky item pick-up.
- The Engineering and Public Works Department plans to spend more time and effort in the provision of maintenance for municipally-owned roads.

## SERVICE DELIVERY PRESSURES AND CHALLENGES

- Petroleum contamination discovered at Riverport School has to be addressed in compliance with *Nova Scotia Contaminated Site Regulations*.
- Need to integrate data structure, collection and tools with Finance and the Department of Municipal Affairs in order to support development of Asset Management Plan.
- Service level compliance was not fully achieved for Wastewater Management in 2020-2021 due to fecal coliform and total suspended solids exceedances experienced in New Germany and pH effluent issues at the Conquerall Bank and New Germany Wastewater Treatment Plants.
- Work will continue on the new Safety Program development, with the support of Safety Services Nova Scotia, to ensure compliance with all safety regulations.
- Petroleum contamination discovered at the MARC facility has to be addressed in accordance with the *Nova Scotia Contaminated Site Regulations*.
- Council continues to work with other municipal units to find opportunities for collaboration on services to residents in the region.

- Growth in assessment values has been decreasing in recent years. Council will continue to explore opportunities to limit cost increases and identify alternate sources of revenue to lessen the reliance on property taxes.

## **FULL-TIME EQUIVALENT**

2019/2020 FTEs Actual: 8.1

2020/2021 FTEs Budgeted: 7.1



**Municipality of the District of Lunenburg  
Engineering Department**

	<b>2019/20 Annual Budget</b>	<b>2019/20 Budget Forecast</b>	<b>2020/21 Adjusted Baseline</b>	<b>2020/21 Additions</b>	<b>2020/21 Proposed Budget</b>
<b>INCOME</b>					
<b>Area Rate - Streetlights</b>	\$ 139,400	\$ 148,100	\$ 148,600	\$ -	\$ 148,600
<b>CES Facility</b>					
Expense Recovery	79,000	79,000	79,000	-	79,000
Rental	87,000	87,000	87,000	-	87,000
	166,000	166,000	166,000	-	166,000
<b>Waste Water Treatment</b>					
Sewer Area Rates	594,400	594,200	434,700	-	434,700
Hydrant Charges	58,900	62,200	58,600	-	58,600
Sewer Interest and permit fees	5,500	5,500	4,500	-	4,500
	658,800	661,900	497,800	-	497,800
<b>Engineering Services</b>					
Student Grants	26,400	13,800	13,800	15,000	28,800
	<b>990,600</b>	<b>989,800</b>	<b>826,200</b>	<b>15,000</b>	<b>841,200</b>
<b>EXPENDITURES</b>					
<b>Engineering Services</b>					
Advertising, Legal and Advisory Services	63,500	37,300	55,500	-	55,500
Hydrants	57,200	57,200	58,700	-	58,700
Engineering Personnel Services	441,100	375,600	391,500	47,900	439,400
Office Expense	14,500	10,000	14,500	4,500	19,000
Return of Schools	25,000	19,500	20,000	-	20,000
Garbage Collections	1,470,900	1,465,900	1,169,300	-	1,169,300
	2,072,200	1,965,500	1,709,500	52,400	1,761,900
<b>Other Administration</b>					
Administration Office- Janitorial Services	49,600	37,900	54,000	-	54,000
Administration Office - Building	76,800	71,400	105,900	-	105,900
	126,400	109,300	159,900	-	159,900
<b>Transportation</b>					
Roads and Streets	737,900	679,700	809,300	1,168,600	1,977,900
Street Lighting	145,900	145,900	145,600	-	145,600
	883,800	825,600	954,900	1,168,600	2,123,500
<b>CES Facility</b>					
Building Maintenance	75,000	-	82,700	-	82,700
Non-recoverable expenses	19,500	-	19,500	-	19,500
	94,500	-	102,200	-	102,200
<b>Waste Water Treatment</b>					
Personnel & Shared Costs	60,000	(35,000)	-	-	-
Hebbsville	89,100	85,700	85,800	-	85,800
Riverside and Shore Drive	50,800	43,600	51,000	-	51,000
Cookville	277,000	271,900	333,100	-	333,100
New Germany Lift Stations	36,000	27,000	33,200	-	33,200
New Germany Treatment Plant	160,100	155,900	206,200	-	206,200
	673,000	549,100	709,300	-	709,300
	<b>3,849,900</b>	<b>3,449,500</b>	<b>3,635,800</b>	<b>1,221,000</b>	<b>4,856,800</b>
<b>Transfers to (from) Reserves &amp; Funds</b>					
Transfer To (From) Sewer Reserves	115,000	115,000	175,000	-	175,000
Gas Tax Reserve - Roads	-	-	-	(1,168,600)	(1,168,600)
Operating Reserve - Roads	25,000	25,000	25,000	-	25,000
Operating Reserve -CES	25,000	25,000	25,000	-	25,000
	165,000	165,000	225,000	(1,168,600)	(943,600)
	<b>4,014,900</b>	<b>3,614,500</b>	<b>3,860,800</b>	<b>52,400</b>	<b>3,913,200</b>
<b>NET EXPENDITURES</b>	<b>\$ (3,024,300)</b>	<b>\$ (2,624,700)</b>	<b>\$ (3,034,600)</b>	<b>\$ (37,400)</b>	<b>\$ (3,072,000)</b>

## PLANNING AND DEVELOPMENT SERVICES

### MISSION

Efficiently serve the public by providing information and guidance to build better, safer communities.

### GOAL

Establish a planning framework to support sustainable growth that is consistent with the Municipality's long-range plans and financial resources and the needs of all residents.

### DESCRIPTION OF SERVICES PROVIDED

The Department is responsible for the development, review, maintenance, and implementation of Municipal and Secondary Planning Strategies (MPS and SPS), Land Use By-Laws (LUB), and Subdivision By-Laws. The Department manages the Municipality's Geographic Information System and maintains the civic addressing system. The Department is also responsible for the issuance of Building permits under the Building By-Law, conducting required onsite inspections to ensure compliance with the National and Provincial Building Codes and conducting a system of fire inspections as per the Nova Scotia Fire Safety Act.

The Municipal Planning Strategy, Subdivision By-Law and Building By-Law apply throughout the entire Municipality being approximately 432,460 acres of land. Presently, the Municipality has seven Secondary Planning Strategies (SPS) and Land Use By-Laws (LUB) covering a total area of approximately 49,685 acres or 11.5% of the Municipality.

### CORE SERVICES

Service or Goal	Performance in 2019/2020
Balanced Budget	<ul style="list-style-type: none"><li>Continued to maintain level of service</li></ul>
<b>Meet or exceed established turnaround times:</b>	
Development Permit applications reviewed within 14 days	<ul style="list-style-type: none"><li>Met 99% of time.</li></ul>
Subdivision Applications initial review within 14 days	<ul style="list-style-type: none"><li>Met 99% of the time.</li></ul>
Building Permit applications reviewed within 14 days	<ul style="list-style-type: none"><li>Met 96% of the time.</li></ul>
Building inspections conducted within 4 days	<ul style="list-style-type: none"><li>Building Inspection –Met (measured by periodic audit.)</li></ul>

Dangerous property inspections conducted within 14 days of complaint.	<ul style="list-style-type: none"> <li>• Met 75% of the time.</li> </ul>
Unsightly property inspections conducted within 14 days of complaint.	<ul style="list-style-type: none"> <li>• Met 96% of the time.</li> </ul>
Conduct Fire Inspections as per policy MDL-26 System of Fire Inspections system of Fire Inspections.	<ul style="list-style-type: none"> <li>• Did not meet. Conducted essential inspections or upon request while training building official. Have resumed system of inspections.</li> </ul>
Provide accurate information and sound advice	<ul style="list-style-type: none"> <li>• Certified level 2 Building Official</li> <li>• Certified Level 1 Building Official</li> <li>• Assistant Building Official working on residential qualification</li> <li>• Staff enrolled in Fire Inspectors Association of Nova Scotia training program</li> <li>• Director has professional designation with Canadian Institute of Planners and is Licensed by the Licensed Professional Planners Association of Nova Scotia;</li> <li>• Planner has Master's Degree in Planning</li> <li>• Development Officer is certified as a General Development Officer by the Municipal Development Officers Association of Nova Scotia (MDOANS);</li> <li>• Planning Technician is certified as a Development Technician by MDOANS.</li> </ul>
Provide opportunities for the public to be heard and have input into future of the community.	<ul style="list-style-type: none"> <li>• Department met or exceeded Council's requirements for public participation.</li> </ul>

## 2019/2020 ACCOMPLISHMENTS

Significant achievements within the framework of providing core services are:

- Conducted public consultation on establishing minimum maintenance standards for private roads and prepared a what we heard report along with recommended policy and program changes;
- Flood Mitigation: used the detailed elevation mapping data (LiDAR) to calculate the 1 in 20 year and the 1 in 100 year inland floodplains for watercourses in the Municipality;
- Completed phase 1 and phase 2 of the Petite Riviere watershed flood risk mitigation study;

- Worked with the Hemford Forest Area Advisory Committee on the initial draft Planning Strategy and Land Use By-law;
- Completed a review of all building permit files bringing the records in compliance with the records retention and destruction policy;
- Worked with regional partners towards implementation of a regional permit tracking and records management system;
- Completed year-five of the Property Assessed Clean Energy (PACE) financing program;
- Setup 4 additional private road maintenance charge areas as requested by road associations;
- Provided building inspection services to the Town of Lunenburg;
- Applications and Inspections:

	Fiscal Year	
	2018-2019	2019-2020
Development Permit Applications	73	77
Subdivision Applications Received	96	85
Zoning Confirmations & Property Certificates	47	30
Site Plan Approvals	1	2
Development Agreements & Amendment Requests	3	1
Antenna Siting Applications	-	10
Building Permit Applications	463 (\$35.7M)	483 (\$38.9M)
Building Inspections	1913	1818
Fire Inspections	4	67
Building Compliance Inspections	30	34
Dangerous and Unsightly Inspections	203	94

## MAJOR INITIATIVES FOR 2020/2021

The service priorities, for the Planning & Development Services Department, are based on the direction provided by Council in the Strategic Priorities Chart and include:

- Complete a baseline inventory of greenhouse gas emissions for corporate operations and the community;
- Establish a community committee to guide the municipal climate response;
- Continue floodplain planning, including continued study of flood risk in the Petite Riviere Watershed;
- Public engagement on floodplains and land-use policy, in conjunction with provincial requirement for mandatory planning.
- Complete the implementation of a regional permit tracking system and records management system for building services;

- Continue to work with the residents of Hemford Forest to develop land use regulations for Hemford Forest;
- Engage the community on the development of a municipal planning strategy and land use by-law for mandatory planning; and
- Continue the Property Assessed Clean Energy (PACE) Financing program and enter into another contract with Clean Foundation to administer the program.

### **SIGNIFICANT PROPOSED CHANGES TO SERVICE LEVELS AND/OR BUDGET**

- Senior Planner position added as result of the mandatory minimum planning;
- Sustainability Planner (12-month term) to lead the development of a corporate and community energy action plan;
- \$32,000 to purchase and install two dual head electric vehicle charging stations at 10 Chaplain Drive;
- \$100,000 placeholder for Petite Riviere Watershed Flood Mitigation and Assessment Project (Phase 3)

### **SERVICE DELIVERY PRESSURES AND CHALLENGES**

- COVID-19 may continue to pose challenges to conducting public engagement sessions and providing services;
- Mandatory minimum planning deadline from the Province is December 2022;

### **FULL-TIME EQUIVALENT**

2019/2020 FTEs Actual: 9.7

2020/2021 FTEs Budgeted: 11.7

**Municipality of the District of Lunenburg  
Planning, Building Inspection and Zoning**

	<b>2019/20 Annual Budget</b>	<b>2019/20 Budget Forecast</b>	<b>2020/21 Adjusted Baseline</b>	<b>2020/21 Additions</b>	<b>2020/21 Proposed Budget</b>
<b>INCOME</b>					
Private Roads Area Rate	\$ 167,000	\$ 163,700	\$ 171,600	\$ 66,700	\$ 238,300
Building Permits & Development Fees	52,400	58,200	55,800	-	55,800
Sale of Services	18,000	18,000	15,600	-	15,600
Civic Numbering	9,900	9,900	9,900	-	9,900
Student Grants	4,200	4,200	4,200	25,000	29,200
Fancy Lake/Petite Riviere Watershed Project Grant	9,200	48,300	-	-	-
	<b>260,700</b>	<b>302,300</b>	<b>257,100</b>	<b>91,700</b>	<b>348,800</b>
<b>EXPENDITURES</b>					
<b>Building Inspection</b>					
Personnel Services	349,800	347,200	404,800	-	404,800
Office Expense	172,900	100,700	105,100	4,100	109,200
	522,700	447,900	509,900	4,100	514,000
Private Roads	156,900	158,700	163,900	63,500	227,400
<b>Planning</b>					
Personnel Services	402,900	401,200	402,300	159,100	561,400
Planning Services	89,200	87,700	5,700	-	5,700
Legal & Other Administrative	23,300	13,800	27,300	5,500	32,800
Repayable Pace Grants	100,000	100,000	100,000	-	100,000
Office Expense	7,000	8,600	9,000	4,100	13,100
	622,400	611,300	544,300	168,700	713,000
<b>Transfers to (from) Reserves &amp; Funds</b>					
PACE Program	(100,000)	(100,000)	(100,000)	-	(100,000)
Fancy Lake/Petite Riviere Watershed Project	(9,200)	(9,200)	-	-	-
	(109,200)	(109,200)	(100,000)	-	(100,000)
	<b>1,192,800</b>	<b>1,108,700</b>	<b>1,118,100</b>	<b>236,300</b>	<b>1,354,400</b>
<b>NET EXPENDITURES</b>	<b>\$ (932,100)</b>	<b>\$ (806,400)</b>	<b>\$ (861,000)</b>	<b>\$ (144,600)</b>	<b>\$ (1,005,600)</b>

## RECREATION

### MISSION

By providing high quality, direct programming, and indoor and outdoor facilities to residents and visitors, and supporting community groups, Recreation and Culture strengthens the community, promotes mental and physical health, and enhances the Municipality's attractiveness as a place to live.

### GOAL

As stated in the Strategic Plan, Council's goal with respect to Recreation Services is as follows:  
*Through direct delivery and advocacy, ensure a broad range of community services are available to meet the community's needs and to attract and retain residents.*

### DESCRIPTION OF SERVICES PROVIDED

The Municipality has adopted a Strategic Plan which provides direction to the Recreation Department. The Integrated Community Sustainability Plan, the Open Space Plan, the Active Transportation Plan, and the Active Living Strategy are also plans that help guide the department in establishing priorities and allocating resources.

The Recreation Department will continue to work within a community development model, provide direct services and partner with other levels of government, agencies and organizations to deliver recreation services in the Municipality.

Recreation Services exist to provide residents with quality direct programs, access to both indoor and outdoor facilities, to support community groups and volunteers providing community services, all which enhances the quality of life in the Municipality and contributes to overall health and wellness.

### CORE SERVICES

Service or Goal	Performance in 2019/2020
Affordable and varied recreation programming	<ul style="list-style-type: none"><li>• 40+ direct Winter and Fall, 25+ Spring, 100+ direct programs in the summer.</li><li>• Programs are targeted at youth, seniors and adults</li><li>• Grants provided to support: Community Groups, Recreation Programming and Capital Projects, Special Events, leadership</li><li>• Administer and manage the Positive Recreation for Kids Program (PRO Kids) to support over 160 youth in the Municipality enabling them to participate in sport, recreation and cultural activities</li></ul>

Safe and accessible facilities (i.e. parks, the MARC)	<ul style="list-style-type: none"> <li>• 100% adherence to quarterly safety inspection schedule as per policy</li> <li>• Support to groups developing and maintaining community trails</li> <li>• Continue to work with groups with Management Agreements of parks and facilities</li> <li>• Working with the Lunenburg/Queens Recreation Coordinators/Directors Association to develop tools to help assess recreation facilities to make them more accessible</li> </ul>
Accurate information and sound advice	<ul style="list-style-type: none"> <li>• Four community event listings in the municipal newsletters per year</li> <li>• Four Recreation Guides per year distributed to all households and available on the Municipality's website</li> <li>• Support to community groups</li> <li>• LighthouseNow Progress Bulletin Recreation Column</li> <li>• Email clients using ActiveNet</li> <li>• Articles in the Breaker</li> <li>• Recreation staff continue with the regional partnership to update and maintain SouthShoreConnect.ca, an online database of recreation opportunities in the region.</li> <li>• Maintain Facebook page and use it to provide almost instant updates</li> </ul>
Consistent, accessible, timely processes	<ul style="list-style-type: none"> <li>• Service channels: telephone, email, internet, in person at MARC and Municipal Building (24 hour response time established)</li> <li>• Program registration (telephone, ActiveNet, In Person, mail) completed and confirmed immediately in real time</li> <li>• It is estimated that this service level was accomplished 80% of the time. Staff will continue to strive to acknowledge telephone, email and website inquires within 24 hours and communicate next steps with expected timeline as appropriate</li> <li>• Staff continue to offer various methods to residents to register for programs. There has been an increase in participants using the online registration services</li> <li>• The Recreation Facebook page is an effective tool to get messages out about programs, events and cancellations. Good informal evaluation tool</li> </ul>
Social Interaction	<ul style="list-style-type: none"> <li>• 15+ special events per year free to the public</li> <li>• Recreation integration services provided to residents with special needs, as identified</li> <li>• Engaging the senior population to reduce social isolation</li> </ul>
Employment	<ul style="list-style-type: none"> <li>• 12–16 summer positions</li> <li>• 25–30 part-time instructors are employed throughout the year to offer recreation programs</li> </ul>



Community Development	<ul style="list-style-type: none"> <li>• Provide support and assistance to community groups and volunteers</li> <li>• Support community trails and park management groups as they develop and manage free and accessible outdoor recreation space on Crown, private and municipal lands</li> <li>• Provide a grant program that provides financial support to community groups, volunteers and residents to our municipality</li> <li>• Issue over \$200,000 in grants to support the work of volunteers, youth and athletes</li> </ul>
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## 2019/2020 ACCOMPLISHMENTS

During the past year, the Recreation Department continued to provide a high level of service to Council, Committees, residents of the Municipality, community groups and visitors through a wide range of program opportunities, parks and facilities and community development. Staff has also been engaged in developing new initiatives and policies. Highlights of the year have been included:

- Hired and worked with Nustadia on contract to manage the day-to-day operations of the LCLC and complete an operation review. LCLC has now hired a General Manager.
- Continued to promote and develop the Municipality's Positive Recreation Opportunities for Kids Program (PRO Kids). These funds have assisted 180+ youth in the Municipality.
- Worked with NSTIR to pave shoulders on route 325 in Baker Settlement.
- The Nova Scotia Active Smarter (ASK) Kids Pilot was extended and Britt was seconded by the Province. Funding was confirmed from the NS Dept of Education and Early Childhood Development, and the NS Dept of Communities, Culture and Heritage to expand the NS ASK Pilot to 6 schools within the SSRCE for the 2019-2020 School year.
- Continued to work with community advisory committees such as Miller Point Peace Park, Saw Pit Wharf, and Indian Path Common.
- River Ridge Common had its Grand Opening in July 2019. Phase 3 of development is nearing completion, with Phase 4 bringing the project to completion in 2020-2021.
- Continued to offer the Women on Wheels (WOW) program. WOW celebrates its 5th year with 91 women, aged 55 plus taking part in the WOW program with MODL. MODL staff organized and accompanied the group on weekly cycle rides throughout spring summer and fall on MODL trails and roads. It has expanded from what was a cycling only group, to now offering winter activities such as pickleball, aquafit, winter hikes, snowshoeing and spinning classes.
- Continued to provide a strong MODL voice around regional tables and initiatives.
- Continued to recognize the great work of volunteers through our annual volunteer recognition ceremony.
- Continue to run a very successful summer program and employ between 12-16 students to plan and lead our summer programs.
- Continue to work cooperatively with trail groups and trail users to support trail connectivity and maintenance.
- Continue to support community groups that have management agreements with the Municipality. These groups look after the day to day operations of some of the Municipality's

parks and open spaces. The groups include: United Communities Marine Park Society; Petite Riviere Community Park Association; Pinegrove Outdoor Play Association; Rose Bay Marine Park Society; Chelsea United Baptist Church (Molega Lake Park); Lunenburg County Mountain Bike Association (trails at the MARC); the Tancook Island Recreational Association (Big Tancook Park); and the Lunenburg County Wildlife Association (Sucker Lake).

- The Sherbrooke Lake Stewardship Committee, with members from both the Municipality of the District of Lunenburg and the District of Chester, and one expert appointed as a member continue to implement the water quality monitoring program at Sherbrooke Lake. Bluenose Coastal Action Foundation has assisted in developing and implementing the program.
- Continued to offer the Multisport program which included eleven sports (Community Sport Organizations), MODL, TOB, TOL, Sport NS, Province of NS, United Way, and local businesses supporting 30 youth participating for six months.

## MAJOR INITIATIVES FOR 2020/2021

The Recreation Department will continue to offer a wide range of programs, provide access to a number of parks and recreation facilities and to support community groups using a community development model. Service priorities this year are based on the direction provided by Council in the Strategic Priorities Chart which includes expansion of recreational infrastructure:

### *1. River Ridge Common*

#### **Analysis of Initiative**

#### ***Impact on existing service levels – increase***

The Municipality will be completing phase 4 of project – includes single-track mountain bike trails (5-6km); OHV pull-off area adjacent to the SS/V Trail; additional wayfinding signage; planting of native/edible species

#### ***Financial/Budget***

Budget: \$138,000 including \$130,000 carryover

Funding from Gas Tax & potential grant

### *2. Osprey Village Trail*

#### **Analysis of Initiative**

#### ***Impact on existing service levels – increase***

A trail connection through MODL property in Osprey Village. In partnership with the Central Nova ATV Association project that connects from Pine Grove to Oakhill.

#### ***Financial/Budget***

Budget: \$30,000

Funding from Gas Tax

### 3. LaHave Sunset Park

#### **Analysis of Initiative**

#### ***Impact on existing service levels – increase***

The Municipality will coordinate the design and construction of parking for safe public accessibility to the park.

#### **Financial/Budget**

Budget: \$30,000 carryover

Funding from Open Space Reserve

### **SIGNIFICANT PROPOSED CHANGES TO SERVICE LEVELS AND/OR BUDGET**

- Hiring a new Director of Recreation Services
- Facility assessment of MARC facility

### **SERVICE DELIVERY PRESSURES AND CHALLENGES**

- COVID-19 will continue to affect recreation services into the budget year
- In 2017 Accessibility Legislation was passed in Nova Scotia which will have an impact on municipal services, including recreation.
- Potential for the ASK program to be expanded throughout the Province. Could affect staffing within the department.

### **FULL-TIME EQUIVALENT**

2019/2020 FTEs Actual: 10.73

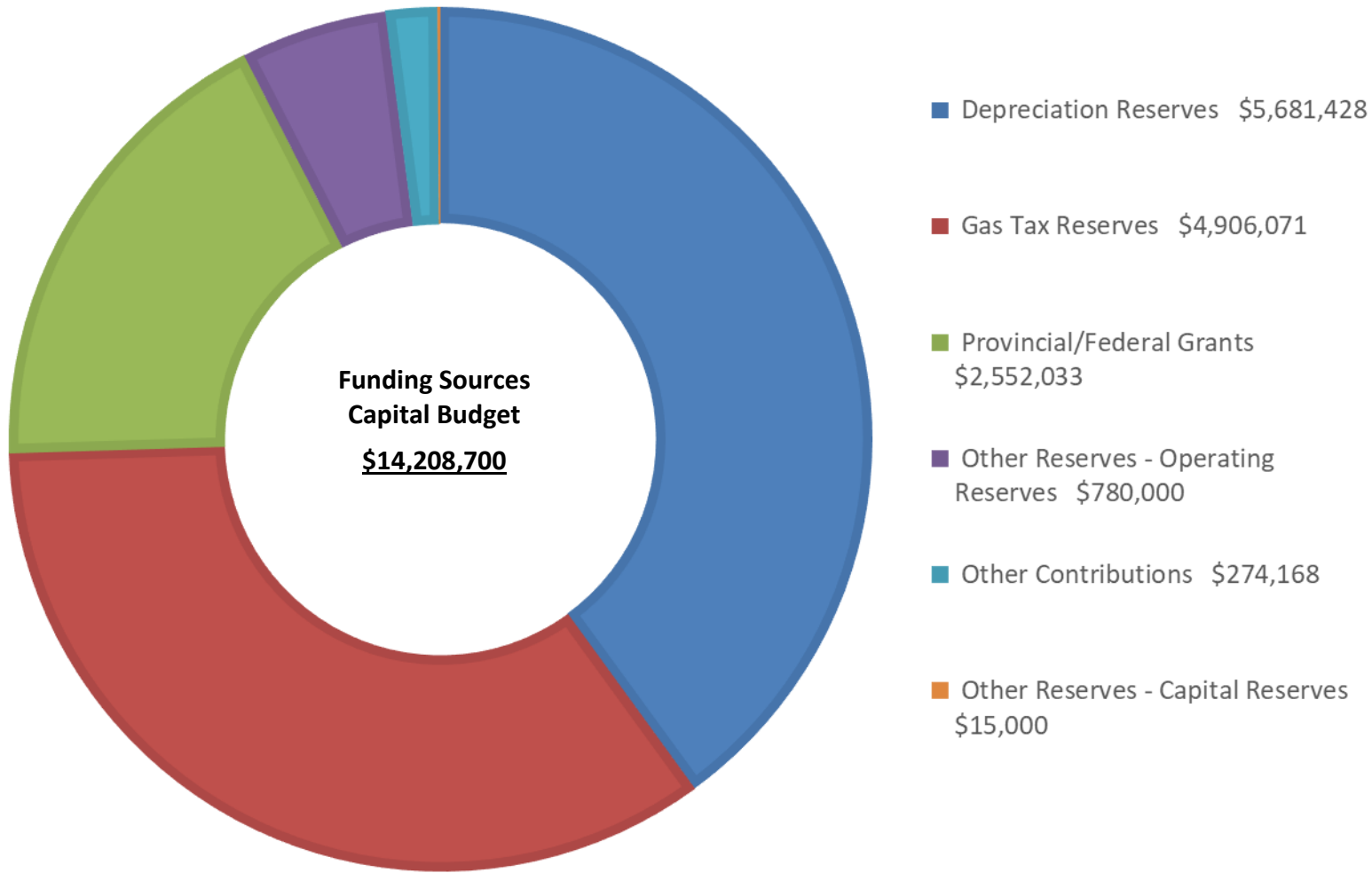
2020/2021 FTEs Budgeted: 10.73

**Municipality of the District of Lunenburg  
Recreation Services**

	<b>2019/20 Annual Budget</b>	<b>2019/20 Budget Forecast</b>	<b>2020/21 Adjusted Baseline</b>	<b>2020/21 Additions</b>	<b>2020/21 Proposed Budget</b>
<b>INCOME</b>					
Recreation Fees	\$ 46,100	\$ 70,700	\$ 43,500	\$ -	\$ 43,500
ProKids	20,000	25,000	20,000	-	20,000
Rental Revenue	14,400	16,200	14,400	-	14,400
Recreation Grant	25,700	68,100	25,000	2,000	27,000
	<b>106,200</b>	<b>180,000</b>	<b>102,900</b>	<b>2,000</b>	<b>104,900</b>
<b>EXPENDITURES</b>					
<b>General Services</b>					
Sponsor Ad & Municipal Celebration	19,400	16,900	17,400	-	17,400
Grants to Organizations	372,200	340,500	369,100	150,000	519,100
DARE Program	1,500	1,500	1,500	-	1,500
Legal	12,000	7,000	12,000	-	12,000
Non-Owned Auto Insurance	300	300	300	-	300
Administration Personnel Costs	408,600	447,550	466,800	-	466,800
	814,000	813,750	867,100	150,000	1,017,100
<b>Parks &amp; Recreation Building</b>					
Park Maintenance Personnel	255,400	235,200	265,400	-	265,400
Building, Grounds & Park Maintenance	140,300	112,200	139,400	-	139,400
Building Utilities	17,200	17,200	18,200	-	18,200
Telephone	7,500	7,500	9,500	-	9,500
Insurance	30,700	31,400	33,500	-	33,500
Office Expense	6,500	5,500	6,500	3,700	10,200
	457,600	409,000	472,500	3,700	476,200
<b>Recreation Programs</b>					
Parks and Programs	87,800	62,200	94,500	-	94,500
Winter Program	8,500	4,300	8,500	-	8,500
Spring Program	7,300	9,350	9,800	-	9,800
Fall Program	11,300	7,100	8,800	-	8,800
Swimming Program	8,200	5,100	9,000	-	9,000
General	107,100	92,600	108,500	6,000	114,500
Sport Program	1,500	-	-	-	-
Special Events	10,500	2,500	5,500	-	5,500
	242,200	183,150	244,600	6,000	250,600
<b>Active Transportation - paved shoulders</b>	-	-	-	565,000	565,000
<b>Transfers to (from) Reserves &amp; Funds</b>					
Open Space Strategy	60,000	60,000	60,000	-	60,000
Gas Tax - Active Transportation	-	-	-	(565,000)	(565,000)
Gas Tax - Trail Groups	(55,000)	(55,000)	(55,000)	-	(55,000)
Pinegrove Park	16,700	-	-	-	-
Big Tancook Park	(7,000)	(7,000)	-	-	-
Community Facilities Grant	-	-	-	(150,000)	(150,000)
Recreation General	(5,600)	(5,600)	-	-	-
	9,100	(7,600)	5,000	(715,000)	(710,000)
	<b>1,522,900</b>	<b>1,398,300</b>	<b>1,589,200</b>	<b>9,700</b>	<b>1,598,900</b>
<b>NET EXPENDITURES</b>	<b>\$ (1,416,700)</b>	<b>\$ (1,218,300)</b>	<b>\$ (1,486,300)</b>	<b>\$ (7,700)</b>	<b>\$ (1,494,000)</b>

## CAPITAL BUDGET AND GAS TAX INVESTMENT

The Municipality has budgeted \$14,208,700 on capital expenditures in 2020/2021 including gas tax investment of \$3,250,600 in non-owned infrastructure. After grants, reserve funding, and other revenue sources there is no borrowing required for capital projects.



## INFRASTRUCTURE INVESTMENT

The Municipality will continue to invest in infrastructure with the completion of the Municipal Services Building at \$5,369,300 and the paving of Meadowbrook Subdivision Roads budgeted at \$833,000.

Municipality of the District of Lunenburg		Year 1	Year 2	Year 3	Year 4	Year 5	2020-21 & Future Funding
Capital Budget & Gas Tax Investment Plan		2020-21	2021-22	2022-23	2023-24	2024-25	
PROJECT DESCRIPTION		Approved Budget					
<b>GREEN = COUNCIL APPROVED STRATEGIC PRIORITIES</b>							
<b>Infrastructure Investment</b>							
<b>Buildings</b>							
	Accessibility Projects		250,000	250,000			Operating Surplus reserves & Potential Grants
	Asset Management Plan	-					Gas Tax
	CEF Building Improvements		50,000	-	50,000		CEF Reserve
	Financial Reporting Accounting Software	-	42,000				SNSMR Grant
	Municipal Services Building	5,369,300					Capital, Depreciation Reserves, Sale Proceeds, & Gas Tax

Municipality of the District of Lunenburg Capital Budget & Gas Tax Investment Plan		Year 1	Year 2	Year 3	Year 4	Year 5	2020-21 & Future Funding
		2020-21 Approved Budget	2021-22	2022-23	2023-24	2024-25	
<b>PROJECT DESCRIPTION</b>							
<b>GREEN = COUNCIL APPROVED STRATEGIC PRIORITIES</b>							
<b>Vehicles</b>							
	Bldg. Insp Vehicle replacement (2016 Ford Escape)				35,000	-	Dep'n reserve
	Engineering Vehicle Purchase (Facilities Superintendent)	35,000					Dep'n reserve
	Engineer Truck Replacement (2016 Nissan)				40,000		Dep'n reserve
	Rec- Truck (2007 Mazda)	35,000					Dep'n reserve
	Rec - Zero Turn Lawnmower			-			Dep'n reserve
	Sewer Operator Truck Replacement (2014 F150)				35,000		Dep'n reserve
	Sewer Van Replacement (2014 Chev)			45,000			Dep'n reserve
<b>Paving &amp; Sidewalks</b>							
	Road Paving Projects * (Cost shared with NSTIR)	See below					Gas Tax
	Municipal Road Infrastructure Improvements	75,000	1,050,000		50,000		Gas Tax
	Paving Harold Whynot,Craig Chandler		878,000				Dep'n reserve
	Paving Meldrum, Buena Vista, Aspen	833,000					Gas Tax
	Sidewalk - Champlain Drive						Gas Tax
	<i>Section Subtotal</i>	<i>6,347,300</i>	<i>2,270,000</i>	<i>295,000</i>	<i>210,000</i>	<i>-</i>	

## ENVIRONMENTAL PROTECTION

The Municipality will continue to meet its environmental obligations with \$255,000 in Sewer Infrastructure and \$2,476,800 for the LaHave River Straight Pipe capital project. Also \$1,069,000 is budgeted for the Riverport School demolition & remediation, and \$75,000 for a collaborative project to investigate upgrades to sewer and water infrastructure in Garden Lots.

Municipality of the District of Lunenburg Capital Budget & Gas Tax Investment Plan		Year 1 2020-21 Approved Budget	Year 2 2021-22	Year 3 2022-23	Year 4 2023-24	Year 5 2024-25	2020-21 & Future Funding
PROJECT DESCRIPTION							
<b>GREEN = COUNCIL APPROVED STRATEGIC PRIORITIES</b>							
<b>Environmental Protection</b>							
	Aerated Compost Carts	-	-	-	-		Gas Tax
	Centre School Demolition	100,000	1,500,000				Potential Grant & Dep'n Reserve
	Riverport School demolition & remediation	1,069,000					Environmental Liability + \$794,832 Grant
	Garden Lots Sewer & Water Upgrades	75,000	1,000,000				Grants & Operating Reserves
	Lahave River Straight Pipe Replacement Program	2,476,800	2,193,000	2,214,000	-		BCF/Dep'n Reserve
	Conquerall Bank WWTP Upgrades	15,000	45,000				Gas Tax
	Conquerall Bank WWTP Generator	50,000					Swr Reserve
	Cookville Collection System Refurbishment			10,000		30,000	Swr Reserve
	Hebville Pump Station Renewals				50,000	460,000	Gas Tax/Sewer Reserve
	New Germany Collection System Refurbishment	-	20,000	30,000	550,000	150,000	Gas Tax/Sewer Reserve
	New Germany Pipe Repairs	190,000					Gas Tax/Sewer Reserve
	New Germany WWTP Chlorine Contact Building Demolition				10,000		Swr Reserve
	<i>Section Subtotal</i>	<i>3,975,800</i>	<i>4,758,000</i>	<i>2,254,000</i>	<i>610,000</i>	<i>640,000</i>	



## LOCAL ECONOMIC DEVELOPMENT

Economic Development projects include \$60,000 for the development of a Wayfinding Strategy.

The Municipality is in the final year of a 3-year Highway 103 Signage Program to promote the Visitor Information Centre, Municipal Business Park, the Municipality of Lunenburg, and Lunenburg County.

Municipality of the District of Lunenburg		Year 1	Year 2	Year 3	Year 4	Year 5	2020-21 & Future Funding
Capital Budget & Gas Tax Investment Plan		2020-21	2021-22	2022-23	2023-24	2024-25	
PROJECT DESCRIPTION		Approved Budget					
<b>GREEN = COUNCIL APPROVED STRATEGIC PRIORITIES</b>							
<b>Local Economic Development</b>							
	Highway 103 Signage Program	15,000					Operating Surplus Reserve
	Osprey Village Reservoir Design					50,000	Gas Tax/TOB
	Wayfinding Strategy & Implementation	60,000	50,000	50,000	50,000	50,000	Grants, Gas Tax, Operating Reserves
	<i>Section Subtotal</i>	<i>75,000</i>	<i>50,000</i>	<i>50,000</i>	<i>50,000</i>	<i>100,000</i>	

## SUSTAINABLE PLANNING AND CLIMATE CHANGE MITIGATION

The Municipality has declared a Climate Change Emergency. Projects budgeted at \$182,000 to mitigate climate change include the development of a Corporate and Community Action Plan, installing Electric Vehicle charge stations at the new municipal services building and Phase 3 of the Petite Riviere Watershed Flood Mitigation and Assessment Project.

Municipality of the District of Lunenburg Capital Budget & Gas Tax Investment Plan		Year 1 2020-21 Approved Budget	Year 2 2021-22	Year 3 2022-23	Year 4 2023-24	Year 5 2024-25	2020-21 & Future Funding
PROJECT DESCRIPTION							
<b>GREEN = COUNCIL APPROVED STRATEGIC PRIORITIES</b>							
<b>Sustainable Planning &amp; Climate Change Mitigation</b>							
	Corporate and Community Energy Action Plan	50,000	35,000				Gas Tax/Grants
	EV Charge stations	32,000	-				Gas Tax/Grants
	Solar Energy Project	-	150,000				Gas Tax/Grants
	Flood Risk Mapping phase 2 of LiDAR Project						Gas Tax/FRIIP Grant
	Petite Riviere Watershed Flood Mitigation and Assessment Project (Phase 3)	100,000					Gas Tax
	<i>Section Subtotal</i>	<i>182,000</i>	<i>185,000</i>	-	-	-	

## RECREATION INFRASTRUCTURE

Recreation capital projects total \$378,000 including \$125,000 for facility upgrades, \$168,000 for Parks & Playgrounds, and a \$40,000 investment in trails and active transportation.

Municipality of the District of Lunenburg Capital Budget & Gas Tax Investment Plan		Year 1	Year 2	Year 3	Year 4	Year 5	2020-21 & Future Funding
PROJECT DESCRIPTION		2020-21 Approved Budget	2021-22	2022-23	2023-24	2024-25	
<b>GREEN = COUNCIL APPROVED STRATEGIC PRIORITIES</b>							
<b>Recreation Infrastructure</b>							
<b>Recreation Facilities</b>							
	Ballfield Upgrades	30,000					Dep'n reserve
	MARC - Adm Bldg. Flooring & Doors						Dep'n reserve
	MARC Facilities Assessment	50,000					Operating Surplus
	MARC - Soil Remediation	30,000					Dep'n reserve
	MARC - Water System	15,000					Dep'n reserve
<b>Parks &amp; Playgrounds</b>							
	LaHave Sunset Park Parking	30,000					Open Space
	Miller Point Kiosk Replacement						Dep'n reserve
	Rose Bay Wharf Upgrades				25,000	150,000	Operating Surplus
	Saw Pit Wharf Upgrades				25,000	150,000	Operating Surplus
	Riverport Playground	-					Dep'n reserve
	River Ridge Common	138,000	162,000	20,000			Gas Tax/ \$50K grant
	Sherbrooke Lake - Park Design & implementation	-	75,000	200,000	150,000		Gas Tax/Operating Reserves
	Sherbrooke Lake - Road Upgrades	-	135,000				Sherbrooke Lake Capital Reserves
	Wile's Lake	30,000	20,000				Dep'n Reserve
	Future Land Purchases	15,000	50,000	50,000	50,000	50,000	Open Space

Municipality of the District of Lunenburg		Year 1	Year 2	Year 3	Year 4	Year 5	2020-21 & Future Funding
Capital Budget & Gas Tax Investment Plan		2020-21	2021-22	2022-23	2023-24	2024-25	
PROJECT DESCRIPTION		Approved Budget					
<b>GREEN = COUNCIL APPROVED STRATEGIC PRIORITIES</b>							
<b>Trails &amp; Active Transportation</b>							
	Active Transportation Paved Shoulders	see below					Gas Tax
	Cookville Trail Connector (carry over)						Gas Tax/ OHV Fund
	Indian Point Rest Stop	10,000					Open Space
	<b>Osprey Village Trail</b>	30,000					Gas Tax/Grants
	Sawpit Switchback Trail		30,000				Gas Tax/Grants
	<i>Section Subtotal</i>	<i>378,000</i>	<i>472,000</i>	<i>270,000</i>	<i>250,000</i>	<i>350,000</i>	

## GAS TAX INVESTMENT: NON-OWNED INFRASTRUCTURE

Paving of Municipal Roads is a Strategic Priority of Council. The Municipality will cost share with the Nova Scotia Department of Transportation to pave several roads throughout the District with the Municipality’s budgeted investment at \$1,168,600.

The Municipality continues to invest in rural internet projects. A commitment of \$500,000 per year, over five years is included in the Five-Year Financial Strategy with \$1,300,000 available in 2020/21.

Municipality of the District of Lunenburg Capital Budget & Gas Tax Investment Plan		Year 1	Year 2	Year 3	Year 4	Year 5	2020-21 & Future Funding
		2020-21 Approved Budget	2021-22	2022-23	2023-24	2024-25	
<b>GREEN = COUNCIL APPROVED STRATEGIC PRIORITIES</b>							
<b>Projects Funded With Gas Tax (Operating Fund)</b>							
	Paved Shoulders - Active Transportation	565,000	150,000	150,000	150,000	150,000	Gas Tax
	Trails	55,000	55,000	55,000	55,000	55,000	Gas Tax
	<b>ISP - Rural Internet</b>	1,300,000	500,000	500,000	-	-	Gas Tax
	New Germany Trail Bridge	162,000					Gas Tax
	Paving Non-owned Roads (cost shared with NSTIR)	1,168,600	250,000	250,000	250,000	250,000	
	<b>Gas Tax Operating Fund</b>	<b>3,250,600</b>	<b>955,000</b>	<b>955,000</b>	<b>455,000</b>	<b>455,000</b>	

## RESERVES AND RESERVE FUNDS

Reserves and Reserve Funds are established by Council to promote long-term financial stability and assist with financial planning. These funds are authorized under provisions set out in the *Municipal Government Act* and are generally used to invest in infrastructure, smooth tax levy impacts, fund deficits, and help maintain the Municipality's sound financial position.

### OPERATING RESERVES

Operating Reserves are an allocation of revenues set aside at the discretion of Council to provide for future expenditure requirements such as infrastructure replacement.

Operating Reserves may be established for any municipal purpose such as working funds, contingencies and asset replacements. The use of reserves assists a municipality in maintaining its financial position. The following are examples of reserves:

**Election Reserve:** funded by contributions in non-election years to finance expenditures in an election year.

**Capital & Equipment Reserves:** are earmarked for the replacement of equipment and certain types of capital expenditures. These reserves are generally funded from operating budget transfers or from the allocation of surplus from general fund operations.

### CAPITAL RESERVE FUNDS

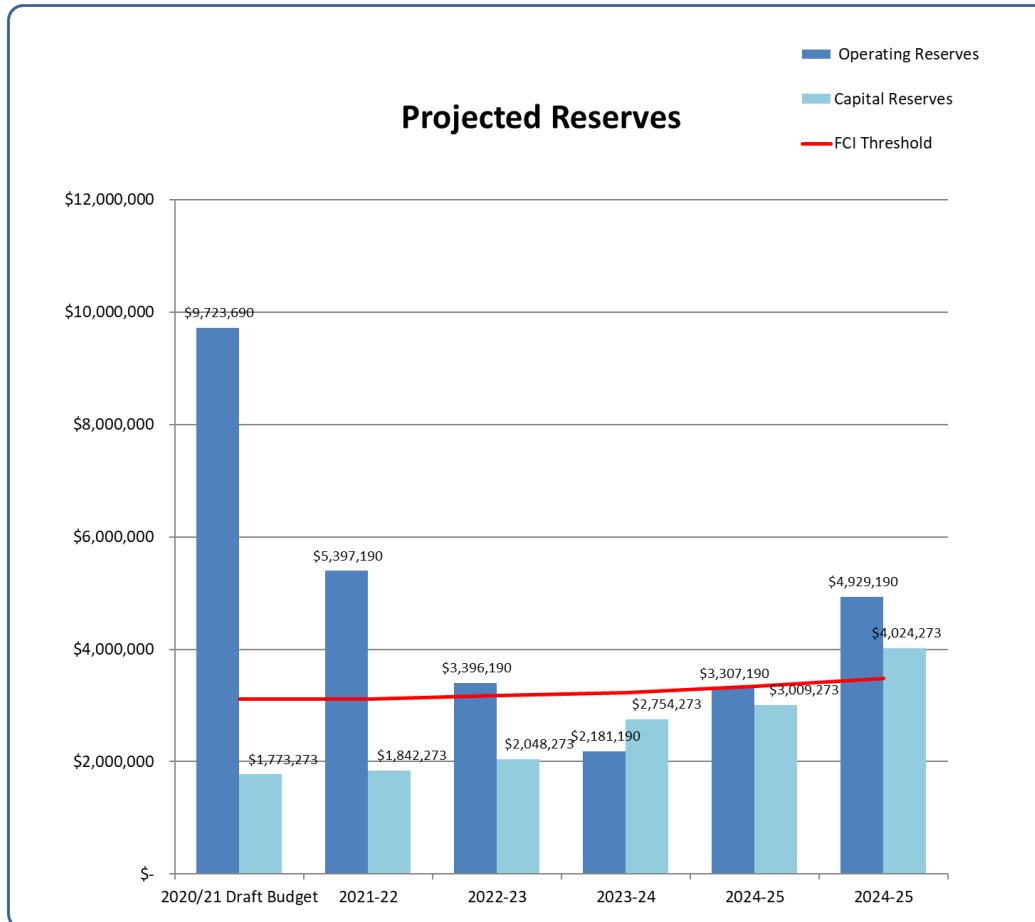
Capital Reserve Funds are segregated and restricted to meet a specific identified purpose and must receive interest income per the *Municipal Government Act*. They are established through a by-law of Council or by a requirement of Provincial legislation. Council authorized reserve funds are called discretionary or non-discretionary and are established for specific purposes. The following are examples of obligatory reserve funds:

**Tax Sale Surplus Reserve:** the *Municipal Government Act* requires a twenty-year holding period for excess funds collected during the tax sale process.

**Open Space Reserve Fund:** monies collected from the development community in lieu of dedication of land for parkland purposes.

## 5 YEAR PLAN – CAPITAL AND OPERATING RESERVES

The Projected Reserves Graph below shows the actual and projected balance in the Municipality’s Operating Reserves and Capital Reserve Funds for the next five years. Details of specific reserves are found on the next two pages.



## OPERATING RESERVES

Municipality of the District of Lunenburg  
Reserves Budget and 5-Year Financial Plan

	2020/21 Budget			2021-22	2022-23	2023-24	2024-25
	Opening Balance forecast 31-Mar-20	Transfers In (out) Capital & Operating Budgets	Ending Balance Budget Forecast 31-Mar-21	Transfers In (out) Capital & Operating Budgets	Transfers In (out) Capital & Operating Budgets	Transfers In (out) Capital & Operating Budgets	Transfers In (out) Capital & Operating Budgets
<b>OPERATING RESERVES</b>							
Public Open Space	222,316	20,000	242,316	60,000	60,000	60,000	60,000
Surveying Common Land	17,202	-	17,202	-	-	-	-
NS Transit Grant *	44,387	(1,048)	45,435	-	-	-	-
Election	113,000	(113,000)	-	39,000	39,000	39,000	(117,000)
Recreation	-	-	-	-	-	-	-
General Operations	8,081,853	(1,131,000)	6,950,853	(2,190,500)	(2,561,000)	(300,000)	(300,000)
LCLC Recreation Complex - Additional Capital Costs	(1,634,229)	-	(1,634,229)	-	-	-	-
General Operations - Debt payout		(1,225,000)		-	-	-	-
PACE Loans	(202,030)	(107,000)	(309,030)	(100,000)	(100,000)	(100,000)	(100,000)
PACE Loan Payments	11,000	7,000	18,000	20,000	30,000	40,000	50,000
LCLC Operating Reserve	26,994	-	26,994	-	-	-	-
Sewer Depreciation Reserve - Restricted	1,749,092	(65,000)	1,684,092	155,000	135,000	(176,000)	145,000
Depreciation Reserve - General Operations	7,400,716	(5,131,428)	2,269,288	(2,429,000)	67,000	(1,260,000)	850,000
LaHave River Sewer Solutions - Loan Payments		-	-	161,000	279,000	482,000	488,000
Employee Contingency - Pension	776,256	(775,000)	1,256	-	-	-	-
CES Building Reserve	61,179	25,000	86,179	(25,000)	25,000	(25,000)	25,000
Roads	224,400	25,000	249,400	25,000	25,000	25,000	25,000
SNSMR Grant	42,000	-	42,000	(42,000)	-	-	-
Indian Path	833	-	833	-	-	-	-
Hirtle's Beach	2,638	-	2,638	-	-	-	-
Recreation Parks - Pinegrove	5,300	-	5,300	-	-	-	-
Pro Kids	25,163	-	25,163	-	-	-	-
		-					
<b>TOTAL OPERATING RESERVES</b>	<b>16,968,070</b>	<b>(8,471,476)</b>	<b>9,723,690</b>	<b>(4,326,500)</b>	<b>(2,001,000)</b>	<b>(1,215,000)</b>	<b>1,126,000</b>
			<b>BALANCE</b>	<b>5,397,190</b>	<b>3,396,190</b>	<b>2,181,190</b>	<b>3,307,190</b>



## CAPITAL RESERVES

### Municipality of the District of Lunenburg Reserves Budget and 5-Year Financial Plan

	2020/21 Budget		2021-22		2022-23		2023-24		2024-25	
	Opening Balance forecast 31-Mar-20	Transfers In (out) Capital & Operating Budgets	Ending Balance Budget 31-Mar-21	Transfers In (out) Capital & Operating Budgets	Transfers In (out) Capital & Operating Budgets	Transfers In (out) Capital & Operating Budgets	Transfers In (out) Capital & Operating Budgets	Transfers In (out) Capital & Operating Budgets	Transfers In (out) Capital & Operating Budgets	Transfers In (out) Capital & Operating Budgets
<b>CAPITAL RESERVES</b>										
Lift Station Replacement	537	-	537	-	-	-	-	-	-	-
Recreation Dugouts	-	-	-	-	-	-	-	-	-	-
Land Development - Saw Pit Wharf	6,276	-	6,276	-	-	-	-	-	-	-
District Special - Site Closure *	865,152	(47,718)	858,270	-	-	-	-	-	-	-
Land Sales - Osprey Village	-	-	-	-	-	-	-	-	-	-
Recreation Complex (LCLC Depreciation Reserve)	468,265	(247,500)	220,765	165,000	165,000	165,000	165,000	165,000	165,000	165,000
Trails	6,245	-	6,245	-	-	-	-	-	-	-
Gas Tax Revenue * (one time addition 2019-20)	2,372,071	(2,490,523)	2,452	(2,000)	-	-	500,000	-	49,000	-
Gas Tax Revenue -- Public Transit earmarked *	236,921	-	236,921	-	-	-	-	-	-	-
Gas Tax Revenue - ISP earmarked *	800,000	(800,000)	-	-	-	-	-	-	-	-
Open Space	175,790	35,000	210,790	-	-	-	-	-	-	-
Golf Property Sale - Capital Reserve	-	-	-	-	-	-	-	-	-	-
Sewer Capital Reserve - User Connect Fees	30,327	-	30,327	-	-	-	-	-	-	-
Province of NS - ISP	-	-	-	-	-	-	-	-	-	-
General Capital	-	-	-	-	-	-	-	-	-	-
Aerated Carts	690	-	690	-	-	-	-	-	-	-
Sherbrooke Reserve	200,000	-	200,000	(135,000)	-	-	-	-	-	-
Interest Estimate				41,000	41,000	41,000	41,000	41,000	41,000	41,000
<b>TOTAL CAPITAL RESERVES</b>	<b>5,162,274</b>		<b>1,773,273</b>	<b>69,000</b>	<b>206,000</b>	<b>706,000</b>	<b>706,000</b>	<b>706,000</b>	<b>255,000</b>	<b>255,000</b>
			<b>BALANCE</b>	<b>1,842,273</b>	<b>2,048,273</b>	<b>2,754,273</b>	<b>2,754,273</b>	<b>2,754,273</b>	<b>3,009,273</b>	<b>3,009,273</b>

## APPENDIX I – APPROVED AREA RATES

### Municipality of the District of Lunenburg Area Rates 2020-21 Approved Budget

#### STREET LIGHT RATES

	<u>2019-20</u>	<u>2020-21</u>
<b>Rates per \$100 of assessment</b>		
Riverport	\$ 0.028	\$ <b>0.027</b>
Dayspring	\$ 0.077	\$ <b>0.066</b>
New Germany	\$ 0.044	\$ <b>0.039</b>
Catidian Place	\$ 0.014	\$ <b>0.012</b>
Pine Haven Subdivision	\$ 0.041	\$ <b>0.038</b>

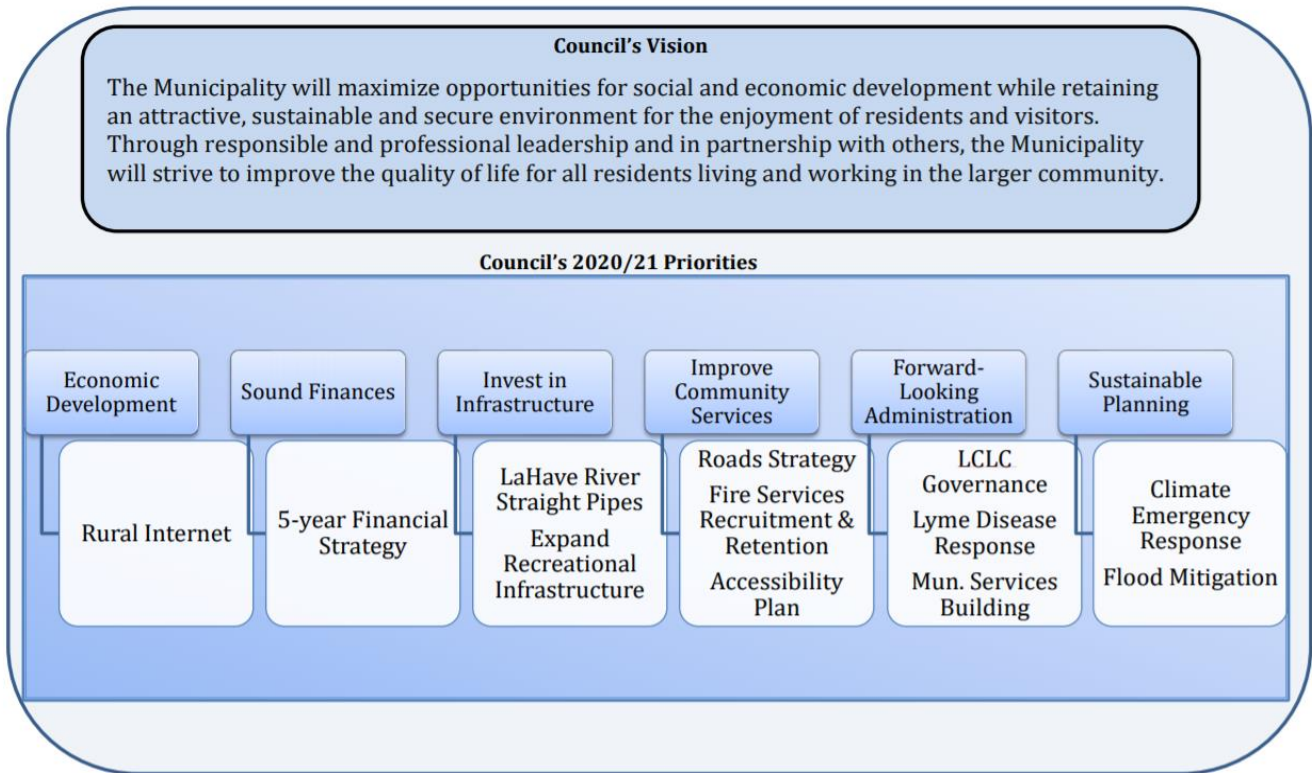
#### Flat Rates Per Property

Barss Corner	\$ 52.08	\$ <b>47.99</b>
Vogler's Cove, Broad Cove & Cherry Hill	\$ 51.05	\$ <b>47.12</b>
Chelsea	\$ 91.48	\$ <b>83.45</b>
Pine Grove	\$ 54.28	\$ <b>49.83</b>
Oakhill acres	\$ 34.45	\$ <b>31.73</b>
Little Tancook	\$ 31.29	\$ <b>31.27</b>
Whitley & Jenny	\$ 12.44	\$ <b>29.74</b>
Westside Drive	\$ 192.90	\$ <b>126.62</b>

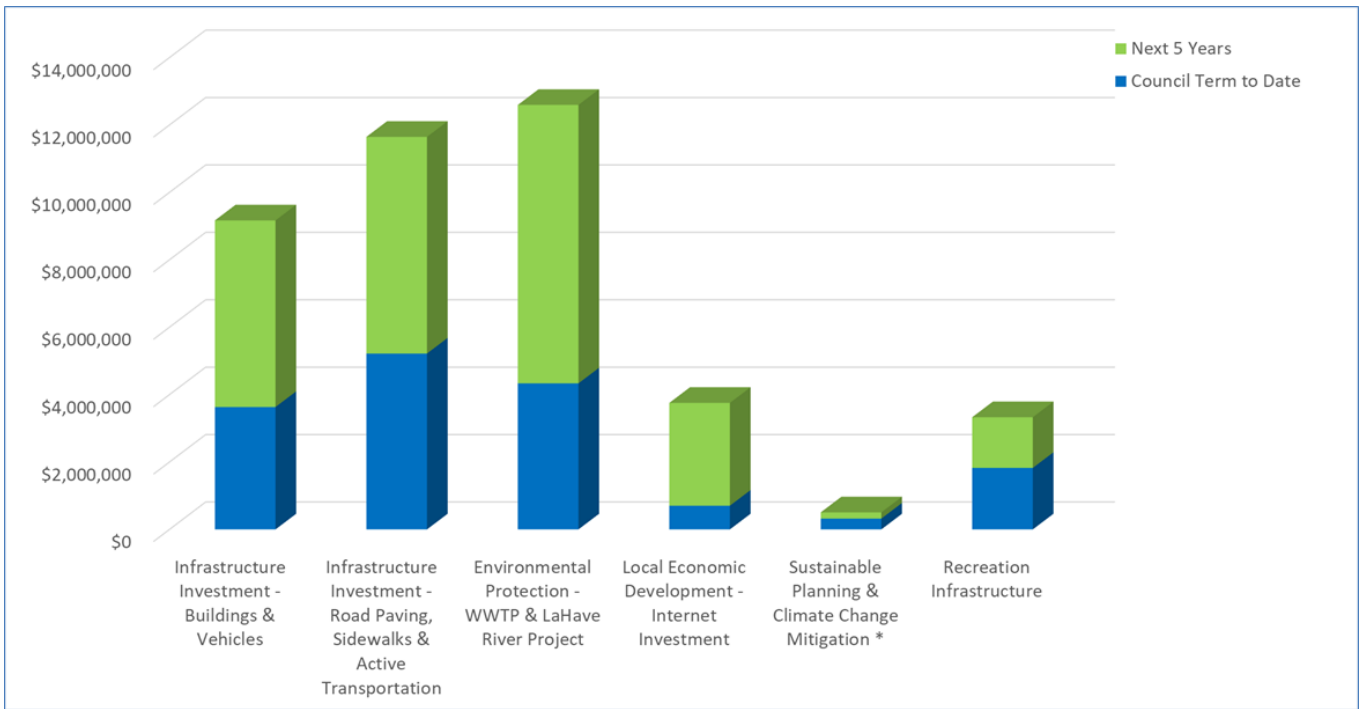
#### OTHER AREA RATES

	<b>Rate per \$100 of assessment</b>	
	<u>2019-20</u>	<u>2020-21</u>
<b>FIRE HYDRANT RATES</b>	\$ 0.1400	\$ 0.1308
<b>SEWER RATES</b>		
Global Sewer	\$0.73	\$0.43
Hebville Sewer	\$0.43	\$0.25

## APPENDIX II – STRATEGIC PRIORITIES



The following table demonstrates the level of Capital investment in Council Strategic Priorities over the last 3 years, and how those priorities feed the Capital Investment Plan going forward.

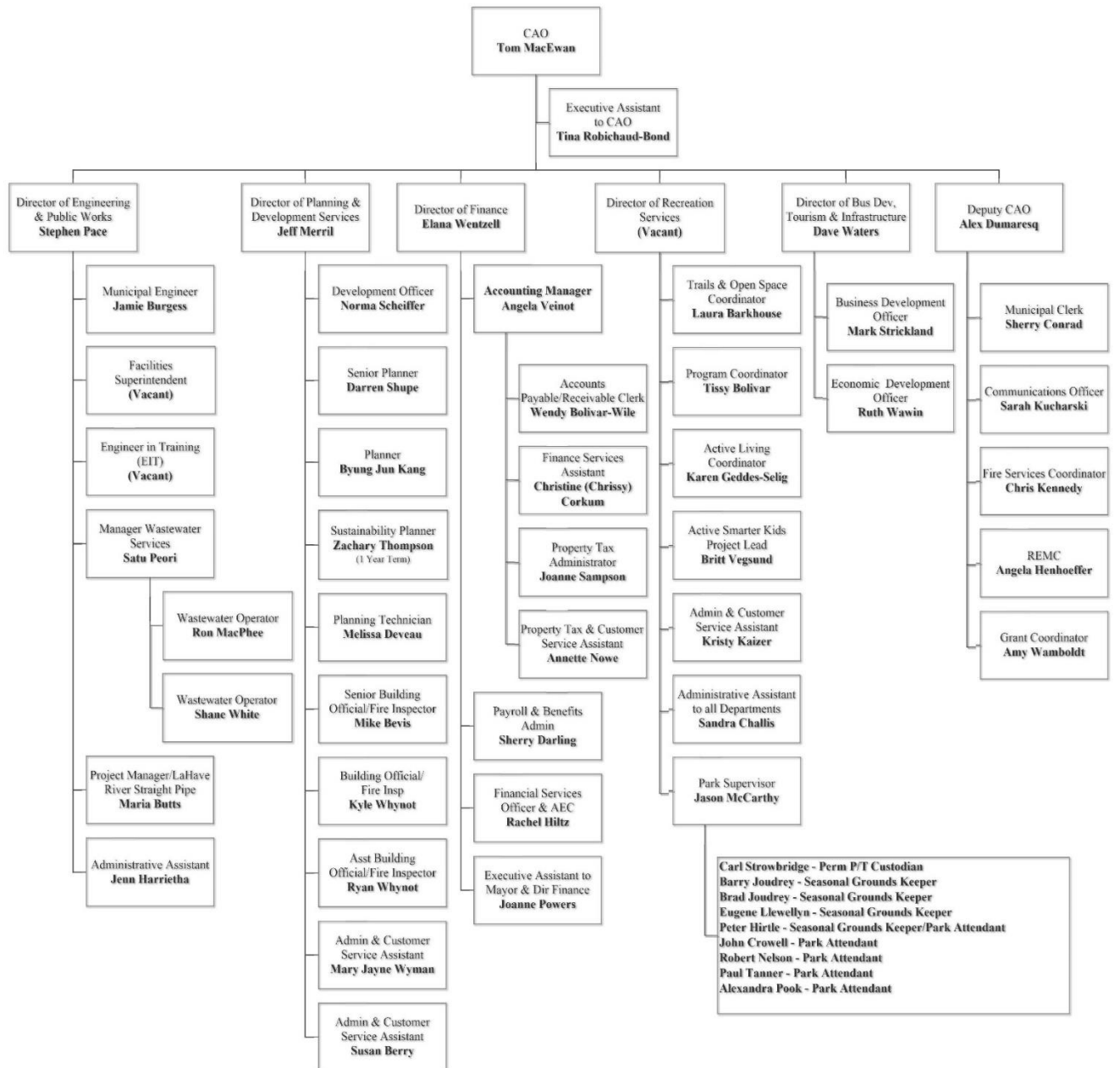


## APPENDIX III – STAFFING CHARTS

### FULL TIME EQUIVALENT CHART

Department	Position	FTE
Administration	Chief Administrative Officer	1.00
	Deputy Chief Administrative Officer	1.00
	Municipal Clerk	1.00
	Communications Officer	1.00
	Executive Assistant to CAO	1.00
	Executive Assistant to Mayor & Director of Finance	.75
	Administrative Assistant	.20
	REMO Coordinator	1.00
	Fire Services Coordinator	1.00
	Grant Coordinator	.50
Finance	Director of Finance	1.00
	Accounting Manager	1.00
	Financial Services Officer	1.00
	Executive Assistant to Mayor & Director of Finance	.25
	Property Tax Administrator	1.00
	Payroll & Benefits Administrator	1.00
	Accounts Payable/Accounts Receivable Clerk	1.00
	Property Tax & Customer Services Assistant	1.00
	Financial Services Assistant	1.00
	Administrative Assistant – Tax Period	.20
Economic Development	Director of Business Development, Tourism & Infrastructure	1.00
	Administrative Assistant	.20
	Business Development Officer	1.00
	Economic Development Officer	1.00

Engineering & Public Works	Director of Engineering & Public Works	1.00
	Municipal Engineer	1.00
	Administrative Assistant-Engineering & Planning	.50
	Engineer-In-Training (EIT)	1.00
	Facilities Superintendent	1.00
	Wastewater Operator	2.00
	Manager of Wastewater Services	.60
Planning & Development	Director of Planning & Development Services	1.00
	Development Officer	1.00
	Senior Planner	1.00
	Planner	1.00
	Planning Technician	1.00
	Sustainability Planner	1.00
	Administrative Assistant-Engineering & Planning	.50
	Administrative Assistant	.20
	Senior Building Official/Fire Inspector	1.00
	Building Official/Fire Inspector	2.00
	Administrative & Customer Services Assistant	2.00
Recreation	Director of Recreation Services	1.00
	Recreation Program Coordinator	1.00
	Trails & Open Space Coordinator	1.00
	Active Living Coordinator	1.00
	Administrative & Customer Services Assistant	1.00
	Administrative Assistant	.20
	Park Supervisor	1.00
	MARC – Seasonal Custodian/Groundskeeper	3.18
	Gatekeeper/Park Custodian	1.35



## APPENDIX IV - GLOSSARY

### ACCOUNTING PRINCIPLES

Generally Accepted Accounting Principles that apply specifically to the process of developing estimates and budgets and the reporting of results for financial documents.

### ACCRUAL ACCOUNTING

The Municipality's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes revenues as they become available and measurable and expenditures as they are incurred and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay. This is also the basis for developing the Municipality's Budget.

### ADMINISTRATION BUILDING

All costs associated with the maintenance and operation of the facility, which includes utilities, and janitorial salary.

### ADMINISTRATION & FINANCIAL SERVICES

Includes all costs associated with salaries for the administration and financial staff, training and educational expenses. The main function of these departments is to provide support to Council and to ensure the delivery of services. They also provide support to other departments within the organization in the way of purchasing, accounting, payroll, controlling of funds, and tax collection.

### ALLOWANCE

A provision for an expected loss or reduction in the value of an asset so as to reduce the reported value of the asset to a value, which reflects its estimated realizable value. Examples of an allowance are: Allowance for Doubtful Accounts, Allowance for Uncollectible Taxes.

### ANIMAL CONTROL SERVICES

This is a contract service and the cost of this service covers the salary for the Animal Control Officer.

### APPROVED BUDGET

The final budget passed by Council which will govern the operations and reporting during the fiscal year.

### AREA RATE

Area rates may be used to finance all or part of the cost of any municipal service or facility that Council deems to be of benefit for an area. The rate may apply to all taxable property and occupancy assessments.

### ASSESSMENT

A value established by the Assessment Office for real property for use as a basis for levying property taxes for municipal purposes.

### BASE BUDGET

Budget resources that are required to maintain service levels at the level provided in the previous year's budget.



## BUDGET

A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures for the provision of various municipal programs and services approved by Council.

## BUDGET DOCUMENT

The official written statement prepared by Administration, which presents the proposed budget for the fiscal year to Council.

## BUDGET MESSAGE

A general discussion of the proposed budget presented in writing as part of the budget document. The budget message explains principal budget issues and highlights against the background of financial experience in recent years and presents recommendations made by senior administration for the consideration of Committee and Council.

## BUDGET PRINCIPLES

Propositions employed in the operating and capital budget development, control and reporting.

## BUILDING INSPECTION SERVICES

The costs associated with this service include the administration of the building code by-law and fire inspections.

## CAPITAL BUDGET

A plan of proposed capital expenditures to be incurred in the current year and over a period of subsequent future years (long-term) identifying each capital project and the method of financing.

## CURRENT TAXES

Taxes that are levied and payment due within the fiscal year.

## DEBT AND TRANSFER TO RESERVES

This includes monies that are remaining from operating reserves that is not anticipated to be used. This money must be transferred into the reserve account for future allocation.

## DEBENTURE DEBT

The payment of interest and repayment of principal to holders of the District's debt instruments used to finance capital projects.

## DEBT LIMIT

The total outstanding debt service charges incurred by the Municipality. This can be expressed as the Council policy limit or the allowable Provincial Government limit.

## DEPARTMENT

A basic organizational unit of the Municipality, which is functionally unique in its delivery of services. Departments within the District are: Legislative, Administrative, Financial Services, Engineering and Public Works, Planning and Development, Protective Services and Recreation.

## DISTRICT

Municipality of the District of Lunenburg

## ECONOMIC DEVELOPMENT SERVICES

All costs associated with salary and expenses of the Economic Development Officer, payments to the Lunenburg Queens Regional Development Agency, expenses associated with the CEF/CES, and borrowing costs for long term loans related to economic development.

## ENGINEERING SERVICES

This service is related to the management and administration of wastewater systems, municipal-owned roads, repair and maintenance of municipal structures, and engineering support to other departments. The costs associated with fulfilling these tasks are salaries.

## ESTIMATED REVENUE

The amount of projected revenue to be collected during the fiscal year. The amount of revenue budgeted is the amount approved by Council.

## FINANCIAL EXPENSES

The costs associated with this service pertain to the municipal operations as a whole or the benefits are shared across the entire Municipality, which includes necessary insurance such as liability, errors & omissions and automobile. It also includes the costs associated with compliance services such as legal, auditing and banking charges.

## FIRE PROTECTION SERVICES

This service is provided by local fire departments and the funding associated with this service is funded through the annual budget, which includes the collection of fire area rates

## FISCAL YEAR

The twelve-month accounting period for the recording of financial transactions. The Municipality's fiscal year is April 1 to March 31.

## FULL-TIME EQUIVALENT POSITION (FTE)

A measure to account for all staffing dollars in terms of their value as a staffing unit. For example two half-time positions would equate to a (one) FTE.

## FUND

A set of interrelated accounts to record revenues and expenses associated with a specific purpose. A fund has its own revenues, expenditures, assets, liabilities and equity.

## GARBAGE COLLECTION SERVICES

All costs associated with road side collection, which is a contracted service.

## GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)

Recognized uniform principals, standards, and guidelines for financial accounting and reporting. GAAP encompasses the conventions and rules that define accepted accounting principals at a particular time.

## GRANT

A monetary contribution by one governmental unit or other organization to another. Typically, these contributions are made to local governments by the Provincial and Federal Governments. The Municipality makes grants available to various local cultural, sports and community organizations.

## INFRASTRUCTURE

The facilities and assets employed by the Municipality to deliver services. These facilities and assets are numerous and are not limited to: roads, sewers, wastewater treatment plants, buildings, vehicles and parks.

## LEGISLATIVE SERVICES

Includes all Council expenses and salaries for the Mayor; Deputy Mayor and Councillors; grants to organizations including fire departments; exemptions for non-profit organizations; election expenses; UNSM and FCM expenses; and other Committees of Council expenses.

## LONG-TERM DEBT

Borrowing, to finance capital projects, having a maturity of more than one year after the date of issue. Municipal debt is issued by debentures through the Municipal Finance Corporation.

## MODIFIED ACCRUAL BASIS

The basis of accounting in which revenues are recognized when they become both measurable and available, and expenditures are recognized when incurred. All of the Municipality's funds are accounted for using the modified accrual accounting method.

## MUNICIPALITY

Municipality of the District of Lunenburg.

## NOVA SCOTIA FEDERATION OF MUNICIPALITIES (NSFM)

NSFM works with and for municipal governments. Traditional activities include inter-government relations and policy development, information gathering and disseminating on all issues affecting municipalities.

## OBJECT CODE

A revenue or expenditure category used consistently across the Municipality to provide more detailed analysis and reporting of revenues and/or expenditures. For example: grants, building permits, miscellaneous licenses, fees, rentals, taxation, personnel services, materials, purchased services and supplies.

## OPERATING (CURRENT) BUDGET

The budget containing allocations for such expenditures as salaries and wages, materials and supplies, utilities, and insurance to provide basic government programs and services for the current fiscal year.

## OPERATING (REVENUE) FUND

The fund reflecting general activities of the Municipality. The principal sources of revenue are property taxes, grants and service charges. All line and staff departments are financed through this fund.

## PLANNING AND ZONING SERVICES

The services provided are the administration and review of planning documents, mapping, civic addressing and by-law administration. The costs include salaries, technical mapping equipment and permitting systems.

## POLICE PROTECTION SERVICES

Policing services is under a contract with the RCMP, the costs associated with providing this service includes the salaries, benefits, for 22 uniformed officers and related support staff at two separate detachments.

## PROGRAM

Group of activities, operations or organizational units directed to attain specific objectives and are accounted for as such.

## PROTECTIVE MANAGEMENT SERVICES

This service covers the cost associated with the Municipality's Emergency Management Co-ordinator honorarium, and any associated costs to training and operating an Emergency Operations Centre.

## PROVINCIAL SERVICES

Payments to the Province, its agencies, boards or commissions such as: Assessment Services; Correctional Services; Regional Housing; Regional Development Agency; Regional Library; and the School Board.

## RECREATION SERVICES

The costs associated with recreational services includes: salaries and expenses for staff, building and facility up keep, program support, and equipment purchasing.

## REMO SERVICES (REGIONAL EMERGENCY MANAGEMENT ORGANIZATION)

This service is a joint service shared by three other municipal units, and the cost associated with this service is the salary of the REMO Co-ordinator. The Municipality also provides the administration and financial support for the Coordinator.

## RESERVES

An allocation of accumulated net revenue. It has no reference to any specific asset and does not require the physical segregation of money or assets. Examples of the Municipality's Reserves are: Capital Reserve, Tax Sale Surplus.

## RESERVE FUND

Assets segregated and restricted to meet the purpose of the reserve fund. They may be:

Obligatory – created whenever a statute requires revenues received for special purposes to be segregated. (i.e. Open Space Fund)

Discretionary – created whenever a Municipal Council wishes to earmark revenues to finance a future project for which it has authority to spend money (i.e. Economic Development Reserve)

## REVENUE

Funds that a government entity receives as income. It includes such items as property tax payments, fees for specific services, receipts from other governments, fines, and interest income.

## SEWER SERVICES

Management of municipal wastewater collection and treatment in four communities, the costs associated include salaries, maintenance and upgrading.

#### TAX LEVY

The total amount to be raised by property taxes for operating and debt service purposes.

#### TAX RATE

The rate levied on each real property according to assessed property value and property class.

#### TRANSPORTATION SERVICES

This service includes the management of municipal owned roads, and all costs associated include, contract services for the maintenance and payments for “J” Class Roads.

#### UTILITY AND REVIEW BOARD (URB)

The Nova Scotia Utility and Review Board is an independent quasi-judicial body which has both regulatory and adjudicative jurisdiction flowing from the Utility and Review Board Act.

#### USER FEES

A fee levied for services or use of municipal property on an individual or groups of individuals benefiting from the service.