

TOWN OF LUNENBURG  
**COUNCIL MEETING AGENDA**  
Tuesday, August 13, 2024 | 6 pm  
Lunenburg Town Hall – Council Chamber  
120 Townsend Street



**NOTICE:** Council meetings are open to the public and held in Town Hall. **Please use the back entrance at 120 Townsend Street.**

The public can also watch meetings through Zoom. To livestream this meeting starting at 6 pm, use this Zoom link: <https://us06web.zoom.us/j/88956545878>

Meeting recordings are also available on the Town's [YouTube](#) channel.

**1. CALL TO ORDER**

**2. LAND ACKNOWLEDGEMENT**

This meeting takes place in the traditional and ancestral territory of the Mi'kmaq people. We are all Treaty people.

**3. ADDITIONS/ DELETIONS TO AGENDA**

**4. APPROVAL OF AGENDA**

4.1 August 13, 2024 Council Meeting Agenda

**Recommendation:** That Council approve the agenda for the August 13, 2024 meeting as presented.

**5. APPROVAL OF MINUTES**

5.1 July 16, 2024 Council Meeting Minutes

**Recommendation:** That Council approve the July 16, 2024 meeting minutes as presented.

**6. PRESENTATIONS**

6.1 2024/24 Electric Utility Operating and Capital Budgets – *Staff Presentation*

**7. PUBLIC INPUT AND QUESTIONS – 20 MINUTES**

- Each person is limited to 3 minutes
- Each person must state their name
- Questions or comments are directed to the Chair
- Comments and questions are limited to items on today's agenda

## **8. PUBLIC INPUT AND QUESTIONS 2024/25 ELECTRIC UTILITY OPERATING AND CAPITAL BUDGETS**

### **9. CORRESPONDENCE**

*Unless a recommendation has been provided, correspondence items are for information only. Should Council wish to act on something within a correspondence item, a motion of Council must be made.*

9.1 South Shore Hospice Palliative Care Society Update

9.2 Brighter Days Capital Campaign Thank-you – *Health Services Foundation*

9.3 Coordination of Emergency Alert System – *Minister of Municipal Affairs and Housing*

9.4 Canada Community-Building Fund (CCBF) – *Minister of Municipal Affairs and Housing*

9.5 Request to waive Lunenburg Community Centre Rental Fees – *Bridgewater Sports and Cultural Association*

9.6 Official Opening of the Gardens at Fishermen’s Memorial Hospital – *Lunenburg Hospital Auxiliary & Lunenburg Garden Club*

9.7 Noise By-law Exemption Requests – Filming, GEP Liars Inc.

**Recommendation:** That Council approve a Noise By-law exemption for August 15<sup>th</sup>, 2024, starting at 11:00 p.m. until 12:00 a.m. on August 16<sup>th</sup>, 2024, to accommodate filming by GEP Liars Inc., located at 94 Pelham Street, Lunenburg.

**Recommendation:** That Council approve a Noise By-law exemption for August 16<sup>th</sup>, 2024, starting at 11:00 p.m. until 03:00 a.m. on August 17<sup>th</sup>, 2024, to accommodate filming by GEP Liars Inc., located at the Bluenose Wharf

9.8 Noise By-law Exemption Requests – Filming, ‘Ghosting Season 2’

**Recommendation:** That Council approve a Noise By-law exemption for August 15<sup>th</sup>, 2024, starting at 11:00 p.m. until 05:00 a.m. on August 16<sup>th</sup>, 2024, to accommodate filming by ‘Ghosting Season 2’, located indoors at the Lunenburg Academy.

**Recommendation:** That Council approve a Noise By-law exemption for August 16<sup>th</sup>, 2024, starting at 11:00 p.m. until 12:00 a.m. on August 17<sup>th</sup>, 2024, to accommodate filming by ‘Ghosting Season 2’, at the exterior grounds of the Lunenburg Academy.

## **10. PUBLIC HEARINGS, PUBLIC INFORMATION MEETINGS AND APPEALS**

### **11. BUSINESS ARISING AND UNFINISHED BUSINESS**

#### **11.1 Public Statements Policy – *Decision***

Recommendation: That Council approve the new Public Statements Policy as presented, repealing and replacing Policy #80, the Commemorative Flags and Proclamations Policy.

### **12. NEW BUSINESS**

#### **12.1 2024/24 Electric Utility Operating and Capital Budgets – *approval placeholder***

Recommendation 1: That Council approve the 2024/24 Electric Utility Operating Budget as presented for a total amount of \$7,518,700.

Recommendation 2: That Council approve the 2024/25 Electric Utility Capital Budget as presented for a total amount of \$2,626,000.

#### **12.2 Montague Street Retaining Wall – *Tender Award***

Recommendation 1: That Council increases the budget for the Montague Street Retaining Wall Repairs project to \$220,000, funded by \$100,000 from long-term borrowing and \$120,000 from the Surplus Asset Retirement Reserve.

Recommendation 2: That Council award the Montague Street Retaining Wall Tender to J. Mason Contracting Limited for the amount of \$152,961 + HST.

#### **12.3 Civic Square Compatibility & Accessibility Project – *Request for Direction***

Requested direction: That Council provide direction on whether to proceed with a change order for the Civic Square Compatibility and Accessibility Project.

#### **12.4 Sustainable Cultural Tourism Plan and Cultural Tourism Economic Impact Study**

Recommendation 1: That Council award 21 FSP Advisory Inc. \$59 918.63 +HST to fulfill the Sustainable Cultural Tourism Plan RFP (TOL 2024013).

Recommendation 2: That Council award ASBB Economics and Research Ltd. \$59 650.00 +HST to fulfill the Cultural Tourism Economic Impact Study (TOL 2024014).

12.5 Heritage Officer Appointment

**Recommendation:** That Council appoint Laura LeGresley as a Heritage Officer for the Town of Lunenburg per Section 19 of the *Heritage Property Act*.

**13. NOTICES OF MOTION, INFORMATION REQUESTS AND COUNCILLOR REPORTS**

13.1 Renaming of Cornwallis Street Discussion – *Notice presented by Councillor Halverson at the July 16, 2024 meeting*

**Draft motion:** That Council refer the proposed renaming of Cornwallis Street to Queen Street to a future Committee of the Whole meeting for further discussion.

13.2 Land-Use By-law Amendment Request – Main Street Form Zone – *Notice presented by Mayor Myra at the July 16, 2024 meeting*

**Draft motion:** That Council direct staff to prepare a report with recommendations for revising the Land-Use By-law’s Main Street Form Zone requirements, with the aim of encouraging more varied development within this zone.

**14. MOTION ACTION LIST**

**15. IN CAMERA**

15.1 Acquisition, sale, lease and security of municipal property

**Recommendation:** That Council move in camera at \_\_\_\_\_ to discuss agenda item 15.1 Acquisition, sale, lease and security of municipal property per the Municipal Government Act.

**16. ADJOURNMENT**

TOWN OF LUNENBURG  
COUNCIL MEETING MINUTES

July 16, 2024 | 6 pm

Lunenburg Town Hall – Council Chamber and virtually through Zoom



- Present                    Mayor Jamie Myra, Deputy Mayor Stephen Ernst, Councillors Jenni Birtles, Peter Mosher, Ed Halverson (via Zoom) and Melissa Duggan
  
- Also present            Kathleen Rafuse, Town Accountant  
Tyson Joyce, Director of Public Works  
Hilary Grant, Interim CAO  
Trevor Hume, Planner  
Lisa Kendall, Municipal Engineer  
Kayla Byrne, Municipal Clerk
  
- Call to Order            The meeting was called to order at 6:01 p.m.
  
- Land acknowledgment    It was acknowledged that Lunenburg is located in the unceded territory of the Mi'kmaq people.
  
- Approval of Agenda      Moved by Councillor Mosher, seconded by Councillor Halverson, that Council approve the agenda for the May 28, 2024 meeting as presented.  
**Motion carried unanimously**
  
- Approval of Minutes      Moved by Deputy Mayor Ernst, seconded by Councillor Birtles, that Council approve the May 14, 2024 meeting minutes as presented.  
**Motion carried unanimously**
  
- Public Input              Blayne Collins addressed Council regarding the proposed development of Blockhouse Hill, emphasizing the need for more affordable housing, questioning the clarity and feasibility of the current proposals, and suggesting that a development agreement should be deferred until key issues are resolved.  
  
Alison Strachan discussed the heritage assessment, suggesting that Apple Tree Hill might be more accurately known as being located on Dufferin Street. She also asked for an update on the bandstand.  
  
Wilfred Moore brought Council's attention to Bill S-202, recently passed by the Canadian government. The new act will create Canada's first

parliamentary visual artist laureate.

Jesse Ward expressed support for the Council Meeting Submissions and Public Input Policy but suggested revising the public input section to allow for input on any topic, not just items on the meeting agenda.

2024/25 REMO  
Operating Budget  
Adjustment

Council received a letter noting that the REMO Advisory Committee decided to return unspent funds for the new Emergency Management Coordinator position to partner municipalities at year-end and retain the remaining budgeted funds in REMO's contingency.

Noise By-law  
Exemption  
Request

Moved by Councillor Mosher, seconded by Councillor Duggan, that Council approve a Noise By-law exemption for September 19, 2024, starting at 11:00 p.m. until 12:00 a.m. on September 20, 2024, to accommodate the Lunenburg Doc Festival (LDF) 2024 Opening Night Party at the Zwicker Wharf Building, located at 146 Bluenose Drive, Lunenburg.

**Motion carried unanimously**

Blockhouse Hill  
Design Project

Staff presented a request for direction regarding the Blockhouse Hill Design Project, specifically addressing two key points: the potential amendment to the Municipal Planning Strategy (MPS) and the consideration of holding a plebiscite. Staff explained that to proceed with a development agreement for the Blockhouse Hill Design Project, an amendment to the MPS is required.

Moved by Councillor Halverson, seconded by Councillor Duggan, that Council direct staff to proceed with amending the Municipal Planning Strategy: Authorize staff to initiate the process to amend the Municipal Planning Strategy, allowing development agreements with potential purchasers of the lower slopes of Blockhouse Hill.

**Motion carried unanimously**

Council did not consider the question of the plebiscite at this time.

Lunenburg  
Academy Roof  
Upgrades

Regarding the recommendation to award a Request for Proposal for the Lunenburg Academy roof assessment, councillors discussed the Lunenburg Academy Foundation's commitment to funding half of the assessment. They also questioned the Town's ownership of the building and the annual costs associated with deferred maintenance and upkeep. Councillors inquired about the possibility of other organizations taking

ownership of the building and debated the feasibility of a small town continuing to bear the costs of maintaining a national historic site.

Additionally, councillors emphasized the Town's responsibility to its tenants in the building. Staff noted that roof repairs were excluded from the building's restoration project five years ago.

Moved by Deputy Mayor Ernst, seconded by Councillor Halverson, that Council award the Lunenburg Academy Roof Upgrades Request for Proposal (RFP) to Fishburn Sheridan Atlantic Inc. for the total amount of \$109,238 plus HST, pending receipt of \$54,619 plus HST from the Lunenburg Academy Foundation.

FOR  
3 Councillors

AGAINST  
3 Councillors  
(Councillors Duggan, Mosher & Birtles)

**Motion defeated**

Moved by Councillor Duggan, seconded by Councillor Mosher, that Council allow Rachel Bailey, a representative from Lunenburg Academy Foundation, to address Council with respect to the Lunenburg Academy Roof Upgrades Request for Proposal decision.

**Motion carried unanimously**

Rachel Bailey highlighted that the Council approved funding for this project through its annual budget earlier this year and emphasized the importance of maintaining the building for the tenants currently operating there.

Moved by Councillor Duggan, seconded by Councillor Birtles that Council reconsider the decision made at the July 16, 2024 Council meeting, where Council defeated the motion to award the Lunenburg Academy Roof Upgrades Request for Proposal (RFP) to Fishburn Sheridan Atlantic Inc. for the total amount of \$109,238 plus HST, pending receipt of \$54,619 plus HST from the Lunenburg Academy Foundation; and that this motion be reconsidered before the closing date of the RFP.

Moved by Councillor Duggan, seconded by Deputy Mayor Ernst, that Council amend the presented motion to reconsider the motion at the July 16, 2024 Council meeting.

FOR	AGAINST	
5 Councillors	1 Councillor (Councillor Mosher)	
		<b>Motion carried</b>

Moved by Councillor Birtles, seconded by Councillor Halverson, that Council reconsider the decision made at the July 16, 2024 Council meeting, where Council defeated the motion to award the Lunenburg Academy Roof Upgrades Request for Proposal (RFP) to Fishburn Sheridan Atlantic Inc. for the total amount of \$109,238 plus HST, pending receipt of \$54,619 plus HST from the Lunenburg Academy Foundation; and that this motion be reconsidered at the July 16, 2024 Council meeting.

FOR	AGAINST	
5 Councillors	1 Councillor (Councillor Mosher)	
		<b>Motion carried</b>

Council reconsidered the original motion as follows:

Moved by Councillor Halverson, seconded by Deputy Mayor Ernst, that Council award the Lunenburg Academy Roof Upgrades Request for Proposal (RFP) to Fishburn Sheridan Atlantic Inc. for the total amount of \$109,238 plus HST, pending receipt of \$54,619 plus HST from the Lunenburg Academy Foundation.

FOR	AGAINST	
5 Councillors	1 Councillor (Councillor Mosher)	
		<b>Motion carried</b>

Staff noted that contract negotiations are still ongoing with the Lunenburg Academy Foundation for cost-sharing on this item.

Lunenburg Athletic Facility Fund (LAFF) Application: Lunenburg Tennis Club	<p>Moved by Councillor Mosher, seconded by Councillor Duggan, that Council approve the Lunenburg Tennis Club's application to the Lunenburg Athletic Facility Fund (LAFF) for \$94,820 to resurface all three tennis courts using the Sport Master ProCushion Surface System.</p> <p style="text-align: right;"><b>Motion carried unanimously</b></p>
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Recess	The Mayor called a recess from 7:35 p.m. until 7:43 p.m.
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Pre-Approval and	Regarding the Lunenburg Fire Department's request to pre-approve the
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Issuance of RFP for #6 Tanker Replacement	purchase of a replacement tanker and initiate the request for proposal process, Council made the following motion:
	Before any discussions or decisions took place, Councillor Birtles declared a conflict of interest and moved to the public gallery.
	Moved by Councillor Halverson, seconded by Councillor Mosher, that Council approve issuing the RFP for the #6 Tanker replacement immediately, aiming for the earliest possible release date.
	Moved by Deputy Mayor Ernst, seconded by Councillor Duggan, that Council pre-approve the #6 Tanker replacement for the 2025/26 capital budget in the amount of \$798,000, with 50% of the cost to be covered by the Fire District 1 and 2 Commission.
	<b>Motion carried unanimously</b>
	Councillor Birtles returned to the Council table.
Council Meeting Submissions and Public Input Policy	With respect to the proposed Council Meeting Submissions and Public Input Policy, councillors indicated they would like more time to review the policy and suggest edits such as opening the public input section to any matter rather than just items included in the meeting agenda and a better understanding of staff operational responsibilities
	Moved by Councillor Mosher, seconded by Deputy Mayor Ernst, that Council refer the Council Meeting Submissions and Public Input Policy to a future Committee of the Whole meeting for further discussion.
	<b>Motion carried unanimously</b>
Public Statements Policy	Moved by Councillor Duggan, seconded by Councillor Halverson, that Council give notice to approve the new Public Statements Policy as presented, repealing and replacing Policy #80, the Commemorative Flags and Proclamations Policy.
	<b>Motion carried unanimously</b>
Potable Water Quality Test Results	Council received the potable water quality test results for January to March 2024.
Wastewater Quality Test Results	Council received the wastewater quality test results for January to March 2024.

- Notices of Motion and Councillor Reports Councillor Birtles thanked the public works crew and everyone working through the heatwave for their efforts and dedication.
- Councillor Halverson submitted a notice of motion requesting that the reconsideration of renaming Cornwallis Street to Queen Street be referred to the Committee of the Whole for discussion.
- Mayor Myra submitted a notice of motion requesting that staff prepare a report on recommendations on revising the Land-Use By-law's main street form zone requirements to encourage more varied development in this zone.
- Mayor Myra also provided the following updates: Staff are working on the RFP for the bandstand project, and the Town's salary wage scale will soon be available on its website.
- Motion Action List Council received, for information, the motion action list.
- In Camera Moved by Councillor Mosher, seconded by Councillor Birtles, that Council move in camera at 8:27 p.m. to discuss agenda item 14.1 Contract Negotiations per the Municipal Government Act.  
**Motion carried unanimously**
- Before the Council entered a closed session, a brief recess was called.
- Revert to public meeting Council reverted to open meeting at 9:04 p.m.
- Adjournment There being no further business, the July 16, 2024 Council meeting adjourned at 9:05 p.m.

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The minutes were read and approved.

**Subject:** Electric Utility Budget 2024/2025  
**From:** Electric Utility  
**Date:** August 13, 2024



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### **Recommendation**

That Council approve the 2024/25 Electric Utility Operating Budget as presented for a total amount of \$7,518,700.

That Council approve the 2024/25 Electric Utility Capital Budget as presented for a total amount of \$2,626,000.

### **Alternatives**

- Approve the 2024/2025 Electric Utility Budget Operating Budget with amendments.
- Approve the 2024/2025 Electric Utility Budget Capital Budget with amendments.
- Defer a decision.

### **Background**

The Town of Lunenburg electric utility is responsible for distributing electricity to its residents and businesses. The utility operates under regulations set by the Nova Scotia Utility and Review Board, ensuring compliance with provincial standards.

The utility manages the town's electrical infrastructure; however, this work is covered under a service agreement with Nova Scotia Power for the operations and maintenance of the Town's Electric Utility infrastructure. Space in Town Hall, the Old Fire Hall and the Exhibition Building on Victoria Road are used by the electric utility.

### **Discussion**

The draft 2024/2025 Electric Utility Budget projects total budgeted revenue of \$7,518,700 and total budgeted expenditures of \$8,030,100, for a projected net deficit of \$511,400. There is a budget change of \$347,700 or 4.8% compared to the 2023/2024 budget. The budget deficit is \$297,900 more than the projections for 2023/2024.

As in the 2023/2024 Budget, there is a substantial increase in Power Costs. \$6,143,600 is budgeted for 2024/2025. While \$5,761,000 was budgeted for 2023/2024, this cost is projected at \$6,066,400 for 2023/2024. \$127,257 represents the monthly charge for the highest power demand.

The total capital funds budgeted for 2024/2025 is \$2,626,000. The Electric Utility has some large capital expenditures in its foreseeable future.

A major part of the proposed 2024 capital spending is \$1.896 million out of the total \$3.8 million to upgrade the feeder 81W-223 to support new projects in the Knickle Road area. The project includes:

- Upgrading and extending feeder 81W-233 to Dufferin Street
- Rebuilding Kissing Bridge Road to 3-phase power
- Extending Victoria Road along Hall Street
- Adding a loop on Knickle Road

This upgrade is essential to support future customers and new service requests. We need approval for this project now so it can be included in Nova Scotia Power's 2024/2025 work schedule.

\$100,000 is allocated for engineering support (preliminary design) and another \$100,000 for the land for the proposed new substation on Green Street.

To fund these expenditures a General Rate Application will need to be prepared and submitted to the Nova Scotia Utility and Review Board, the cost of which will be amortized over three years. Note, however, that the draft budget does not reflect any rate changes from a General Rate Application.

Salaries for all Corporate Services Administration and Finance Staff are shared with other departments based on actual time spent working. These allocations are reviewed annually to ensure their continued relevance and accuracy. The budget for Engineering Consulting fees is for operational support. If additional specialized support, such as engineering support, is needed for specific capital projects these costs are included in the line item for the capital project.

### **Strategic Plan Relevance**

- Servicing a Facilities: A town where the long-term infrastructure needs of the community are met through strategic management and incremental, well-phased upgrades that are financially sustainable.

### **Relevant Legislation**

*Public Utilities Act*

*Electricity Act*

### **Financial**

The Electric Utility Budget sets the utility's operational and capital spending.

### **Communications**

There is no communication plan. More information about a possible rate increase will be shared as it becomes available.

### **Attachments:**

- A. 2024/2025 Draft Electric Utility Budget.

**TOWN OF LUNENBURG ELECTRIC UTILITY**  
**2024/25 BUDGET**

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ELECTRIC UTILITY OPERATING BUDGET						
ACCOUNT #	Notes	DESCRIPTION	2024/25 Budget	2023/24 Approved Budget	2023/24 Projections	2022/23 Actual
		<b>Revenue</b>				
		<b>Operating Revenue</b>				
07-1-51-1000	2	Domestic Service	\$ 3,484,000	\$ 3,143,000	\$ 3,395,400	\$ 2,936,584
07-1-51-2000	3	General Service - Small	180,900	191,000	177,700	178,154
07-1-51-2500	3	General Service - Demand	2,256,600	2,166,000	2,210,300	2,024,336
07-1-51-3000	4	General Service (IND)	1,277,600	1,350,000	1,268,500	1,262,101
07-1-51-4000	5	Street Lighting	150,100	147,000	140,600	137,015
07-1-51-5000		Misc. Electric Light	9,000	8,000	10,100	7,380
07-1-51-6000	6	Late Payment Interest	35,000	30,000	42,800	32,629
07-1-51-7000	7	Pole Attachment Fees	28,000	28,000	27,800	27,620
07-1-51-8000	8	69 KV Line Lease	58,000	58,000	56,500	56,511
		Total Operating Revenue	7,479,200	7,121,000	7,329,700	6,662,330
		<b>Non-Operating Revenue</b>				
07-1-51-9000		Expired Line Extension Deposits	-	-	-	-
07-1-52-1000	9	Sale of Service - Permits	20,000	35,000	16,300	33,652
07-1-52-1010	9	Sale of Service - Jobbing & Contract	7,500	5,000	8,000	7,590
07-1-52-3000		Interest Revenue	12,000	10,000	15,500	17,201
		Total Non-Operating Revenue	39,500	50,000	39,800	58,443
		<b>Total Revenue</b>	\$ 7,518,700	\$ 7,171,000	\$ 7,369,500	\$ 6,720,773
		<b>Expenditures</b>				
		<b>Power Purchases</b>				
07-2-61-1000	10	Power Cost - NSPI	\$ 6,143,600	\$ 5,761,000	\$ 6,066,400	\$ 5,300,756
		<b>Substations</b>				
		<b>Substations (3)</b>				
07-2-62-1100	11	Labour-Utility	26,100	25,400	25,100	25,052
07-2-62-1200	12	Repairs & Maintenance	20,000	20,000	1,900	1,394
07-2-62-1300	13	Transformer Testing	-	-	-	-
07-2-62-1500		Substation Insurance	12,500	12,500	11,900	11,876
			58,600	57,900	38,900	38,322
		<b>Operation &amp; Maintenance</b>				
		<b>Superintendence</b>				
07-2-63-1100	11	Manager/Portion of Super. Salary	202,700	125,000	119,000	114,428
07-2-63-1200	14	Telephone/ Cellular/ Internet	7,000	4,000	6,000	6,873
07-2-63-1400		Radio Repairs/License	200	200	200	202
		<b>Overhead</b>				
07-2-63-2100	11	Labour - Utility	75,800	73,800	72,900	72,920
07-2-63-2200		Supplies	-	-	-	-
07-2-63-2310	15	Vegetation MGMT-Contractor	100,000	100,000	138,600	41,518
07-2-63-2600		Contracted Repairs/Flagmen	2,000	2,500	-	1,810
		<b>Poles &amp; Fixtures</b>				
07-2-63-3100	11	Labour - Utility	12,100	11,800	12,000	11,768
07-2-63-3200		Supplies	1,500	3,000	-	96
		<b>Services</b>				
07-2-63-4100	11	Labour - Utility	28,200	27,400	27,100	26,525
07-2-63-4200		Supplies	3,000	6,000	2,100	2,877
		<b>Streets &amp; Highway Lighting</b>				
07-2-63-5100	11	Labour - Utility	25,500	24,800	24,500	23,971
07-2-63-5200		Supplies	-	-	-	-
		<b>Maintenance of Building</b>				
07-2-63-6200		Fuel	5,000	6,500	4,400	4,686
07-2-63-6300		Electric	1,100	1,100	1,000	1,016
07-2-63-6310		Water	500	500	400	348
07-2-63-6320		Sewer	1,000	900	1,000	1,060
07-2-63-6400	16	Repairs & Maintenance	3,000	4,000	1,800	2,581
07-2-63-6600	17	Rental- Victoria Road Building	5,000	5,000	5,000	5,000
		<b>Customer Premises Expenses</b>				
07-2-63-7100		Electrical Inspections	20,000	35,000	18,000	36,281
			493,600	431,500	434,000	353,960

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ELECTRIC UTILITY OPERATING BUDGET						
			2024/25	2023/24	2023/24	2022/23
ACCOUNT #	Notes	DESCRIPTION	Budget	Approved Budget	Projections	Actual
		<b>Transformers</b>				
		<b>Setting and Removing</b>				
07-2-64-1100	11	Labour - Utility	2,900	2,800	2,800	2,751
		<b>Maintenance of Transformers</b>				
07-2-64-2100	18	Labour - Utility	3,500	3,400	3,400	3,340
07-2-64-2150	18	Contracted Repairs	75,000	40,000	23,600	9,000
07-2-64-2200	18	Supplies	-	-	-	-
			81,400	46,200	29,800	15,091
		<b>Meters</b>				
		<b>Setting and Removing Meter</b>				
07-2-65-1100	11	Labour - Utility	7,400	7,200	7,100	7,073
		<b>Testing Meters (Expenses)</b>				
07-2-65-2100	11	Labour - Utility	11,700	11,400	11,300	11,003
		<b>Maintenance of Meters</b>				
07-2-65-4200		Supplies	1,000	1,000	200	1,545
			20,100	19,600	18,600	19,621
		<b>General Overhead</b>				
		<b>Supervision</b>				
07-2-66-1100	20	Portion FD Salary	7,100	6,700	6,600	6,100
		<b>Contracts</b>				
07-2-66-2100	20	Portion of Town Office Salaries	21,500	20,000	21,100	19,300
			28,600	26,700	27,700	25,400
		<b>Accounting</b>				
		<b>Accounting Supervision</b>				
07-2-67-1100	20	Portion FD Salary	10,700	10,100	9,900	7,900
		<b>Revenue Accounting</b>				
07-2-67-2100	20	Portion of Town Office Salaries	75,900	69,500	69,600	51,835
		<b>Plant Accounting</b>				
07-2-67-3100	20	Portion of Town Office Salaries	50,100	46,700	48,500	54,500
		<b>Billing</b>				
07-2-67-4100	20	Portion of Town Office Salaries	50,100	46,700	47,100	51,700
07-2-67-4200		Supplies	12,500	12,000	12,200	11,450
		<b>Auditing</b>				
07-2-67-5100		Audit Fees	7,000	7,500	6,500	6,500
		<b>Collecting</b>				
07-2-67-6050	21	Electronic Banking Services	5,000	5,500	4,800	4,895
07-2-67-6100	20	Portion of Town Office Salaries	21,500	20,000	20,100	16,600
07-2-67-6200		Postage	15,400	14,800	14,800	13,500
07-2-67-6300		Collection Costs (Small Claim Fees)	1,000	1,000	-	-
		<b>Meter Reading</b>				
07-2-67-7100	11	Labour - Utility	45,000	35,000	48,600	59,227
			294,200	268,800	282,100	278,107
		<b>General</b>				
		<b>Supervision</b>				
07-2-68-1100	21	Portion CAO & Clerk Salaries + supports	67,200	61,600	61,900	72,497
07-2-68-1200	22	Council Honorariums	37,100	34,900	31,300	47,909
07-2-68-1400	23	Council Conventions/Training	3,600	3,600	2,900	2,271
		<b>Professional Services</b>				
07-2-68-2100	24	Engineering	50,000	30,000	10,000	5,135
07-2-68-2200		Legal Fees	40,000	20,000	6,200	21,458
07-2-68-2210	25	Communications	10,000	10,000	7,200	5,661
07-2-68-2300		Payroll Administration	1,500	1,500	1,500	1,500
		<b>Advertising</b>				
07-2-68-3100	26	Power Interruptions & Promotions	2,500	5,000	400	860
		<b>Uncollectible Bills</b>				
07-2-68-4100	27	Provision - Uncollectible Accts.	15,000	15,000	15,000	22,511

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ELECTRIC UTILITY OPERATING BUDGET						
			2024/25	2023/24	2023/24	2022/23
ACCOUNT #	Notes	DESCRIPTION	Budget	Approved Budget	Projections	Actual
		<b><i>Rentals, Lights, etc.</i></b>				
07-2-68-5100		Office Rental - Town	10,200	10,200	10,200	10,200
07-2-68-5200		Supplies/Printing/Paper	17,000	16,000	17,700	16,481
07-2-68-5300		Postage	15,400	14,800	14,800	13,500
07-2-68-5600	28	Maint & Contract - Computer	42,000	40,000	54,000	39,207
07-2-68-5700		Lease - Postage Meter	2,000	2,000	2,000	1,197
07-2-68-5800		Service Charges - Photocopier	4,300	4,000	4,300	4,107
		<b><i>General Insurance</i></b>				
07-2-68-6600	29	Insurance	20,000	16,500	19,000	14,989
		<b><i>Employee Welfare</i></b>				
07-2-68-9200	30	Employment Benefits	67,400	68,300	62,800	60,266
07-2-68-9300		Clothing/Safety	500	1,000	-	-
07-2-68-9400		Other Employee Benefits	2,000	4,800	600	545
07-2-68-9450		Meeting - Travel/Expense	1,500	1,500	1,300	1,206
07-2-68-9500	31	Training and Memberships	10,000	10,000	1,700	10,080
07-2-68-9600		Meeting Supplies	3,000	3,000	2,500	2,697
			422,200	373,700	327,300	354,277
		<b><i>Office Supplies/Expenses</i></b>				
07-2-69-1100		Telephone - Town Hall	2,000	2,000	2,700	1,949
07-2-69-1200		Fax Machine	500	500	400	413
07-2-69-1350	33	Small Capital - Office Equipment	15,000	15,000	11,500	12,197
		<b><i>Regulatory Comm. Expense</i></b>				
07-2-69-3100	34	BD. of Public Utilities	8,000	8,000	7,200	7,297
07-2-69-3200	35	Consultant Fees	35,000	40,000	16,300	49,020
			60,500	65,500	38,100	70,876
		<b>Department Total</b>	<b>\$ 7,602,800</b>	<b>\$ 7,050,900</b>	<b>\$ 7,262,900</b>	<b>\$ 6,456,410</b>
		<b><i>Depreciation</i></b>				
07-2-70-2100	36	Depreciation Expense	323,000	215,000	215,000	181,228
		<b><i>Interest on Consumer Deposits</i></b>				
07-2-70-3100		Accrued Interest Expense	500	500	500	1,115
		<b><i>Interest on Long-Term Debt</i></b>				
07-2-70-4100	37	Borrowing Interest	3,800	4,600	4,600	4,878
		<b><i>Debt Repayment</i></b>				
07-2-70-5100	37	Long-Term Debt Principal	100,000	100,000	100,000	100,000
		<b>Department Total</b>	<b>\$ 427,300</b>	<b>\$ 320,100</b>	<b>\$ 320,100</b>	<b>\$ 287,221</b>
		<b><i>Transfers to Other Funds</i></b>				
07-2-80-1000		<b><i>Capital Reserves</i></b>				
07-2-80-1200		Trf. To (from) Capital Reserve	-	-	-	-
		<b>Department Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
07-2-90-0100		<b>Surplus (Deficit)</b>	<b>\$ (511,400)</b>	<b>\$ (200,000)</b>	<b>\$ (213,500)</b>	<b>\$ (22,858)</b>
		Section Total				
		<b>Total Expenditures</b>	<b>\$ 7,518,700</b>	<b>\$ 7,171,000</b>	<b>\$ 7,369,500</b>	<b>\$ 6,720,773</b>
		<b>Budget Change</b>	<b>\$ 347,700</b>			
			<b>4.8%</b>			

**NOTES TO ELECTRIC UTILITY BUDGET**

1. Currently the Utility’s kWh consumption rate for power purchases is \$0.10877 including FAM rider. The Utility’s current peak ratchet monthly demand cost for kVa is \$127,257. The Utility’s current demand rate is \$13.108. The Utility receives a \$0.32 per kVa discount in demand costs for owning its own substation (see table below).

	2024/25 Budget	2023/24 Budget	2022/23 Actual	2021/22 Actual
Purchases (kWh)	42,098,000	40,451,116	40,541,899	42,299,239
Sales (kWh)	40,414,000	39,024,038	39,024,038	40,780,742
Purchases as % Sales	104%	104%	104%	104%
Billed Demand (kVa) monthly	10,750	10,171	9,947	9,163

kWh: Kilowatt hour - the basic measurement of power per hour.

kVa: Kilovolt amperes – the basic unit for measurement of apparent power. It is the greatest amount of power, averaged over a 15 minute period, supplied to the Town during the billing period of December, January or February. It is adjusted annually and billed at highest kVa for following year.

Date	Time	Peak (kVa)
January 16, 2012	8:30 am	8,673
January 24, 2013	8:30 am	9,429
January 2, 2014	5:30 pm	9,982
February 11, 2015	9:00 am	9,520
January 13, 2016	10:00 am	9,800
December 16, 2016	5:45 pm	9,947
January 2, 2018	6:45 pm	9,338
February 27, 2019	8:00 am	9,842
February 21, 2020	8:15 am	9,632
February 12, 2021	9:30 am	9,163
January 12, 2022	9:00 am	9,947
February 4, 2023*	6:00 pm	10,171
February 21, 2024	8:00am	9,898

The Town’s Electric Utility has approximately 2,200 customers in various rate classifications as noted below.

\*Historical low temperatures.

2. #07-1-51-1000 Domestic Service

Budget based on projected sales and existing rates. There are approximately 1,800 customers billed under the Domestic Service rate. There are currently 21 customers billed under the Domestic Service Time-of-Day rate. There are currently 32 customers billed under the Self Generation Offset (SGO) rate.

3. #07-1-51-2000 & 07-1-51-2500 General Service

Budget based on projected sales and existing rates. There are approximately 250 Small General customers and approximately 180 General Service customers billed under General Service.

4. #07-1-51-3000 Industrial

Budget based on projected sales and existing rates. The Town has 3 customers billed under this rate.

5. #07-1-51-4000 Street Lighting

Budget based on projected sales and existing rates. The Town has approximately 60 customers billed under this rate.

6. #07-1-51-6000 Late Payment Interest

Interest revenue is based on 1.5% per month on outstanding balances.

7. #07-1-51-7000 Pole Attachment Fees

An agreement with Maritime Tel & Tel was reached in 1987. Ratio of pole ownership to be shared at 60% Utility, 40% Bell Aliant (formerly MT&T). At that time there were 592 poles (60% Utility = 355 and 40% Aliant = 237). Aliant has not maintained their 40% ownership and pole attachment fees are charged for the difference. Currently there are approximately 1,128 poles. Aliant is charged for the number of poles over the Utility's original 355 (773 poles).

This revenue budget includes attachment fees of \$14.15 per pole for Eastlink Cable (1,169 poles = \$16,541) and Bell Aliant (773 poles = \$10,938).

8. #07-1-51-8000 69 KV Line Lease

Lease agreement with High Liner Foods Inc. to lease our 69 KV line for power supplied by Nova Scotia Power Inc. The lease renewed in October 2020.

9. #07-1-52-1000 & #07-1-52-1010 Sale of Services

Includes wiring permit fees, electrical inspections and any other work performed by the Electric Utility staff for external customers.

10. #07-2-61-1000 Power Purchased

This is budgeted based on the Utility's power purchase requirements.

11. Labour Utility

The Town of Lunenburg has a service agreement with Nova Scotia Power for the operations and maintenance of the Town's Electric Utility infrastructure. The arrangement was effective June 1, 2018 for a renewable five-year term and will provide a wide range of technical expertise to ensure a reliable and sustainable electricity supply. All on site work is now carried out by Nova Scotia Power personnel. The cost of this service arrangement is allocated within the various cost centers of the Utility.

12. #07-2-62-1200 Repairs & Maintenance Substations

Budget has been included for routine repairs and maintenance.

13. #07-2-62-1300 Transformer Testing

While the substation transformers require periodic testing these costs are now included in the substation repairs and maintenance budget. There are three transformers at the substation, a dual voltage main and a backup for each voltage.

14. #07-2-63-1200 Telephone/Cellular/Internet

Includes the basic rates, cellular phones for the Corporate Services staff who manage the Utility and internet lines in the Town Office/Electric Department.

15. 07-2-63-2310 Line Vegetation Management Contractor

It is important that the vegetation be managed to maintain power during weather events. The budget includes costs for annual contracted tree trimming and removal.

16. #07-2-63-6400 Maintenance of Building

Includes estimate for annual repairs.

17. #07-2-63-6600 Rental Victoria Road Building

Space is required at the Victoria Road exhibition building for storage of large spools of wire, etc.

18. #07-2-64-2100 to 2200 Maintenance of Transformers

Budget estimate for maintenance including any required testing for PCB's of older transformers. All line transformers must be tested for PCBs by 2025.

19. #07-2-65-3100 Testing Meters - Third Party Charges

Included in the fees for the service contract.

20. #07-2-66-1100/2100, 67-1100/2100/3100/4100/6100 and 68-1100 Portion of Salaries

Salaries for all Corporate Services Administration and Finance Staff are shared with other departments based on actual time spent working for them. These allocations are reviewed annually to ensure their continued relevance and accuracy. Allocations include General Government Services, Transportation Services, Community Development, Water and Electric Utilities.

21. #07-2-67-6050 Electronic Banking Services

This cost is for the lease of two debit machines located in the Finance Office and one third of all banking fees. This is deemed reasonable based on monthly electric billings vs quarterly billings for other Town Utilities.

22. #07-2-68-1200 Honorariums

Honorariums for members of Council for their oversight of Electric Utility. Allocated at 25%.

23. #07-2-68-1400 Conventions/Training – Council

Conferences, training and professional development for the Mayor and Councillors. Approximately 50% of costs is allocated to the Electric and Water Utility budgets.

24. #07-2-68-2100 Engineering

The budget for Engineering Consulting fees for operational support. If support is needed to capital projects those costs are allocated to the capital project.

25. #07-2-68-2210 Communications

Budget for a portion of the Communications Manager's salary and related supplies.

26. #07-2-68-3100 Advertising

Budget for outage notices and supplies.

27. #07-2-68-4100 Uncollectible Accounts

A valuation of aged receivables is performed annually and an allowance for uncollectible accounts is established as per national accounting guidelines.

28. #07-2-68-5600 Maintenance/License - Computers/Printers

Budget includes maintenance and licensing of computers including the accounting software license fee. The accounting software license fee is an all-inclusive annual fee for program updates and improvements and IT support for the software. Other departments pay the Electric Utility for a portion of this license fee.

29. #07-2-68-6600 General & Liability Insurance

Insurance costs are budgeted at estimated rates for the upcoming year.

30. #07-2-68-9200 Employment Benefits

The Utility reimburses the Town for a portion of the Employment Benefit costs for the Town office staff. This account also includes an accrual for retirement benefits based on the Town's personnel policy.

31. #07-2-68-9500 Training and Memberships

Budget for various staff training, seminars/conferences and memberships.

33. #07-2-69-1350 Small Capital – Office Equipment

This has been transferred from the Capital Budget to Operations based on the Town's Tangible Capital Asset threshold of \$2,500. Includes replacement computers as required (generally replaced every 3 years).

34. #07-2-69-3100 Board of Public Utilities

Budgeted based on previous year actuals.

35. #07-2-69-3200 Consultant Fees

The Utility is undertaking a General Rate Application (GRA) and the cost of which is to be amortized over three years.

36. #07-2-70-2100 Depreciation Expense

All capital items are depreciated at an average rate of 3.5%. as per NSURB.

37. #07-2-70-4100 Interest Expense & Long Term Debt Principal #07-2-70-5100

The Electric Utility has a 20-year debenture for the substation upgrade with Municipal Finance Corporation with an original average interest rate 4.319%. This debenture was refinanced in fiscal 21-22 for the remaining five years and now has an average interest rate of 0.7%.

Payment	Original Loan	Principal	Interest	End Balance
18 of 20	\$2,000,000	\$100,000	\$3,800	\$200,000

It is estimated that the Electric Utility will need to finance significant debt for capital upgrades in the next five years and this will have an impact on rates.

**TOWN OF LUNENBURG CAPITAL BUDGET - ELECTRIC UTILITY**

<b>DESCRIPTION</b>	<b>24/25 Year 1</b>	<b>25/26 Year 2</b>	<b>26/27 Year 3</b>	<b>27/28 Year 4</b>	<b>28/29 Year 5</b>
Meters	\$10,000	\$10,000	\$200,000	\$100,000	\$100,000
Overhead Conductors	\$220,000	\$230,000	\$240,000	\$250,000	\$250,000
Poles & Fixtures	\$95,000	\$105,000	\$115,000	\$125,000	\$125,000
Services	\$55,000	\$65,000	\$75,000	\$85,000	\$85,000
Transformers - Line	\$140,000	\$150,000	\$160,000	\$170,000	\$170,000
Street Lighting	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
81W-322 feeder upgrade (5.333 Kv to 15kV standards)					\$1,700,000
81W-321 feeder upgrade (5.333 Kv to 15kV standards)				\$1,000,000	
Upgrade and Extend 81W-233 to Dufferin Street (Option B)	\$1,896,000				
Green St New Double Circuit		\$1,904,000			
Substation design/re-design	\$100,000	\$100,000			
Existing Substation Yard Cleanup (grass, grounding, crushed rock, etc.)		\$ 100,000	\$100,000		
New HV Switches 69kv/138 kV (3)			\$200,000		
Land for new Substation on Green St.	\$100,000				
New Substation Yard prep (overburden removal and fill, crushed rock)		\$ 200,000			
Existing Substation Ground grid repairs			\$100,000		
Existing Substation Buss work (5.33 kv to 12.47kv conversion accommodation)			\$100,000		
New Substation Foundation Structures			\$200,000		
Existing Substation Fence repairs		\$100,000			
New Substation Fence			\$100,000		
15 Kv Reclosers and associated equipment for New Sub				\$200,000	
Existing Substation Ground grid			\$150,000		
New Substation Oil Containment				\$300,000	
New Substation Overhead Buss Work				\$250,000	
New 20MVA 69kV/138kV - 12.47 kv Power transformer for Sub 81W			\$500,000	\$1,000,000	
New Substation relaying, protection, metering, battery bank			\$100,000	\$100,000	\$100,000
New Substation Control building				\$200,000	
<b>**TOTAL**</b>	<b>\$2,626,000</b>	<b>\$2,974,000</b>	<b>\$2,350,000</b>	<b>\$3,790,000</b>	<b>\$2,540,000</b>
Fiscal 2024/25 Capital Funding					
Electric Utility Deprecation Reserve	\$160,000				
Debt Financing	\$2,466,000				
	<u>\$2,626,000</u>				
<i>Projected Financing 25/26 to 28/29</i>					
Electric Utility Deprecation Reserve		\$180,000	\$390,000	\$310,000	\$310,000
Debt Financing		\$2,794,000	\$1,960,000	\$3,480,000	\$2,230,000
		<u>\$2,974,000</u>	<u>\$2,350,000</u>	<u>\$3,790,000</u>	<u>\$2,540,000</u>

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## ELECTRIC UTILITY CAPITAL BUDGET DESCRIPTIONS

The bulk of the capital expenditure for 2024 is \$1.896M out of \$3.8M that is required for the upgrade of feeder 81W-223 to support the new projects in the Knickle Road area. The project involves upgrading and extending 81W-233 to Dufferin Street, rebuild Kissing Bridge Road to 3-phase, extend Victoria Road along Hall Street and add the Knickle Road loop. This upgrade is critical for future customer support and new service requests. This project requires approval so that it can fit into NS Power's work schedule for the 2024/2025 year.

The allocated funds of \$100k for engineering support (preliminary design) for the proposed new substation on Green Street, and \$100k for the land for the proposed new substation.

### Meters

In 2017 the Utility began the first of a multi-year Smart Meter conversion program. Approximately 300 meters were swapped. Additional Smart Meter conversions are currently on hold while other capital priorities are completed. The 2024/25 budget for meters allows for the purchase of any replacement meters that are required during the fiscal year.

### Overhead Conductors

This item is for yearly replacement, as well as new and emergency repairs.

### Poles & Fixtures

This item is for yearly replacement, as well as new and emergency repairs.

### Services

For replacement and new installation of overhead service wires and fixtures (both residential and commercial).

### Transformers – Line/Installation

This item is for yearly replacement, as well as new and emergency repairs. As part of our service agreement NSP purchases and maintains the transformer inventory for the utility.

### Street Lighting

In fiscal 2022/23 all street lights were converted to LED. The 2024/25 budget for street lights allows for the installation of any potential new requests.



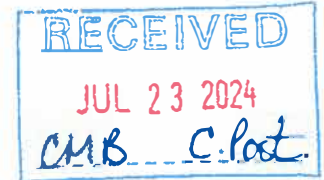
South Shore Hospice  
Palliative Care Society

Office: 821 King Street, Unit 7  
Bridgewater, NS

Mailing: 100 High Street, Box 159  
Bridgewater, NS B4V 1V9

southshorehospice@gmail.com  
902-527-0000

Attn: Mayor Myra and Town Councillors  
Town of Lunenburg  
PO Box 129  
Lunenburg, NS B0J 2C0



July 12, 2024

**RE: South Shore Hospice Palliative Care Society**

I would like to take this opportunity to introduce the South Shore Hospice Palliative Care Society to you and explain our mission and outline some of our accomplishments to date.

The Society was formed in 2019 with the vision of supporting compassionate end-of-life care in an environment of choice. The Society works very closely with the Nova Scotia Health professional staff to provide funding and support for palliative patients and their families at end-of-life. Pamphlets on the Society and our work are included in this package.

To provide you with a quick overview of what the Society has been doing during the past year, an outline of some of our programs is listed here:

- Beacon of Hope has supported 40 requests for financial assistance in 2023
- Partnerships with Food Banks for special delivery to palliative patients
- Coffee Clubs for Widows have expanded to three clubs...two in Bridgewater and one in Mahone Bay
- Cooking for Care offered six meal preparation events
- The End-of-Life Info Expo was attended by over 25 presenters and 200 participants
- Information sessions, Advance Care Planning Workshops, and Death Cafes were conducted in both Lunenburg and Queens Counties
- Various workshops in tech support, art, and mindfulness were held
- The Nova Scotia Hospice Palliative Care Association, of which we are a member, has been awarded the provincial contract to develop a provincial grief strategy as a result of the recommendations of the Mass Casualty Commission. Our Education Chair, Shelley Mann, will be part of developing that strategy.

In the past year we saw no sign that palliative referrals were declining as 325 new referrals for palliative support were received by the professional palliative services in 2023. While the largest percentage of referrals are for patients in the 70 to 79 age category, sadly three referrals were received for patients under 19. The majority of palliative deaths in hospital occurred at South Shore Regional Hospital, followed by Queens General Hospital, and then Fishermen's Memorial. Twelve percent of the deaths of palliative patients occurred in the ER. Thirty-four percent of the deaths occurred at home, and for those families with financial need our Beacon of Hope Fund helped cover additional costs associated with home care.

With a health care system under increasing strain, and an aging population growing in number, there is no better time to look at addressing these issues.

What recent studies have found is that as a country and province, we are behind other jurisdictions when it comes to providing quality palliative care. Nova Scotia falls behind the other Maritime Provinces in that we have 2.99 hospice residence beds per 100,000 people. (NB has 4.27 and PEI has 6.01.)

Recent publications through the Canadian Cancer Society (2023), and the CD Howe Institute, The Hub as well as CBC, have all highlighted both the financial benefit (hospice \$400 a day, acute care hospital bed \$1000 a day) of having designated palliative beds and a free-standing hospice. The benefits of designated palliative care beds and a free-standing hospice are not only financial, but they also provide a better quality of care for patients and their families during end-of-life while helping to ease the stress in our overcrowded hospitals.

Lunenburg and Queens counties are one of only two health areas in Nova Scotia without designated beds in their local hospitals for patients at end-of-life. It is a strong belief of the Society that patients at end-of-life should have a designated space that provides comfort, privacy, and dignity for the patient and their loved ones.

Our Lunenburg area Board members Shelley Mann, and Alan Scott would be pleased to provide any additional information. We would also be happy to do a presentation for Council.

Thank you for any support you can provide in moving this initiative to create designated palliative beds and a free-standing hospice forward and assisting with the opening of the designated palliative beds at Fishermen's Memorial Hospital.

Thank you,



**Trudy Johnson**  
SSHPCS, Board Chair



July 18, 2024

Town of Lunenburg  
Attn: Jamie Doyle  
PO Box 129,  
Lunenburg, NS BOJ 2C0

Dear Mr. Doyle,

Thank you so much for believing in enhanced local healthcare so close to home. Your gift in support of the Brighter Days capital campaign – is greatly appreciated!

The campaign supports the much-needed redevelopment of South Shore Regional Hospital, which is going to triple the footprint of our Emergency Department and expand our Endoscopy and Day Surgery departments.

On top of this, we will be able to provide dialysis treatments, SPECT-CT scans and have access to a long-awaited MRI machine, in Bridgewater.

In these unpredictable times, local health care is more important than ever. Thank you for your continued support of the Health Services Foundation and our local hospitals.

Sincerely,

A handwritten signature in blue ink that reads "Arleen Stevens".

Arleen Stevens  
Executive Director  
Health Services Foundation

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**BRIGHTER DAYS CAPITAL CAMPAIGN CABINET**

David Himmelman, Co-chair  
Tim O'Regan, Co-chair

**CAPITAL CAMPAIGN OFFICE**

c/o Health Services Foundation of the South Shore  
90 Glen Allan Drive,  
PO Box 492, Bridgewater, NS B4V 2X6

t. 902.521.9749; Arleen.Stevens@nshealth.ca  
Reg. charity no: 11915 8483 RR 0001





**Municipal Affairs and Housing  
Office of the Minister**

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PO Box 216, Halifax, Nova Scotia, Canada B3J 2M4 • Telephone 902-424-5550 Fax 902-424-0581 • novascotia.ca

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July 16, 2024

To Mayors and Wardens:

Re: Coordination on Emergency Alert System

As the province grapples with another devastating loss of life and incredible infrastructure damage, it is important that we reiterate the important role we all play in ensuring that Nova Scotians have appropriate, timely and necessary information in cases of emergencies.

We have seen all too well that emergencies are dynamic situations. They can develop quickly and without warning.

Currently, the only way a municipal emergency alert is issued by the Province is when a municipality requests one. Under the current policy procedures, the municipality sends a form with the text of the alert to the Shubenacadie Radio Communications Centre, who liaises with EMO, enters it into the system and issues the alert. The Province does not veto requests.

We feel very strongly that since municipalities are the closest to critical events as they unfold, local municipal leaders, elected officials and senior staff are best positioned to understand their capacity on the ground and thus the need for the issuance of an emergency alert.

If a municipal request isn't received, an alert doesn't get issued.

All of that said, last week something extremely rare happened. The Province took the unusual step of issuing an alert without a request. In that case, no municipal request was received, requiring the Province to bypass the municipal systems and directly issue the alert.

As you may be aware, there is legislation before the House surrounding emergency alerts that will set the course well into the future. This legislation includes the establishment of the Nova Scotia Guard, establishment of a municipally funded network of Regional Emergency Management Organizations (REMOs) across the Province and a modernized emergency management and alert system. Over the course of the summer, there is extensive outreach and consultations taking place. Following the input from the consultation process, it is our expectation that this legislation will pass in the fall.

In the interim, as the Minister responsible for the current Emergency Measures Act, I am taking the following immediate steps:

1. All municipalities continue to be authorized to request the issuance of an alert and we ask them to be more vigilant in issuing alerts.

From a provincial perspective, we are changing things to make the process as streamlined as practical. Specifically, we are eliminating any internal interaction with the alert and making the process more direct. There will be no wording checks, no content checks and no potential to slow down the issuance. Ultimately, this means that the municipality will make the decision, contact the Shubenacadie base and the base will simply move the alert to the Pelmorex platform and from there it will be sent out.

The alert system is a critical tool in an effective emergency response. Alerts will be issued within 15 minutes of receiving a request. We ask that you reach out this week to schedule refresher training for appropriate municipal staff as necessary.

2. We are also requesting that the RCMP and HRP review their internal policies and update/remove any internal policy that restricts their use of the alert system and instead ask that they proactively expand their use of the system to include any public safety situations they may be aware of (for example, flooding risks).
3. We are also expanding access to the alert system to include all municipal police forces, fire services and other first responders.

These categories of organizations have previously not had the ability to directly request that an alert be issued. This is a policy change. The goal is to have more access to the alert system.

We will be reaching out to these organizations to schedule training. We recognize that some organizations may be reluctant to accept this responsibility and authority. This is normal but the reality is that they play an important role and in many emergency situations their members are the first to recognize and assess any risk to public safety. They can play a critical role in saving precious time by issuing a necessary alert directly.

Finally, our EMO team and I will begin to more aggressively issue alerts, even when the municipality has not requested one. This is a policy change in that in the absence of a timely municipal response, the Province will proceed with issuing the alert using the validated information available to them.

Please understand that in these situations, time is of the essence and the Province may not have time to fully consult municipalities before acting. This provision will remain in place until municipal capacity has increased to the point where emergency alerting will be implemented at the REMO level.

As noted in my letter to you in the Spring, this new, impending legislation is built on significant engagement with Nova Scotians over the past year and focuses on three key areas: communication, coordination and volunteer management.

Mayors and Wardens  
Page 3

Combined, these efforts will result in greater preparedness, impact, and efficiency before, during and after any emergency.

Provincial staff will be in contact to discuss the new protocol with your Chief Administrative Officers.

Sincerely,

A handwritten signature in blue ink, appearing to read "John A. Lohr".

Honourable John A. Lohr  
Minister of Municipal Affairs and Housing

c: Chief Administrative Officers



**Municipal Affairs and Housing  
Office of the Minister**

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PO Box 216, Halifax, Nova Scotia, Canada B3J 2M4 • Telephone 902-424-5550 Fax 902-424-0581 • [novascotia.ca](http://novascotia.ca)

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July 18, 2024

Dear Mayors and Wardens:

I am pleased to inform you that the Province has signed a new 10-year agreement with the federal government under the Canada Community-Building Fund (CCBF). This agreement will provide \$318 million in the first five years to our 49 municipalities, offering up-front and predictable long-term funding to help address local infrastructure priorities.

The CCBF will continue to play a crucial role in upgrading the municipal infrastructure that our residents rely on. This includes projects related to drinking water, wastewater, public transit, and community energy. As you are aware, enhancing our infrastructure is a key component in addressing the housing crisis. With the renewal of this agreement, we can ensure that critical infrastructure will continue to be built, maintained, and expanded, fostering a more sustainable and resilient Nova Scotia.

Together with our municipal partners, we can build and revitalize the public infrastructure necessary to improve housing supply and affordability, foster economic growth, and enhance the quality of life for all Nova Scotians. The commitment of both the federal and provincial governments to this partnership underscores our collective dedication to the well-being of our communities.

If you have any questions or require further information, please do not hesitate to reach out to our office using the CCBF program email: [CCBF@novascotia.ca](mailto:CCBF@novascotia.ca). We look forward to continuing our collaboration to create stronger and more vibrant communities across Nova Scotia.

Sincerely,

A handwritten signature in blue ink, appearing to read 'John A. Lohr'.

Honourable John A. Lohr  
Minister of Municipal Affairs and Housing

c: Chief Administrative Officers

**From:** [Kayla Byrne](#)  
**To:** [Kayla Byrne](#)  
**Subject:** FW: Fwd: Fitness Studio/ Meeting Room Lunenburg Community center  
**Date:** July 24, 2024 8:51:41 AM

---

----- Forwarded Message -----

**From:** "Tom Baby"  
**To:** "Kelly Cunningham" <[kcunningham@townoflunenburg.ca](mailto:kcunningham@townoflunenburg.ca)>  
**Cc:**  
**Sent:** Thu, Jul 18, 2024 at 22:08  
**Subject:** Fitness Studio/ Meeting Room Lunenburg Community center

Dear Kelly Cunningham,

I hope this email finds you well. I am writing to you as the coordinator of the first professional Cendamelam group as well as BSCA ( A non profit organization registered for Arts and Sports in the province) in Atlantic Canada. We are seeking your support in providing a venue for our practice sessions. Specifically, we are requesting access to the fitness studio/meeting room at the Recreation Center for one hour, three days a week. Ideally, we hope to receive this support at no cost or a discounted rate.

Cendamelam, a traditional percussion ensemble from Kerala, India, is known for its vibrant and energetic performances. This art form has a deep cultural significance, celebrating various festivals and events with rhythmic drumming and synchronized movements. It is a vital part of our heritage, and we are passionate about sharing it with the broader community in Lunenburg.

Our group has been fortunate to receive funding from the Province of Nova Scotia, the Municipality of the District of Lunenburg (MODL), and the Town of Lunenburg. This support has enabled us to purchase the necessary instruments and formally establish our team. With this foundation, we aim to enrich the cultural landscape of Lunenburg through regular practice and performances.

In the past, our group has made significant contributions to the town's cultural events. Last year, we were proud to participate in the Canada Day Celebration, where 101 ladies performed a traditional dance. This year, our ladies and kids' group continued to showcase our cultural heritage through their performances. These events have not only entertained but also fostered a sense of community and cultural appreciation.

To continue our mission and further support upcoming events in Lunenburg, we require a dedicated space for our practice sessions. Our team is led by a professional trainer who will guide us in honing our skills and preparing for future performances. Your assistance in providing the fitness studio/meeting room would be invaluable in helping us achieve these goals.

We kindly request your consideration for this request and look forward to the possibility of collaborating with the Town of Lunenburg to promote cultural diversity and community engagement.

Thank you for your time and consideration. We hope to hear from you soon.

Warm regards,  
Tom Baby Madathiparampil  
South Shore Malayalis  
Bridgewater Sports and Cultural Association

**From:** [Gordon Armstrong](#)  
**To:** [ED Halverson](#); [Jenni Birtles](#); [Jamie Myra](#); [Kayla Byrne](#); [Melissa Duggan.](#); [Peter Mosher](#); [Stephen Ernst](#); [Susan Sanford](#)  
**Subject:** Official Opening of the Gardens at Fishermen's Memorial Hospital  
**Date:** July 30, 2024 8:39:35 AM

---

CAUTION: THIS IS AN EXTERNAL MAIL

To Mayor and Council,

After a year of weeding and planting the Hospital Aux and the Lunenburg Garden Club are proud to celebrate the Official Opening of the Gardens at Fishermen's Memorial Hospital.

We hope you will join us for this special event on Tuesday, August 20 from 10:00 am to 12:00 pm in the Founders Room at Fishermen's Memorial Hospital.

On behalf of the Hospital Auxiliary and the Lunenburg Garden Club,  
Gordon Armstrong

**Subject:** Public Statements Policy – *Decision*  
**From:** Kayla Byrne, Municipal Clerk  
**Date:** July 16, 2024 – *Notice*  
August 13, 2024 – *Decision*



---

## Recommendation

That Council approve the new Public Statements Policy as presented, repealing and replacing Policy #80, the Commemorative Flags and Proclamations Policy.

## Alternatives

- Provide edits to the policy.
- Defer this item.

## Background

As a part of the ongoing policy and by-law review, staff are reviewing policies related to Committees, Councils and procedures. The current [Commemorative Flags and Proclamations Policy](#), Policy #80, requires updates to better support how public statement requests of Council are handled.

Council provided public notice regarding the potential approval of this policy at its July 16, 2024, meeting. However, staff have not received any public feedback on the proposed policy.

Since the policy was first presented in July, staff have reorganized it in accordance with the [Policy Development and Review Policy](#). The policy has now been divided into a policy document and accompanying administrative procedures. The operational details are outlined in the administrative procedures, which are approved by the CAO.

## Discussion

The current outlines the procedures for requesting municipal flag raisings and proclamation requests, lacking comprehensive guidelines for other forms of public statements. The new policy addresses this gap by expanding its scope to include letters of support.

This new policy also aims to set parameters of what requests will be considered for public statements of Council. These parameters are as follows:

Council may authorize requests for proclamations, letters of support and flag raisings at Town facilities.

The request must be brought forward by either a not-for-profit organization located or having a

presence within the Town of Lunenburg or a citizen of the Town of Lunenburg.

Requests should meet at least one of the following criteria. The cause should be:

- Of local, provincial, national, or international significance;
- Of benefit to the community; or
- An initiative of the Town of Lunenburg.

The parameters outlined in the proposed Public Statements Policy are designed to ensure that the Town of Lunenburg's resources and platforms are utilized in a manner that directly benefits and aligns with the interests and values of our community.

The specified parameters help in managing requests from organizations that have no affiliation with Lunenburg or the region and prevent the endorsement of for-profit initiatives. In the past, staff have occasionally received such requests, leading to uncertainty about how to handle them. By clearly stating that requests must originate from local entities, have a significant connection to the community, or meet the criteria of non-profit initiatives, the policy provides staff with clear guidelines, reducing ambiguity and ensuring that the Town's support is appropriately targeted and not misused for commercial purposes.

Through the proposed policy, Council can support an initiative for multiple years, within their term, with a single approval. The current policy specifies dates for certain flag raisings and proclamations that do not require Council's approval. However, it lacks clarity on how to update this list as new requests are received without frequent amendments. The proposed policy addresses this by allowing Council to approve annual flag raising and proclamation requests for their entire term. This approach eliminates the need for repetitive submissions and approvals each year, creating a more efficient process for recurring initiatives.

### **Relevant Legislation**

Municipal Government Act

### **Financial**

There is no additional cost to approve or implement this policy.

### **Communications**

If approved, this policy will be published on the Town's website.

### **Attachments**

Proposed Public Statements Policy

## Public Statements Policy

Date adopted by Council: **TBD**



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### 1. POLICY STATEMENT

The Town of Lunenburg aims to create a cohesive community spirit by recognizing and supporting important causes and celebrating our diversity. The Town strives to empower residents and organizations by providing a platform to raise awareness and promote meaningful initiatives, fostering a sense of belonging and pride in our community.

All public statements endorsed by the Town of Lunenburg will be processed consistently, fostering inclusion and advancing dignity and respect within the community.

### 2. PURPOSE

This policy is intended to provide consistency and equity in how requests for public statements are handled.

### 3. SCOPE

This policy applies to requests for proclamations, letters of support, and flag raisings at municipal facilities.

### 4. STANDARDS

Council may authorize requests for proclamations, letters of support, and flag raisings at Town facilities.

The request must be brought forward by either a not-for-profit organization located or having a presence within the Town of Lunenburg or a citizen of the Town of Lunenburg.

Requests should meet at least one of the following criteria. The cause should be:

- Of local, provincial, national, or international significance;
- Of benefit to the community; or
- An initiative of the Town of Lunenburg.

For annual proclamation or flag-raising requests, Council may approve the request for multiple years within the current Council's term.

Requests for letters of support must provide details regarding the project or grant being undertaken or applied for and the amount of the grant (if applicable), contact information regarding the intended addressee, and background information on the organization requesting

the letter. A draft copy of the letter of support should be provided and included in the meeting's agenda package. The Town of Lunenburg may revise the wording of the letter of support at the request of Council or as advised by the CAO.

For flag-raising requests, the requesting organization must provide the requested flag with all necessary ropes and attachments to hang a special-purpose flag unless otherwise approved by Council or the flag-raising is an initiative of Council.

In the event multiple flag-raising requests are received for the same day, the first request received by the Town of Lunenburg will be considered first by Council.

Any public statement request may be denied for any reason deemed sufficient by Council.

Requests may not be contrary to the Charter of Rights and Freedoms or the Nova Scotia Human Rights Act.

## **5. GENERAL**

Requests for proclamations, letters of support, and flag raisings may be received and approved by motion at Regular Council meetings.

Requestors must indicate whether they wish to appear before Council to present their request. No person shall address Council for more than three (3) minutes, exclusive of the time required to answer questions, unless and to the extent allowed by Council.

## **9. HALF-MASTING OF THE CANADIAN FLAG**

The Town of Lunenburg will lower the Canadian flag at the Lunenburg Cenotaph flag pole to half-mast per national protocols, including during periods of mourning for significant public figures, commemorative events, and other circumstances as directed by the Government of Canada. This does not require a motion of Council.

When appropriate for a local or regional event, the CAO can decide to lower the Town of Lunenburg flag to half-mast, or a request can be made following Section 8 Requests to Raise Flags at Municipal Facilities.

## **10. LIGHTING REQUESTS**

The Town of Lunenburg will not consider or process any requests to light up municipal facilities.

## **ADMINISTRATIVE PROCEDURES**

### **Public Statements Policy**

**Date approved by the CAO: TBD**

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### **1. PROCLAMATIONS**

Requests for proclamations must be made in writing to the Municipal Clerk and received at least eight days before the applicable Regular meeting at which the request will go forward. Council must approve proclamations by motion.

All requests for proclamations must contain a draft copy of the wording of the proclamation. The Town of Lunenburg may revise the wording of the proclamation at the request of Council or as advised by the CAO.

Organizations may only request one proclamation annually.

Once approved, the proclamation will be posted on the Town of Lunenburg's website and social media channels. All other advertising, publicity, or media coverage is the responsibility of the organization or person requesting the proclamation.

### **2. LETTERS OF SUPPORT**

Requests for letters of support must be made in writing to the Municipal Clerk and received at least eight days before the applicable meeting at which the request will go forward and 14 days before the date the requestor requires the letter. Requests for July and August deadlines must be received 31 days before the date the requestor requires the letter. Requests that do not fall under the parameters outlined in the policy may require additional processing time.

While staff will strive to meet requestors' timelines, adherence to Council's meeting schedule may prevent the accommodation of all requests.

Once Council has approved the request, the Municipal Clerk or designated delegate will coordinate with the Mayor or Deputy Mayor to review and sign the letter of support on behalf of the Town of Lunenburg.

Once signed, the letter of support will be provided to the requesting organization which is then responsible for forwarding the letter to the appropriate organization(s).

### **3. REQUESTS TO RAISE FLAGS AT MUNICIPAL FACILITIES**

Requests to raise flags at municipal facilities must be made in writing to the Municipal Clerk and received at least eight days before the applicable Regular meeting at which the request will go forward and at least 14 days before the date the flag is scheduled to be raised. Requests for July

and August deadlines must be received 31 days before the date the requestor requires the letter.

Flags will be raised at the UNESCO World Heritage Monument flagpoles unless otherwise requested and approved by Council.

Flags will be raised for a maximum of 7 days unless otherwise approved by Council.

**Subject:** Electric Utility Budget 2024/2025  
**From:** Electric Utility  
**Date:** August 13, 2024



---

### **Recommendation**

That Council approve the 2024/25 Electric Utility Operating Budget as presented for a total amount of \$7,518,700.

That Council approve the 2024/25 Electric Utility Capital Budget as presented for a total amount of \$2,626,000.

### **Alternatives**

- Approve the 2024/2025 Electric Utility Budget Operating Budget with amendments.
- Approve the 2024/2025 Electric Utility Budget Capital Budget with amendments.
- Defer a decision.

### **Background**

The Town of Lunenburg electric utility is responsible for distributing electricity to its residents and businesses. The utility operates under regulations set by the Nova Scotia Utility and Review Board, ensuring compliance with provincial standards.

The utility manages the town's electrical infrastructure; however, this work is covered under a service agreement with Nova Scotia Power for the operations and maintenance of the Town's Electric Utility infrastructure. Space in Town Hall, the Old Fire Hall and the Exhibition Building on Victoria Road are used by the electric utility.

### **Discussion**

The draft 2024/2025 Electric Utility Budget projects total budgeted revenue of \$7,518,700 and total budgeted expenditures of \$8,030,100, for a projected net deficit of \$511,400. There is a budget change of \$347,700 or 4.8% compared to the 2023/2024 budget. The budget deficit is \$297,900 more than the projections for 2023/2024.

As in the 2023/2024 Budget, there is a substantial increase in Power Costs. \$6,143,600 is budgeted for 2024/2025. While \$5,761,000 was budgeted for 2023/2024, this cost is projected at \$6,066,400 for 2023/2024. \$127,257 represents the monthly charge for the highest power demand.

The total capital funds budgeted for 2024/2025 is \$2,626,000. The Electric Utility has some large capital expenditures in its foreseeable future.

A major part of the proposed 2024 capital spending is \$1.896 million out of the total \$3.8 million to upgrade the feeder 81W-223 to support new projects in the Knickle Road area. The project includes:

- Upgrading and extending feeder 81W-233 to Dufferin Street
- Rebuilding Kissing Bridge Road to 3-phase power
- Extending Victoria Road along Hall Street
- Adding a loop on Knickle Road

This upgrade is essential to support future customers and new service requests. We need approval for this project now so it can be included in Nova Scotia Power's 2024/2025 work schedule.

\$100,000 is allocated for engineering support (preliminary design) and another \$100,000 for the land for the proposed new substation on Green Street.

To fund these expenditures a General Rate Application will need to be prepared and submitted to the Nova Scotia Utility and Review Board, the cost of which will be amortized over three years. Note, however, that the draft budget does not reflect any rate changes from a General Rate Application.

Salaries for all Corporate Services Administration and Finance Staff are shared with other departments based on actual time spent working. These allocations are reviewed annually to ensure their continued relevance and accuracy. The budget for Engineering Consulting fees is for operational support. If additional specialized support, such as engineering support, is needed for specific capital projects these costs are included in the line item for the capital project.

### **Strategic Plan Relevance**

- Servicing a Facilities: A town where the long-term infrastructure needs of the community are met through strategic management and incremental, well-phased upgrades that are financially sustainable.

### **Relevant Legislation**

*Public Utilities Act*

*Electricity Act*

### **Financial**

The Electric Utility Budget sets the utility's operational and capital spending.

### **Communications**

There is no communication plan. More information about a possible rate increase will be shared as it becomes available.

### **Attachments:**

- A. 2024/2025 Draft Electric Utility Budget.

**TOWN OF LUNENBURG ELECTRIC UTILITY**  
**2024/25 BUDGET**

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➤ <b>Capital Budget</b>	8-9

ELECTRIC UTILITY OPERATING BUDGET						
ACCOUNT #	Notes	DESCRIPTION	2024/25 Budget	2023/24 Approved Budget	2023/24 Projections	2022/23 Actual
		<b>Revenue</b>				
		<b>Operating Revenue</b>				
07-1-51-1000	2	Domestic Service	\$ 3,484,000	\$ 3,143,000	\$ 3,395,400	\$ 2,936,584
07-1-51-2000	3	General Service - Small	180,900	191,000	177,700	178,154
07-1-51-2500	3	General Service - Demand	2,256,600	2,166,000	2,210,300	2,024,336
07-1-51-3000	4	General Service (IND)	1,277,600	1,350,000	1,268,500	1,262,101
07-1-51-4000	5	Street Lighting	150,100	147,000	140,600	137,015
07-1-51-5000		Misc. Electric Light	9,000	8,000	10,100	7,380
07-1-51-6000	6	Late Payment Interest	35,000	30,000	42,800	32,629
07-1-51-7000	7	Pole Attachment Fees	28,000	28,000	27,800	27,620
07-1-51-8000	8	69 KV Line Lease	58,000	58,000	56,500	56,511
		Total Operating Revenue	7,479,200	7,121,000	7,329,700	6,662,330
		<b>Non-Operating Revenue</b>				
07-1-51-9000		Expired Line Extension Deposits	-	-	-	-
07-1-52-1000	9	Sale of Service - Permits	20,000	35,000	16,300	33,652
07-1-52-1010	9	Sale of Service - Jobbing & Contract	7,500	5,000	8,000	7,590
07-1-52-3000		Interest Revenue	12,000	10,000	15,500	17,201
		Total Non-Operating Revenue	39,500	50,000	39,800	58,443
		<b>Total Revenue</b>	\$ 7,518,700	\$ 7,171,000	\$ 7,369,500	\$ 6,720,773
		<b>Expenditures</b>				
		<b>Power Purchases</b>				
07-2-61-1000	10	Power Cost - NSPI	\$ 6,143,600	\$ 5,761,000	\$ 6,066,400	\$ 5,300,756
		<b>Substations</b>				
		<b>Substations (3)</b>				
07-2-62-1100	11	Labour-Utility	26,100	25,400	25,100	25,052
07-2-62-1200	12	Repairs & Maintenance	20,000	20,000	1,900	1,394
07-2-62-1300	13	Transformer Testing	-	-	-	-
07-2-62-1500		Substation Insurance	12,500	12,500	11,900	11,876
			58,600	57,900	38,900	38,322
		<b>Operation &amp; Maintenance</b>				
		<b>Superintendence</b>				
07-2-63-1100	11	Manager/Portion of Super. Salary	202,700	125,000	119,000	114,428
07-2-63-1200	14	Telephone/ Cellular/ Internet	7,000	4,000	6,000	6,873
07-2-63-1400		Radio Repairs/License	200	200	200	202
		<b>Overhead</b>				
07-2-63-2100	11	Labour - Utility	75,800	73,800	72,900	72,920
07-2-63-2200		Supplies	-	-	-	-
07-2-63-2310	15	Vegetation MGMT-Contractor	100,000	100,000	138,600	41,518
07-2-63-2600		Contracted Repairs/Flagmen	2,000	2,500	-	1,810
		<b>Poles &amp; Fixtures</b>				
07-2-63-3100	11	Labour - Utility	12,100	11,800	12,000	11,768
07-2-63-3200		Supplies	1,500	3,000	-	96
		<b>Services</b>				
07-2-63-4100	11	Labour - Utility	28,200	27,400	27,100	26,525
07-2-63-4200		Supplies	3,000	6,000	2,100	2,877
		<b>Streets &amp; Highway Lighting</b>				
07-2-63-5100	11	Labour - Utility	25,500	24,800	24,500	23,971
07-2-63-5200		Supplies	-	-	-	-
		<b>Maintenance of Building</b>				
07-2-63-6200		Fuel	5,000	6,500	4,400	4,686
07-2-63-6300		Electric	1,100	1,100	1,000	1,016
07-2-63-6310		Water	500	500	400	348
07-2-63-6320		Sewer	1,000	900	1,000	1,060
07-2-63-6400	16	Repairs & Maintenance	3,000	4,000	1,800	2,581
07-2-63-6600	17	Rental- Victoria Road Building	5,000	5,000	5,000	5,000
		<b>Customer Premises Expenses</b>				
07-2-63-7100		Electrical Inspections	20,000	35,000	18,000	36,281
			493,600	431,500	434,000	353,960

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ELECTRIC UTILITY OPERATING BUDGET						
ACCOUNT #	Notes	DESCRIPTION	2024/25 Budget	2023/24 Approved Budget	2023/24 Projections	2022/23 Actual
		<b>Transformers</b>				
		<b>Setting and Removing</b>				
07-2-64-1100	11	Labour - Utility	2,900	2,800	2,800	2,751
		<b>Maintenance of Transformers</b>				
07-2-64-2100	18	Labour - Utility	3,500	3,400	3,400	3,340
07-2-64-2150	18	Contracted Repairs	75,000	40,000	23,600	9,000
07-2-64-2200	18	Supplies	-	-	-	-
			<b>81,400</b>	<b>46,200</b>	<b>29,800</b>	<b>15,091</b>
		<b>Meters</b>				
		<b>Setting and Removing Meter</b>				
07-2-65-1100	11	Labour - Utility	7,400	7,200	7,100	7,073
		<b>Testing Meters (Expenses)</b>				
07-2-65-2100	11	Labour - Utility	11,700	11,400	11,300	11,003
		<b>Maintenance of Meters</b>				
07-2-65-4200		Supplies	1,000	1,000	200	1,545
			<b>20,100</b>	<b>19,600</b>	<b>18,600</b>	<b>19,621</b>
		<b>General Overhead</b>				
		<b>Supervision</b>				
07-2-66-1100	20	Portion FD Salary	7,100	6,700	6,600	6,100
		<b>Contracts</b>				
07-2-66-2100	20	Portion of Town Office Salaries	21,500	20,000	21,100	19,300
			<b>28,600</b>	<b>26,700</b>	<b>27,700</b>	<b>25,400</b>
		<b>Accounting</b>				
		<b>Accounting Supervision</b>				
07-2-67-1100	20	Portion FD Salary	10,700	10,100	9,900	7,900
		<b>Revenue Accounting</b>				
07-2-67-2100	20	Portion of Town Office Salaries	75,900	69,500	69,600	51,835
		<b>Plant Accounting</b>				
07-2-67-3100	20	Portion of Town Office Salaries	50,100	46,700	48,500	54,500
		<b>Billing</b>				
07-2-67-4100	20	Portion of Town Office Salaries	50,100	46,700	47,100	51,700
07-2-67-4200		Supplies	12,500	12,000	12,200	11,450
		<b>Auditing</b>				
07-2-67-5100		Audit Fees	7,000	7,500	6,500	6,500
		<b>Collecting</b>				
07-2-67-6050	21	Electronic Banking Services	5,000	5,500	4,800	4,895
07-2-67-6100	20	Portion of Town Office Salaries	21,500	20,000	20,100	16,600
07-2-67-6200		Postage	15,400	14,800	14,800	13,500
07-2-67-6300		Collection Costs (Small Claim Fees)	1,000	1,000	-	-
		<b>Meter Reading</b>				
07-2-67-7100	11	Labour - Utility	45,000	35,000	48,600	59,227
			<b>294,200</b>	<b>268,800</b>	<b>282,100</b>	<b>278,107</b>
		<b>General</b>				
		<b>Supervision</b>				
07-2-68-1100	21	Portion CAO & Clerk Salaries + supports	67,200	61,600	61,900	72,497
07-2-68-1200	22	Council Honorariums	37,100	34,900	31,300	47,909
07-2-68-1400	23	Council Conventions/Training	3,600	3,600	2,900	2,271
		<b>Professional Services</b>				
07-2-68-2100	24	Engineering	50,000	30,000	10,000	5,135
07-2-68-2200		Legal Fees	40,000	20,000	6,200	21,458
07-2-68-2210	25	Communications	10,000	10,000	7,200	5,661
07-2-68-2300		Payroll Administration	1,500	1,500	1,500	1,500
		<b>Advertising</b>				
07-2-68-3100	26	Power Interruptions & Promotions	2,500	5,000	400	860
		<b>Uncollectible Bills</b>				
07-2-68-4100	27	Provision - Uncollectible Accts.	15,000	15,000	15,000	22,511

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ELECTRIC UTILITY OPERATING BUDGET						
			2024/25	2023/24	2023/24	2022/23
ACCOUNT #	Notes	DESCRIPTION	Budget	Approved Budget	Projections	Actual
		<b><i>Rentals, Lights, etc.</i></b>				
07-2-68-5100		Office Rental - Town	10,200	10,200	10,200	10,200
07-2-68-5200		Supplies/Printing/Paper	17,000	16,000	17,700	16,481
07-2-68-5300		Postage	15,400	14,800	14,800	13,500
07-2-68-5600	28	Maint & Contract - Computer	42,000	40,000	54,000	39,207
07-2-68-5700		Lease - Postage Meter	2,000	2,000	2,000	1,197
07-2-68-5800		Service Charges - Photocopier	4,300	4,000	4,300	4,107
		<b><i>General Insurance</i></b>				
07-2-68-6600	29	Insurance	20,000	16,500	19,000	14,989
		<b><i>Employee Welfare</i></b>				
07-2-68-9200	30	Employment Benefits	67,400	68,300	62,800	60,266
07-2-68-9300		Clothing/Safety	500	1,000	-	-
07-2-68-9400		Other Employee Benefits	2,000	4,800	600	545
07-2-68-9450		Meeting - Travel/Expense	1,500	1,500	1,300	1,206
07-2-68-9500	31	Training and Memberships	10,000	10,000	1,700	10,080
07-2-68-9600		Meeting Supplies	3,000	3,000	2,500	2,697
			422,200	373,700	327,300	354,277
		<b><i>Office Supplies/Expenses</i></b>				
07-2-69-1100		Telephone - Town Hall	2,000	2,000	2,700	1,949
07-2-69-1200		Fax Machine	500	500	400	413
07-2-69-1350	33	Small Capital - Office Equipment	15,000	15,000	11,500	12,197
		<b><i>Regulatory Comm. Expense</i></b>				
07-2-69-3100	34	BD. of Public Utilities	8,000	8,000	7,200	7,297
07-2-69-3200	35	Consultant Fees	35,000	40,000	16,300	49,020
			60,500	65,500	38,100	70,876
		<b>Department Total</b>	<b>\$ 7,602,800</b>	<b>\$ 7,050,900</b>	<b>\$ 7,262,900</b>	<b>\$ 6,456,410</b>
		<b><i>Depreciation</i></b>				
07-2-70-2100	36	Depreciation Expense	323,000	215,000	215,000	181,228
		<b><i>Interest on Consumer Deposits</i></b>				
07-2-70-3100		Accrued Interest Expense	500	500	500	1,115
		<b><i>Interest on Long-Term Debt</i></b>				
07-2-70-4100	37	Borrowing Interest	3,800	4,600	4,600	4,878
		<b><i>Debt Repayment</i></b>				
07-2-70-5100	37	Long-Term Debt Principal	100,000	100,000	100,000	100,000
		<b>Department Total</b>	<b>\$ 427,300</b>	<b>\$ 320,100</b>	<b>\$ 320,100</b>	<b>\$ 287,221</b>
		<b><i>Transfers to Other Funds</i></b>				
07-2-80-1000		<b><i>Capital Reserves</i></b>				
07-2-80-1200		Trf. To (from) Capital Reserve	-	-	-	-
		<b>Department Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
07-2-90-0100		<b>Surplus (Deficit)</b>	<b>\$ (511,400)</b>	<b>\$ (200,000)</b>	<b>\$ (213,500)</b>	<b>\$ (22,858)</b>
		Section Total				
		<b>Total Expenditures</b>	<b>\$ 7,518,700</b>	<b>\$ 7,171,000</b>	<b>\$ 7,369,500</b>	<b>\$ 6,720,773</b>
		<b>Budget Change</b>	<b>\$ 347,700</b>			
			<b>4.8%</b>			

**NOTES TO ELECTRIC UTILITY BUDGET**

1. Currently the Utility’s kWh consumption rate for power purchases is \$0.10877 including FAM rider. The Utility’s current peak ratchet monthly demand cost for kVa is \$127,257. The Utility’s current demand rate is \$13.108. The Utility receives a \$0.32 per kVa discount in demand costs for owning its own substation (see table below).

	2024/25 Budget	2023/24 Budget	2022/23 Actual	2021/22 Actual
Purchases (kWh)	42,098,000	40,451,116	40,541,899	42,299,239
Sales (kWh)	40,414,000	39,024,038	39,024,038	40,780,742
Purchases as % Sales	104%	104%	104%	104%
Billed Demand (kVa) monthly	10,750	10,171	9,947	9,163

kWh: Kilowatt hour - the basic measurement of power per hour.

kVa: Kilovolt amperes – the basic unit for measurement of apparent power. It is the greatest amount of power, averaged over a 15 minute period, supplied to the Town during the billing period of December, January or February. It is adjusted annually and billed at highest kVa for following year.

Date	Time	Peak (kVa)
January 16, 2012	8:30 am	8,673
January 24, 2013	8:30 am	9,429
January 2, 2014	5:30 pm	9,982
February 11, 2015	9:00 am	9,520
January 13, 2016	10:00 am	9,800
December 16, 2016	5:45 pm	9,947
January 2, 2018	6:45 pm	9,338
February 27, 2019	8:00 am	9,842
February 21, 2020	8:15 am	9,632
February 12, 2021	9:30 am	9,163
January 12, 2022	9:00 am	9,947
February 4, 2023*	6:00 pm	10,171
February 21, 2024	8:00am	9,898

The Town’s Electric Utility has approximately 2,200 customers in various rate classifications as noted below.

\*Historical low temperatures.

2. #07-1-51-1000 Domestic Service

Budget based on projected sales and existing rates. There are approximately 1,800 customers billed under the Domestic Service rate. There are currently 21 customers billed under the Domestic Service Time-of-Day rate. There are currently 32 customers billed under the Self Generation Offset (SGO) rate.

3. #07-1-51-2000 & 07-1-51-2500 General Service

Budget based on projected sales and existing rates. There are approximately 250 Small General customers and approximately 180 General Service customers billed under General Service.

4. #07-1-51-3000 Industrial

Budget based on projected sales and existing rates. The Town has 3 customers billed under this rate.

5. #07-1-51-4000 Street Lighting

Budget based on projected sales and existing rates. The Town has approximately 60 customers billed under this rate.

6. #07-1-51-6000 Late Payment Interest

Interest revenue is based on 1.5% per month on outstanding balances.

7. #07-1-51-7000 Pole Attachment Fees

An agreement with Maritime Tel & Tel was reached in 1987. Ratio of pole ownership to be shared at 60% Utility, 40% Bell Aliant (formerly MT&T). At that time there were 592 poles (60% Utility = 355 and 40% Aliant = 237). Aliant has not maintained their 40% ownership and pole attachment fees are charged for the difference. Currently there are approximately 1,128 poles. Aliant is charged for the number of poles over the Utility's original 355 (773 poles).

This revenue budget includes attachment fees of \$14.15 per pole for Eastlink Cable (1,169 poles = \$16,541) and Bell Aliant (773 poles = \$10,938).

8. #07-1-51-8000 69 KV Line Lease

Lease agreement with High Liner Foods Inc. to lease our 69 KV line for power supplied by Nova Scotia Power Inc. The lease renewed in October 2020.

9. #07-1-52-1000 & #07-1-52-1010 Sale of Services

Includes wiring permit fees, electrical inspections and any other work performed by the Electric Utility staff for external customers.

10. #07-2-61-1000 Power Purchased

This is budgeted based on the Utility's power purchase requirements.

11. Labour Utility

The Town of Lunenburg has a service agreement with Nova Scotia Power for the operations and maintenance of the Town's Electric Utility infrastructure. The arrangement was effective June 1, 2018 for a renewable five-year term and will provide a wide range of technical expertise to ensure a reliable and sustainable electricity supply. All on site work is now carried out by Nova Scotia Power personnel. The cost of this service arrangement is allocated within the various cost centers of the Utility.

12. #07-2-62-1200 Repairs & Maintenance Substations

Budget has been included for routine repairs and maintenance.

13. #07-2-62-1300 Transformer Testing

While the substation transformers require periodic testing these costs are now included in the substation repairs and maintenance budget. There are three transformers at the substation, a dual voltage main and a backup for each voltage.

14. #07-2-63-1200 Telephone/Cellular/Internet

Includes the basic rates, cellular phones for the Corporate Services staff who manage the Utility and internet lines in the Town Office/Electric Department.

15. 07-2-63-2310 Line Vegetation Management Contractor

It is important that the vegetation be managed to maintain power during weather events. The budget includes costs for annual contracted tree trimming and removal.

16. #07-2-63-6400 Maintenance of Building

Includes estimate for annual repairs.

17. #07-2-63-6600 Rental Victoria Road Building

Space is required at the Victoria Road exhibition building for storage of large spools of wire, etc.

18. #07-2-64-2100 to 2200 Maintenance of Transformers

Budget estimate for maintenance including any required testing for PCB's of older transformers. All line transformers must be tested for PCBs by 2025.

19. #07-2-65-3100 Testing Meters - Third Party Charges

Included in the fees for the service contract.

20. #07-2-66-1100/2100, 67-1100/2100/3100/4100/6100 and 68-1100 Portion of Salaries

Salaries for all Corporate Services Administration and Finance Staff are shared with other departments based on actual time spent working for them. These allocations are reviewed annually to ensure their continued relevance and accuracy. Allocations include General Government Services, Transportation Services, Community Development, Water and Electric Utilities.

21. #07-2-67-6050 Electronic Banking Services

This cost is for the lease of two debit machines located in the Finance Office and one third of all banking fees. This is deemed reasonable based on monthly electric billings vs quarterly billings for other Town Utilities.

22. #07-2-68-1200 Honorariums

Honorariums for members of Council for their oversight of Electric Utility. Allocated at 25%.

23. #07-2-68-1400 Conventions/Training – Council

Conferences, training and professional development for the Mayor and Councillors. Approximately 50% of costs is allocated to the Electric and Water Utility budgets.

24. #07-2-68-2100 Engineering

The budget for Engineering Consulting fees for operational support. If support is needed to capital projects those costs are allocated to the capital project.

25. #07-2-68-2210 Communications

Budget for a portion of the Communications Manager's salary and related supplies.

26. #07-2-68-3100 Advertising

Budget for outage notices and supplies.

27. #07-2-68-4100 Uncollectible Accounts

A valuation of aged receivables is performed annually and an allowance for uncollectible accounts is established as per national accounting guidelines.

28. #07-2-68-5600 Maintenance/License - Computers/Printers

Budget includes maintenance and licensing of computers including the accounting software license fee. The accounting software license fee is an all-inclusive annual fee for program updates and improvements and IT support for the software. Other departments pay the Electric Utility for a portion of this license fee.

29. #07-2-68-6600 General & Liability Insurance

Insurance costs are budgeted at estimated rates for the upcoming year.

30. #07-2-68-9200 Employment Benefits

The Utility reimburses the Town for a portion of the Employment Benefit costs for the Town office staff. This account also includes an accrual for retirement benefits based on the Town's personnel policy.

31. #07-2-68-9500 Training and Memberships

Budget for various staff training, seminars/conferences and memberships.

33. #07-2-69-1350 Small Capital – Office Equipment

This has been transferred from the Capital Budget to Operations based on the Town’s Tangible Capital Asset threshold of \$2,500. Includes replacement computers as required (generally replaced every 3 years).

34. #07-2-69-3100 Board of Public Utilities

Budgeted based on previous year actuals.

35. #07-2-69-3200 Consultant Fees

The Utility is undertaking a General Rate Application (GRA) and the cost of which is to be amortized over three years.

36. #07-2-70-2100 Depreciation Expense

All capital items are depreciated at an average rate of 3.5%. as per NSURB.

37. #07-2-70-4100 Interest Expense & Long Term Debt Principal #07-2-70-5100

The Electric Utility has a 20-year debenture for the substation upgrade with Municipal Finance Corporation with an original average interest rate 4.319%. This debenture was refinanced in fiscal 21-22 for the remaining five years and now has an average interest rate of 0.7%.

Payment	Original Loan	Principal	Interest	End Balance
18 of 20	\$2,000,000	\$100,000	\$3,800	\$200,000

It is estimated that the Electric Utility will need to finance significant debt for capital upgrades in the next five years and this will have an impact on rates.

**TOWN OF LUNENBURG CAPITAL BUDGET - ELECTRIC UTILITY**

<b>DESCRIPTION</b>	<b>24/25 Year 1</b>	<b>25/26 Year 2</b>	<b>26/27 Year 3</b>	<b>27/28 Year 4</b>	<b>28/29 Year 5</b>
Meters	\$10,000	\$10,000	\$200,000	\$100,000	\$100,000
Overhead Conductors	\$220,000	\$230,000	\$240,000	\$250,000	\$250,000
Poles & Fixtures	\$95,000	\$105,000	\$115,000	\$125,000	\$125,000
Services	\$55,000	\$65,000	\$75,000	\$85,000	\$85,000
Transformers - Line	\$140,000	\$150,000	\$160,000	\$170,000	\$170,000
Street Lighting	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
81W-322 feeder upgrade (5.333 Kv to 15kV standards)					\$1,700,000
81W-321 feeder upgrade (5.333 Kv to 15kV standards)				\$1,000,000	
Upgrade and Extend 81W-233 to Dufferin Street (Option B)	\$1,896,000				
Green St New Double Circuit		\$1,904,000			
Substation design/re-design	\$100,000	\$100,000			
Existing Substation Yard Cleanup (grass, grounding, crushed rock, etc.)		\$ 100,000	\$100,000		
New HV Switches 69kv/138 kV (3)			\$200,000		
Land for new Substation on Green St.	\$100,000				
New Substation Yard prep (overburden removal and fill, crushed rock)		\$ 200,000			
Existing Substation Ground grid repairs			\$100,000		
Existing Substation Buss work (5.33 kv to 12.47kv conversion accommodation)			\$100,000		
New Substation Foundation Structures			\$200,000		
Existing Substation Fence repairs		\$100,000			
New Substation Fence			\$100,000		
15 Kv Reclosers and associated equipment for New Sub				\$200,000	
Existing Substation Ground grid			\$150,000		
New Substation Oil Containment				\$300,000	
New Substation Overhead Buss Work				\$250,000	
New 20MVA 69kV/138kV - 12.47 kv Power transformer for Sub 81W			\$500,000	\$1,000,000	
New Substation relaying, protection, metering, battery bank			\$100,000	\$100,000	\$100,000
New Substation Control building				\$200,000	
<b>**TOTAL**</b>	<b>\$2,626,000</b>	<b>\$2,974,000</b>	<b>\$2,350,000</b>	<b>\$3,790,000</b>	<b>\$2,540,000</b>
Fiscal 2024/25 Capital Funding					
Electric Utility Deprecation Reserve	\$160,000				
Debt Financing	\$2,466,000				
	<u>\$2,626,000</u>				
<i>Projected Financing 25/26 to 28/29</i>					
Electric Utility Deprecation Reserve		\$180,000	\$390,000	\$310,000	\$310,000
Debt Financing		\$2,794,000	\$1,960,000	\$3,480,000	\$2,230,000
		<u>\$2,974,000</u>	<u>\$2,350,000</u>	<u>\$3,790,000</u>	<u>\$2,540,000</u>

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## ELECTRIC UTILITY CAPITAL BUDGET DESCRIPTIONS

The bulk of the capital expenditure for 2024 is \$1.896M out of \$3.8M that is required for the upgrade of feeder 81W-223 to support the new projects in the Knickle Road area. The project involves upgrading and extending 81W-233 to Dufferin Street, rebuild Kissing Bridge Road to 3-phase, extend Victoria Road along Hall Street and add the Knickle Road loop. This upgrade is critical for future customer support and new service requests. This project requires approval so that it can fit into NS Power's work schedule for the 2024/2025 year.

The allocated funds of \$100k for engineering support (preliminary design) for the proposed new substation on Green Street, and \$100k for the land for the proposed new substation.

### Meters

In 2017 the Utility began the first of a multi-year Smart Meter conversion program. Approximately 300 meters were swapped. Additional Smart Meter conversions are currently on hold while other capital priorities are completed. The 2024/25 budget for meters allows for the purchase of any replacement meters that are required during the fiscal year.

### Overhead Conductors

This item is for yearly replacement, as well as new and emergency repairs.

### Poles & Fixtures

This item is for yearly replacement, as well as new and emergency repairs.

### Services

For replacement and new installation of overhead service wires and fixtures (both residential and commercial).

### Transformers – Line/Installation

This item is for yearly replacement, as well as new and emergency repairs. As part of our service agreement NSP purchases and maintains the transformer inventory for the utility.

### Street Lighting

In fiscal 2022/23 all street lights were converted to LED. The 2024/25 budget for street lights allows for the installation of any potential new requests.

**Subject:** Montague Street Retaining Wall – Tender Award  
**From:** Lisa Kendall, Municipal Engineer  
**Date:** July 24, 2024

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## **Recommendation**

That Council increases the budget for the Montague Street Retaining Wall Repairs project to \$220,000, funded by \$100,000 from long-term borrowing and \$120,000 from the Surplus Asset Retirement Reserve.

That Council award the Montague Street Retaining Wall Tender to J. Mason Contracting Limited for the amount of \$152,961 + HST.

## **Alternatives**

- That Council not award the Montague Street Retaining Wall Tender and defer this work to a later time.

## **Background**

This Project is intended to repair and replace a portion of a retaining wall that supports the sidewalk along Montague Street. The retaining wall in this area has significant disintegration, very severe erosion of backfill material, and wide cracks along it. The very poor condition of the retaining wall poses a future risk to the sidewalk and its users, and the possibility of having to close the sidewalk from 44 Montague Street up to the Public Washrooms if the planned repairs are not performed. The retaining wall is a critical structure for the street right of way to maintain the significant elevation differential between Montague Street and Bluenose Drive in this section of the Town. It is noted that the severely deteriorated section of the wall is hidden from direct sight by the lower level of the garage at 44 Montague Street.

The scope of this project falls into three distinct portions of work:

- 1) Clean out and seal a horizontal crack in one section of the wall;
- 2) Remove a section of the existing structure and replace with a new cast-in-place reinforced retaining wall (approximately 8.4 meters long)
- 3) The necessary road and sidewalk reinstatement along the section of Montague Street impacted by the wall replacement.

The amount approved in the 2024/25 Town Capital Budget for the Montague Street-Retaining Wall is \$100,000, including net HST. This budget includes engineering and civil work.

For the Montague Street Retaining Wall Project to proceed, an additional \$120,000 (including net HST) of funding is required, which can be sourced from an increased contribution from the Surplus Asset

Reinvestment Reserve.

**Discussion**

The Tender for the civil work associated with the Montague Street Retaining Wall closed on July 23, 2024, and is valid for 90 days.

Tender Results (all tender awards over \$100,000 must be approved by Council)

<b>Company</b>	<b>Tender Price (excluding HST)</b>
J. Mason Contracting Limited	\$152,961
Maecon Infrastructure Services Ltd.	\$256,400

The sidewalk on Montague Street is an important link for pedestrians in downtown Lunenburg, providing a connection to Bluenose Drive, several food and retail establishments, public washrooms, and the Front Harbour Trail.

The severe deterioration of the wall is also impacting the adjoining landowner at 44 Montague Street, who has a garage adjacent to the section of the wall designated for replacement in the scope. As a short-term measure, Public Works currently has a row of sandbags along the sidewalk to intercept and divert surface water, but the condition and structural integrity of the wall remains a major concern.

**Strategic Plan Relevance**

Capital Construction Projects are part of the Servicing and Facilities Strategic Direction of the Town’s Comprehensive Community Plan; a town where the long-term infrastructure needs of the community are met through strategic management and incremental, well-phased upgrades that are financially sustainable.

**Financial**

The amount initially approved in the 2024/25 Town Capital Budget for the Montague Street Retaining Wall project was \$100,000, including Net HST. However, after incorporating the results of the civil work tendering and additional project requirements, the revised budget estimate has increased to \$220,000.

Incorporating the results of the Civil Work Tendering, the Revised Budget Estimate for the Project is as follows:

<b>Item</b>	<b>Cost including Net HST</b>
Engineering (including Geotechnical Observation and Materials testing)	\$ 40,000
Tender for Civil Work	\$160,000
Contingency	\$ 20,000
<b>Revised Budget</b>	<b>\$220,000</b>

## **Attachments**

Photographs of the work area and wall:

- Montague St RW – Street Level
- Montague St RW – Wall Rep 1
- Montague St RW – Wall Rep 2



NO  
PARKING

Storage Dr

Public Washrooms

NO PARKING

PUBLIC WASHROOMS

NO PARKING





## REQUEST FOR DIRECTION

**Subject:** Civic Square Compatibility & Accessibility Project  
**From:** Hilary Grant, Interim Chief Administrative Officer  
**Date:** August 13, 2024

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### Recommendation

That Council provide direction on whether to proceed with a change order for the Civic Square Compatibility and Accessibility Project.

### Options for Direction

- That Council direct Staff to close the Town's contract with Vigilant Atlantic.
- That Council approve a revised 2024/25 Budget amount of \$173,570 + HST for the Civic Square Compatibility & Accessibility Project
- Defer a Decision

### Background

On August 8, 2023, Council awarded the Civic Square Compatibility & Accessibility Project contract to Vigilant Atlantic. On March 12, 2024, Council directed Staff to work with Vigilant Atlantic on refining Concept 3: Working with the Natural Landscape. Vigilant has estimated the construction costs for Concept 3: Working with the Natural Landscape at \$3,375,000.

On July 24, 2024, Staff received a change order request from Vigilant Atlantic. They are requesting an additional \$97,500 + HST to complete the work. \$76,070 + HST was allocated for this project under the Town's budget.

### Discussion

The next phase of the design process was Vigilant Atlantic preparing tender documents encompassing architectural, structural, mechanical, and electrical specifications, accompanied by Class C cost estimates. These documents were also meant to include an anticipated project construction timeline, and an assessment of maintenance costs associated with the proposed new design.

Tender documents would provide a clearer understanding of construction expenses. Tender documents would enable Staff to pursue funding opportunities and ensure readiness for implementation should Council opt to pursue grants and advance the project further.

After a thorough evaluation, Staff recommend halting the project for several reasons. Firstly, there are no current funding programs that align well with the project's requirements and scope. Second, the Town has many forthcoming capital assessments, such as the Bandstand, Town Hall, Old Fire Hall and Lunenburg Academy Roof, which may soon reshape the Council's investment priorities. Additionally, Vigilant's inability to complete the project within the budget supports this recommendation. If Council

decides to halt the Civic Square Compatibility and Accessibility Project at this time, the project will be paused indefinitely. Staff will actively monitor future funding opportunities for ones that align with the project's goals and scope. If suitable funding becomes available, Staff could use the existing concept design to pursue these opportunities and move the project forward. Staff do not anticipate any penalties or financial losses associated with terminating the contract.

### Concept 3: Working with the Natural Landscape (Attachment A)

The Town of Lunenburg chose to undertake this project to enhance accessibility while complementing Civic Square's heritage value. Vigilant Atlantic submitted the Civic Square Compatibility & Accessibility Project "[What We Heard](#)" Report to Staff on March 5, 2024. Community members preferred Concept 3: Working with the Natural Landscape to achieve compatibility and accessibility through sensitive design. Additionally, Staff led a focus group with representatives from the Lunenburg Royal Canadian Legion Branch 23 and members of the disability community on December 14, 2023. Further, draft design concepts were presented to the Joint Accessibility Advisory Committee on February 7, 2024. Information on these sessions can be found in the [Staff report](#) from March 12, 2024.

### **Strategic Plan Relevance**

- Community Structure: Direction regarding how the Town will be structured and how land will be used.
- Heritage: Preserve the valuable heritage resources of Lunenburg while embracing an ongoing landscape evolution.
- Urban Design: Direction to enhance residents' and visitors' experience of the built environment.

### **Relevant Legislation**

UNESCO's Convention Concerning the Protection of the World Cultural and National Heritage  
Town of Lunenburg's Comprehensive Community Plan  
Town of Lunenburg's Municipal Planning Strategy  
Town of Lunenburg's Land-Use By-law  
Town of Lunenburg's Old Town Lunenburg Heritage Conservation District Plan and By-law

### **Financial**

\$76,070 + HST was approved for the Civic Square Compatibility and Accessibility Project under the Town's Operating Budget. Approving a \$97,500 + HST increase would put this project over budget.

### **Communications**

Staff have posted the What We Heard Report on the Town's website.

### **Attachments**

- A. Concept 3: Working with the Natural Environment

## Attachment A

### Concept Three: Working with the Natural Landscape



- |                      |                         |   |                                   |
|----------------------|-------------------------|---|-----------------------------------|
| 1 Old Fire Station   | 5 Accessible Walkways   | 9 Picnic Area   | ● New Building - See Architecture |
| 2 Town Hall          | 6 Bandstand             | 10 Open Plaza Space   |                                   |
| 3 War Memorial Plaza | 7 Amphitheater          | 11 Old Town Lunenburg - UNESCO World Heritage Site Monument |                                   |
| 4 Central Staircase  | 8 Accessible Playground | 12 Civic Plaza  |                                   |

- Some of the monuments are moved to create the War Memorial Plaza at Cumberland St.
- New accessible pathways follow the grade of the sloping landscape to create longer and more natural pathways throughout the area.
- Accessible pathway slope is 5% or less, providing a gradual and gentle incline throughout the Civic Square.
- Moving monuments is key to achieving the gently sloping walks shown.
- Increased playground space.
- New accessible equipment in playground.
- Lawn Space acts as standing room overlooking bandstand and buffers play-area from contemplation spaces.
- Encourages visitors to interact with nature.
- Encourages visitors to interact with the monuments.



Image: Photo taken during the Design Team's initial site visit. View from Cumberland St.

**Subject:** Cultural Tourism Economic Impact Study and Plan  
**From:** Marc Kiely, Interim Director of Community Development  
**Reviewed by:** Hilary Grant, Interim CAO  
**Date:** August 13, 2024

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## **Recommendation**

That Council award 21 FSP Advisory Inc. \$59 918.63 +HST to fulfill the Sustainable Cultural Tourism Plan RFP (TOL 2024013).

That Council award ASBB Economics and Research Ltd. \$59 650.00 +HST to fulfill the Cultural Tourism Economic Impact Study (TOL 2024014).

## **Alternatives**

- Award a contract to a different applicant
- Not award a contract and issue a new Request for Proposals
- Not award a contract and not issue a new Request for Proposals
- Defer a decision

## **Background**

The Town of Lunenburg issued two Request for Proposals (RFP) for a Sustainable Cultural Tourism Plan and Cultural Tourism Economic Impact Study on April 26, 2024 (Attachments A and B).

On August 1, 2024, the Town's Cultural Tourism Working Group recommended that Council award these RFPs to 21 FSP Advisory Inc. (Sustainable Cultural Tourism Plan) and ASBB Economics and Research Ltd (Cultural Tourism Economic Impact Study).

## **Discussion**

### *The Project Scope*

The Cultural Tourism Economic Impact Study and Sustainable Cultural Tourism Plan projects include comprehensive resource mapping, economic research, experiential tourism development, marketing recommendations, community engagement, and capacity-building workshops. Ongoing training, mentoring, and support will be provided to key stakeholders to ensure the plan's successful implementation. Anticipated outcomes include the development of a robust, replicable economic impact methodology, a strategic and achievable tourism plan, increased community engagement, and strengthened collaboration among stakeholders.

### The Review Process

Staff undertook a comprehensive and systematic review process, including:

1. Evaluation of Completeness of Submissions: Staff reviewed each submission to ensure that applicants provided required documents.
2. Development of Grading Rubric (Appendices C and D): To establish an objective evaluation framework, the Town developed a comprehensive grading rubric that outlined the key evaluation criteria, weightage, and scoring methodology. The rubric helped ensure consistency and fairness in the initial assessment of proposals.
3. Evaluation by Staff Members: Three staff members with relevant expertise were assigned to evaluate the proposals based on the grading rubric. Each member independently assessed the submissions considering criteria like expertise, experience, methodology, innovation, community engagement knowledge and experience, value for money and project timeline.

After evaluating the proposals, Staff referred seven to the Cultural Tourism Working Group who reviewed the submissions and interviewed candidates. The interviews provided an opportunity to gather additional insights, clarify proposal details, and assess the candidates' capabilities and suitability for the project. After taking time to deliberate, the Cultural Tourism Working Group recommended 21 FSP Advisory Inc. for the development of the Sustainable Cultural Tourism Plan and ASBB Economics and Research Ltd. for the development of the Cultural Tourism Economic Impact Study.

It should be noted that 21 FSP submitted proposals to both RFPs, while ASBB Economics and Research submitted only for the Cultural Tourism Economic Impact Study RFP. Town staff note below potential benefits of awarding both contracts to a single company, such as increased efficiency and cohesive deliverables. However, they also identify risks, including a possible decline in the quality or focus of one of the projects. The Working Group discussed the pros and cons of both scenarios and ultimately decided to recommend the strongest candidates for each RFP to Council rather than one firm for both contracts.

**Sustainable Cultural Tourism Plan:** 21 FSP Advisory Inc. have significant previous local and regional experience and high levels of experience in projects of similar scope within the tourism sector. The proposed team is highly experienced and has a proven track record with ACOA, particularly within the framework of ACOA's STEP program, which will be adhered to per the funding agreement. The proposal also highlighted their flexibility and willingness to adjust and refine their approach to meet key requirements and deliverables. Although 21 FSP applied to both RFPs, their proposal and interview demonstrated a strong willingness to collaborate and partner with another consultant if awarded only one contract.

**Cultural Tourism Economic Impact Study:** the proposal from ASBB Economics and Research Ltd. stood out for its robust local stakeholder knowledge and experience with regional projects of similar scope, such as the recent Arts and Culture Strategy for the Municipality of Chester. The proposed methodology for community engagement and data collection, which includes 'direct from consumer' datasets through planned surveys and interviews, was particularly strong. The proposal and subsequent interview with ASBB Economics and Research Ltd. demonstrated a clear willingness to

collaborate with the consultant hired for the related Sustainable Cultural Tourism Plan, ensuring cohesive deliverables for both project components. However, the proposed project timeline of 26 weeks (about six months) may be insufficient for optimal data collection, potentially impacting the completeness of the dataset. It is unclear if the applicant is flexible regarding an extension of this timeline.

### **Strategic Plan Relevance**

Tourism: Develop and implement a communications plan in partnership with local, regional, and provincial agencies, to create a cohesive message for the tourism and cultural industries

Tourism: Promote collaboration between tourism and working waterfront uses.

Tourism: Promote collaboration among businesses to effectively use resources for events, festivals, and attractions

### **Relevant Legislation**

UNESCO's *Convention Concerning the Protection of the World Cultural and National Heritage*

Nova Scotia *Municipal Government Act*

Town of Lunenburg's *Old Town Lunenburg Heritage Conservation District Plan and By-law*

### **Financial**

On April 9, 2024, Council approved using the \$50,000 allocated to developing an economic impact study/analysis and the \$137,000 received from the Atlantic Canada Opportunities Agency to develop a Cultural Tourism Economic Impact Study and Sustainable Cultural Tourism Plan. Awarding these RFPs is within the overall project budget.

### **Communications**

The Cultural Tourism Working Group is tasked with completing a Cultural Tourism Economic Impact Study and Sustainable Cultural Tourism Plan. It is mandated to cultivate Lunenburg as a sustainable tourism destination, promoting resilience, health, and prosperity for the broader community as part of the Strategic Tourism Expansion Program. Cultural Tourism Working Group Meetings are open to the public and advertised on the Town's website and social media. Minutes are taken and are also available on the Town's website. The Working Group's recommendation has already been publicized on the Town's social media.

One of the Cultural Tourism Working Group's Objectives is to establish a public consultation and community communications approach to uncover the community's vision for cultural tourism development.

### **Attachments**

- A. Sustainable Cultural Tourism Plan RFP (TOL 2024013).
- B. Cultural Tourism Economic Impact Study RFP (TOL 2024014).
- C. Grading Rubric – Sustainable Cultural Tourism Plan
- D. Grading Rubric – Cultural Tourism Economic Impact Study
- E. Cost Comparison of Interviewed Applicants



**TOWN OF LUNENBURG  
RFP #TOL2024013**

**REQUEST FOR PROPOSALS  
Sustainable Cultural Tourism Plan**

Proposals will be received no later than:  
2:00 p.m. LOCAL TIME  
Friday April 26<sup>th</sup>, 2024

Addressed to:  
Cali Beck, BBA, PCP, PSPP  
Procurement Officer  
Town of Lunenburg  
119 Cumberland Street  
PO Box 129  
Lunenburg, NS B0J 2C0

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## 1.0 GENERAL TERMS AND CONDITIONS

Section 1 of this proposal document sets out a summary of requirements and outlines the general terms and conditions. The Town of Lunenburg shall be referred to as the "Town" throughout this document.

### 1.1 Purpose

The purpose of this RFP is to commission a comprehensive Sustainable Cultural Tourism Plan for Lunenburg. The plan will assist policymakers in making informed decisions that integrate economic, social, and environmental considerations, supporting sustainable and inclusive economic development in Lunenburg. Additionally, the plan will provide valuable insights for government, businesses, and the creative/cultural sector to inform priorities and collaboration and leverage investment and funding opportunities. The successful proponent will create a plan that will guide cultural tourism development and aid in its early implementation, ensuring a strategic approach to fostering cultural tourism in Lunenburg.

Old Town Lunenburg, a designated World Heritage Site, embraces a comprehensive understanding of culture, encompassing both tangible and intangible heritage. Its designation acknowledges its historical significance, architectural integrity, and cultural heritage, emphasizing its role as a vibrant testament to the maritime legacy of Nova Scotia and Canada. The Cultural Tourism Economic Impact Study and Sustainable Cultural Tourism Plan for Lunenburg must encompass historic sites, events, and the town's tourism economy, including accommodations, restaurants, and marine activities such as shipbuilding, the fishery, and recreational boating. The study should evaluate various sectors, including events, tours, retail, hospitality, accommodations, and historic sites and museums.

### 1.2 Proposal Submissions

Any change notices, appendices and addenda issued for this RFP shall be considered part of this proposal document. The proposal is to be submitted, clearly marked with **"Sustainable Cultural Tourism Plan"** and proposal document number **TOL2024013**, to Cali Beck, Procurement Officer by email exclusively to [purchasing@townoflunenburg.ca](mailto:purchasing@townoflunenburg.ca) before the Closing Time on the closing date. Proponents must submit one (1) PDF copy via email. Erasure, overwriting or strikeouts must be initialled by the person signing on behalf of the Proponent. Proposals will not be accepted after Closing Time. The Town shall have the right in its absolute and unfettered discretion to determine whether a proposal has been received prior to the Closing Time. Proposal prices must remain open and available for acceptance by the Town for 120 days after the Closing Time. All proposals shall become the property of the Town of Lunenburg. It is the responsibility of each proponent to submit all required documents as outlined in this RFP. Failure to quote on all options set out may disqualify your proposal.

### 1.3 Irrevocable Offer

The proponent hereby acknowledges that offers contained within your response to this RFP shall remain open for acceptance by the Town of Lunenburg for a period of not less than 120 days from the Closing Time specified in Section 1.6. Proponents may not make modifications to their Proposals after the Closing Time.

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The proponent shall be solely and fully responsible for all costs associated with the development, preparation, transmittal, submission of proposal, and any work performed before official appointment by the Town of Lunenburg.

### 1.5 Municipal Contact for RFP

The proponent shall be responsible for clarifying any points in question with the Town of Lunenburg before submitting the proposal. The deadline for all inquiries is April 22<sup>nd</sup>, 2024, at 4:30pm. Inquiries regarding the specifications of the RFP and the RFP process should be directed to:

Name: Cali Beck  
Title: Procurement Officer  
Email Address: [purchasing@townoflunenburg.ca](mailto:purchasing@townoflunenburg.ca)

If a proponent discovers any inconsistency, discrepancy, ambiguity, error, or omission in this RFP, they must notify the Town of Lunenburg immediately in writing.

Any revision to this Request for Proposal will be issued as an addendum to all known potential Proponents.

Please check the Town website [townoflunenburg.ca/purchasing.html](http://townoflunenburg.ca/purchasing.html) to determine if any addendums have been issued prior to the submission deadline.

### 1.6 Opening

Proposals will only be received by:

Name: Cali Beck  
Title: Procurement Officer  
Email Address: [purchasing@townoflunenburg.ca](mailto:purchasing@townoflunenburg.ca)

**One (1) PDF copy** of your proposal must be received by email or prior to **2:00 p.m.** local time, **Friday April 26<sup>th</sup>, 2024**. Proposals will be signed by an official authorized to bind the document. Proponents will provide the name(s), title(s), address, and telephone

number of the individual(s) to be contacted during the evaluation process. Proposals received later than the specified Closing Time may be returned unopened to the Proponent.

There will not be a public opening for this RFP. As this is a proposal document for which several criteria will be evaluated, the names of the proponents who have submitted a proposal will be identified after the opening, upon request.

### 1.7 Selection Process

**Selection – Subject to Section 1.9 of this RFP**, the Town will not necessarily accept the lowest priced or any proposal. Any implication that the lowest priced or any proposal will be accepted is hereby expressly negated. The successful proponent(s) will be selected based on evaluation criteria developed by the Town, which in its sole discretion, will determine the manner in which each response to this RFP meets the evaluation criteria. The proposal may be awarded to one proponent or more as the Town sees fit.

**Evaluation Criteria – Subject to Section 1.9 of this RFP**, each response to this RFP will be evaluated by the Town to determine the degree to which it responds to the requirements as set out herein. Because this is an RFP, other factors besides price will be considered when evaluating submissions.

Please indicate any requirements not met in your proposal with a brief description and reasons therefor.

The Town will read, review, and evaluate each proposal. The below evaluation criteria table should be used as a reference only. The Town may in its sole and absolute discretion use or alter the below criteria or use some other evaluation criteria entirely.

<b>Evaluation Criteria</b>	<b>Percentage</b>
Expertise – Knowledge and experience of the proposed project team.	<b>15%</b>
Experience – Experience undertaking similar projects in other municipalities	<b>15%</b>
Innovation – Evidence of the team's ability to propose creative and effective solutions that have been implemented and shown positive results	<b>15%</b>
Community Engagement – Knowledge and experience in public engagement, including working with multi-disciplinary teams	<b>15%</b>
Comprehensive Methodology – The strength of the proposed methodology, including data collection, analysis, and public engagement processes.	<b>10%</b>
Value for Money	<b>20%</b>
Project Timeline	<b>10%</b>
<b>TOTAL</b>	<b>100%</b>

Shortlisted candidates may be interviewed.

### **1.8 Modification and Withdrawal of Proposals**

Proposal prices must remain open and available for acceptance by the Town for 120 days after the Closing Time. Proponents may not make modifications to their proposals after this. Proponents will not have the right to change the conditions, terms, or prices of the proposal once the proposal has been submitted in writing to the Town. All proposals shall become the Town's property. It is the responsibility of each proponent to submit all required documents as outlined in this RFP.

### **1.9 Acceptance and/or Rejection of Proposals and Reservation of Rights**

The Town is not obligated to award a contract and reserves the right to terminate this RFP at any time for any reason and to withdraw from discussions with all or any of the proponents who have responded. The receipt and opening of a proposal do not constitute acceptance of any proposal.

The Town reserves the right to reject all proposals and not necessarily accept the lowest-priced proposal. The Town may accept any proposal that may be considered in the best interests of the Town in its sole and absolute discretion. The Town also reserves the right in its sole and absolute discretion to waive any formality, informality, or technicality in any proposal. This includes the right to accept a proposal that is not strictly compliant with the instructions in the RFP document.

The Town reserves the right to negotiate, after the RFP Closing Time, with any Proponent to finalize service arrangements in the Town's best interests.

The Town shall not be bound by trade or custom in dealing with and/or evaluating the responses to the RFP. The Town reserves the right to interpret any and all aspects of this RFP as may be most favorable to the Town.

Proponents will be deemed to have familiarized themselves with existing conditions and any other conditions which may affect performance of the contract. No plea of ignorance of such conditions as a result of failure to make all necessary examinations will be accepted as a basis for any claims for extra compensation.

Proponents waive any claim against the Town for compensation of any kind whatsoever as a result of its participation in or providing a response to this RFP process, including without limitation any claim for costs of proposal preparation or participation in negotiations, or for loss of anticipated profits, whether based in contract including fundamental breach, tort, equity, breach of any duty, including, but not limited to breach of the duty of fairness, breach of any obligation not to accept non-compliant proposals or any other cause of action whatsoever.

In submitting a proposal, the proponent has accepted the reservation of rights as set out herein and agrees to be bound by same.

### **1.10 Governing Law and Jurisdiction**

Any contract resulting from this RFP shall be governed by and interpreted in accordance with the laws of the Province of Nova Scotia. Any disputes shall be determined in the courts of Nova Scotia.

### **1.11 Proposal Form**

The attached Proposal Form (3.0) must be completed and submitted with all proposals for consideration. Failure to complete and submit the proposal form could lead to the rejection of the proposal.

### **1.12 Freedom of Information and Protection of Privacy Act**

The Town of Lunenburg is subject to the Municipal Government Act provisions relating to the freedom of information and protection of privacy provisions Freedom of Information and Protection of Privacy Act (FOIPOP) and associated Provincial legislation. Any proposal submitted to the Town may be required to be disclosed publicly if any request is to be made under FOIPOP. All proposals received in response to this RFP will be considered public.

### **1.13 Insurance Requirements**

The successful proponent shall at its own expense obtain and maintain until the completion of the contract and provide the Town with a Certificate of Insurance providing proof of:

- a) Professional Liability insurance covering the work and services described in this Agreement for an amount not less than \$2.0 Million per occurrence;
- b) Comprehensive General Liability insurance for an amount not less than \$2.0 Million per occurrence;
- c) Automobile Liability insurance for an amount not less than \$2.0 Million covering all vehicles used in any manner in connection with the performance of the work described in this RFP.

### **1.14 Conflict of Interest**

The proponent warrants that no conflict of interest exists with any Town staff, Council or Committee member regarding their RFP submission or with the Town's evaluation process. Should a conflict of interest exist or arise, the Town at its sole discretion may disqualify the proposal submission and/or contract as applicable.

### **1.15 Nova Scotia Worker's Compensation**

The successful proponent must be registered and remain in good standing with NS WCB throughout the term of a contract issued pursuant to this RFP.

### **1.16 Human Rights Act**

The successful proponent shall ensure full observance of the NS Human Rights Act in all dealings related to this project.

### **1.17 Ownership of Data and Information**

All data, other information and all resulting reports and materials prepared by the successful Proponent shall be the exclusive property of the Town who reserves ownership rights to all ideas, plans, concepts, etc.

## **2.0 SPECIFICATIONS AND REQUIREMENTS**

### **2.1 Background and Overview**

The Town of Lunenburg is soliciting proposals for the development of a comprehensive Sustainable Cultural Tourism Plan as part of Tourism Atlantic's (ACOA) Strategic Tourism Expansion Program (STEP). This initiative, embedded within the STEP framework, aims to empower Atlantic Canadian communities to envision long-term tourism development strategies. With over twenty communities already benefiting from STEP, the program emphasizes sustainable, experiential tourism aligned with community input. For Lunenburg, this project offers an opportunity to foster a sustainable tourism destination, promoting resilience, health, and prosperity for the wider community. The successful proponent will work closely with the consultant conducting a Cultural Tourism Economic Impact Study for the Town (see RFP TOL2024014). Team submissions are encouraged.

### **2.2 Scope of Work**

The Town of Lunenburg seeks a certified STEP consultant to facilitate the development of a community-led Sustainable Cultural Tourism Plan. The consultant will collaborate with the Town, its STEP Committee, and the successful proponent under RFP TOL2024014 to integrate community feedback and insights into the plan, guiding tourism development over the next three to five years. The plan must include achievable recommendations for building sustainable tourism which are reflective of the community's stated goals. The successful proponent will work closely with the consultant conducting a Cultural Tourism Economic Impact Study for the Town (see RFP TOL2024014). Team proposals are encouraged.

The successful proponent under RFP TOL2024013 will work with the Town to complete the following key deliverables:

1. Research: Stay apprised of the resource mapping and economic research undertaken by the successful proponent under RFP TOL2024014.
2. Collaborative Vision Development: Establish and nurture a community network comprising leaders, entrepreneurs, and stakeholders actively involved in plan development and execution. Facilitate sessions to uncover the community's vision for cultural tourism development, integrating input from stakeholders and identifying collective strengths and assets. The consultant will ensure thorough community engagement in the STEP process and the development of an actionable Sustainable Cultural Tourism Plan reflective of the community's vision and goals.
3. Strategic Direction: Provide leadership in developing achievable recommendations aligned with community goals, ensuring the plan reflects the ambitions of the community. Analyze global, national, provincial, and regional tourism trends and recommend strategies for resilience in response to fluctuations.
4. Experiential Tourism Development: Identify, enable, and facilitate the development of experiential tourism offerings tailored to Lunenburg's unique cultural landscape.
5. Capacity Building: The STEP facilitator will provide the leadership, guidance and direction required to ensure that the community meets the intended outcomes – including a strong understanding of:
  - A replicable economic impact methodology.
  - The collective strengths and assets of the town, and the role it can play in furthering the vision for cultural tourism development as articulated by community stakeholders.
  - The processes and abilities required to develop and implement an integrated and actionable Sustainable Cultural Tourism Plan, which captures the ambitions of the community.
  - The importance of developing and establishing a community network comprised of community leaders, entrepreneurs and other stakeholders who are actively engaged in the development and execution of a Sustainable Cultural Tourism Plan.
  - How changing tourism trends (global, national, provincial and regional) affect the tourism industry and approaches for resiliency as these fluctuate.
  - The skills and expertise required to identify, enable, and facilitate the development of experiential tourism.

This work will culminate in the development, delivery, and presentation of an achievable Sustainable Cultural Tourism Plan.

## 2.3 Proposal Deliverables

The proposal shall include the following:

1. Cover Letter: A signed cover letter by a company officer authorized to execute a contract with the Town.
2. Project Work Plan: Detailed description including a statement of understanding, research, analysis, work approach, and methodology for the Cultural Tourism Economic Impact Study and Sustainable Cultural Tourism Plan. This should encompass specific tasks, options, or alternatives, presented with a Gantt chart outlining key tasks, milestones, meetings, presentations, sequence, duration of each task, and personnel assigned with anticipated hours devoted. The Work Plan must clearly indicate all meetings, their type (i.e., in-person versus virtual) and duration. It is expected that the final plan will be completed no later than 9-12 months of the commencement date and follow-up will take place at 3-, 6- and 12-months post-plan completion.
3. Demonstrable Experience: Certified STEP Consultants must demonstrate:
  - Understanding of the STEP Program goals, objectives, and proposed approach to work with the Town of Lunenburg, the STEP Committee, and wider community.
  - Understanding of the Lunenburg community's tourism economic landscape, assets, challenges, and opportunities.
  - Experience in working with volunteer boards of directors, community groups, and committees.
  - Leadership and motivational skills, along with experience in leading multidisciplinary teams and facilitating diverse stakeholders.
  - Experience working with municipalities on similar projects.
  - Specialization in cultural tourism and/or experience in historic communities an asset.
4. Case Studies and References: Provide a list of relevant projects completed, sample documents, and contact information for three references (names, positions, telephone numbers, and email addresses) who can attest to the quality of similar work performed.
5. Key Contacts and Personnel: Identification of key contacts for the project, along with all personnel and subcontractors assigned. Include descriptions of relevant qualifications and experience.
6. Resource Support and Additional Information: Identification of any Town staff or other resource support required, as well as additional information the Proponent will seek to complete the RFP components.
7. Proposed Budget: Presentation of proposed budget and breakdown of costs and expenses related to the project. This should include a charge-out rate list for all Proponent staff and relevant subcontractors, along with their assigned tasks and hours as per the project work plan. The budget must specifically outline in two separate sections:

- Costs and expenses specific to professional time and supplies required for all components of the STEP Program.
- Costs specific to travel and related expenses, including estimates for air or ground travel, accommodations, meals, and miscellaneous travel expenses. Estimates for air travel should be based on current economy class fares, while mileage and meals must not exceed current Government of Canada allowances and per diems.

## 2.4 Project Deliverables

The successful proponent shall be responsible for the following project deliverables:

### 1. Project Kick-Off Meetings:

- Consultation with ACOA and Town staff to review the STEP approach and program nuances.
- In-person meeting with the Town of Lunenburg and the STEP Committee to finalize objectives, scope, timelines, and milestones.

### 2. Development of Detailed Work Plan:

- The STEP facilitator will develop a detailed work plan that satisfies the requirements of the STEP model. Facilitators are encouraged to be flexible to community needs and opportunities as they arise, however, the process will follow the general format of STEP
  - STEP 1 – Introduction (Month 1-2)
  - STEP 2 – Setting the Stage (Month 3)
  - STEP 3 – Destination Planning (Month 4-5)
  - STEP 4 – Draft Sustainable Cultural Tourism Plan and Introduction to Capacity Building Sessions (Months 6-7)
  - STEP 5 – Sustainable Cultural Tourism Plan Presentation and Capacity Building Session (Months 8-9)
  - STEP 6 – Final Sustainable Tourism Plan Presentation and Capacity Building Session (Month 10-12)
  - STEP 7 – Follow-up and Mentoring (Months 13-24 with established check points at months 3, 6 and 12)

### 3. Community Engagement, Network Establishment and Capacity Building:

- Establishment of a community network comprising leaders, entrepreneurs, and stakeholders actively involved in plan development.
- Ensuring community engagement throughout the process to reflect community goals.
- Either through capacity building sessions or resource identification and coordination the facilitator will support operators in the region with tactics to meet emerging trends reflective of local assets and community opportunities.

### 4. Collaborative Vision Development:

- Facilitation of sessions to establish the community's vision for cultural tourism, integrating stakeholder input and identifying collective strengths and assets.

5. Strategic Direction:

- Leadership in developing achievable recommendations aligned with community goals.
- Analysis of global, national, provincial, and regional tourism trends, proposing strategies for resilience.

6. Experiential Tourism Development:

- Identification and facilitation of experiential tourism offerings tailored to Lunenburg's cultural landscape.
- Specific and tangible recommendations and insights into emerging consumer expectations.

7. Final Sustainable Cultural Tourism Plan:

- Cultural Tourism Plan document analysing tourism trends, proposing strategies for resilience and outlining achievable recommendations aligned with community goals.
- Submission of a final report meeting ACOA's standards in Microsoft Word format, with all reports and supporting documentation.
- Presentation of completed Sustainable Cultural Tourism Plan to Town Council.
- The successful proponent will be responsible for providing all necessary materials including drafts and other materials for review.

8. Ongoing Training, Mentoring, and Support:

- Provide ongoing training, mentoring, and support to key stakeholders, community leaders, and entrepreneurs involved in the implementation of the Sustainable Cultural Tourism Plan.
- Offer guidance and assistance as needed to ensure the successful execution of the plan's strategies and initiatives.
- Facilitate capacity-building sessions to empower local stakeholders with the skills and knowledge necessary to sustain and enhance the cultural tourism initiatives beyond the project timeline.
- Offer mentorship opportunities to encourage continued learning and growth within the community, fostering long-term sustainability and resilience in cultural tourism development.

**3.0 PROPOSAL FORM**

NAME OF PROPONENT: \_\_\_\_\_

Do not include HST in the Amount of Proposal. All of the below pricing is to be in Canadian Dollars.

**Amount of Proposal**..... \$ \_\_\_\_\_  
HST..... \$ \_\_\_\_\_  
Total..... \$ \_\_\_\_\_

Please attach the following additional information:

- Start and end time required to complete the work.
- Proof of current WCB coverage.
- Certificate of Insurance for \$2.0 million General Commercial Liability Insurance.

Mailing Address \_\_\_\_\_  
\_\_\_\_\_

Phone Number \_\_\_\_\_

Email Address \_\_\_\_\_

Signature \_\_\_\_\_

Print Name & Title \_\_\_\_\_

Date \_\_\_\_\_

Witness \_\_\_\_\_

Date \_\_\_\_\_

**Details of Proposal** – please attach your submission details as required in this RFP.



**TOWN OF LUNENBURG  
RFP #TOL2024014**

**REQUEST FOR PROPOSALS  
Cultural Tourism Economic Impact Study**

Proposals will be received no later than:  
2:00 p.m. LOCAL TIME  
Friday April 26<sup>th</sup>, 2024

Addressed to:  
Cali Beck, BBA, PCP, PSPP  
Procurement Officer  
Town of Lunenburg  
119 Cumberland Street  
PO Box 129  
Lunenburg, NS B0J 2C0

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## 1.0 GENERAL TERMS AND CONDITIONS

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### 1.1 Purpose

The purpose of this RFP is to commission a Cultural Tourism Economic Impact Study. The study will assist policymakers in making informed decisions that integrate economic, social, and environmental considerations, supporting sustainable and inclusive economic development in Lunenburg. Additionally, the study will provide valuable insights for government, businesses, and the creative/cultural sector to inform priorities and collaboration and leverage investment and funding opportunities. The successful proponent will create a replicable study that will inform cultural tourism development, ensuring a strategic approach to fostering cultural tourism in Lunenburg.

Old Town Lunenburg, a World Heritage Site, embraces a comprehensive understanding of culture, encompassing tangible and intangible heritage. Its designation acknowledges its historical significance, architectural integrity, and cultural heritage, emphasizing its role as a vibrant testament to the maritime legacy of Nova Scotia and Canada. The Cultural Tourism Economic Impact Study must encompass historic sites, events, and the town's tourism economy, including accommodations, restaurants, and marine activities such as shipbuilding, fishery, and recreational boating. The study should evaluate various sectors, including events, tours, retail, hospitality, accommodations, and historic sites and museums.

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Name: Cali Beck  
Title: Procurement Officer  
Email Address: [purchasing@townoflunenburg.ca](mailto:purchasing@townoflunenburg.ca)

If a proponent discovers any inconsistency, discrepancy, ambiguity, error, or omission in this RFP, they must notify the Town of Lunenburg immediately in writing.

Any revision to this Request for Proposal will be issued as an addendum to all known potential Proponents.

Please check the Town website [townoflunenburg.ca/purchasing.html](http://townoflunenburg.ca/purchasing.html) to determine if any addendums have been issued prior to the submission deadline.

### 1.6 Opening

Proposals will only be received by:

Name: Cali Beck  
Title: Procurement Officer  
Email Address: [purchasing@townoflunenburg.ca](mailto:purchasing@townoflunenburg.ca)

**One (1) PDF copy** of your proposal must be received by email prior to **2:00 p.m.** local time, **Friday April 26<sup>th</sup>, 2024**. Proposals will be signed by an official authorized to bind the document. Proponents will provide the name(s), title(s), address, and telephone

number of the individual(s) to be contacted during the evaluation process. Proposals received later than the specified Closing Time may be returned unopened to the Proponent.

There will not be a public opening for this RFP. As this is a proposal document for which several criteria will be evaluated, the names of the proponents who have submitted a proposal will be identified after the opening, upon request.

### 1.7 Selection Process

**Selection – Subject to Section 1.9 of this RFP**, the Town will not necessarily accept the lowest priced or any proposal. Any implication that the lowest priced or any proposal will be accepted is hereby expressly negated. The successful proponent(s) will be selected based on evaluation criteria developed by the Town, which in its sole discretion, will determine the manner in which each response to this RFP meets the evaluation criteria. The proposal may be awarded to one proponent or more as the Town sees fit.

**Evaluation Criteria – Subject to Section 1.9 of this RFP**, each response to this RFP will be evaluated by the Town to determine the degree to which it responds to the requirements as set out herein. Because this is an RFP, other factors besides price will be considered when evaluating submissions.

Please indicate any requirements not met in your proposal with a brief description and reasons therefor.

The Town will read, review, and evaluate each proposal. The below evaluation criteria table should be used as a reference only. The Town may in its sole and absolute discretion use or alter the below criteria or use some other evaluation criteria entirely.

<b>Evaluation Criteria</b>	<b>Percentage</b>
Expertise – Knowledge, experience and technical competence of the proposed project team, including economic and statistical analysis	<b>15%</b>
Experience - whether the team has undertaken similar projects in other municipalities	<b>15%</b>
Collaboration – Knowledge and experience working in multidisciplinary teams	<b>15%</b>
Comprehensive Methodology – The strength of the proposed methodology, including data collection, analysis, and public engagement processes.	<b>15%</b>
Value for Money	<b>20%</b>
Project Timeline	<b>20%</b>
<b>TOTAL</b>	<b>100%</b>

Shortlisted candidates may be interviewed.

### **1.8 Modification and Withdrawal of Proposals**

Proposal prices must remain open and available for acceptance by the Town for 120 days after the Closing Time. Proponents may not make modifications to their proposals after this. Proponents will not have the right to change the conditions, terms, or prices of the proposal once the proposal has been submitted in writing to the Town. All proposals shall become the Town's property. It is the responsibility of each proponent to submit all required documents as outlined in this RFP.

### **1.9 Acceptance and/or Rejection of Proposals and Reservation of Rights**

The Town is not obligated to award a contract and reserves the right to terminate this RFP at any time for any reason and to withdraw from discussions with all or any of the proponents who have responded. The receipt and opening of a proposal do not constitute acceptance of any proposal.

The Town reserves the right to reject all proposals and not necessarily accept the lowest-priced proposal. The Town may accept any proposal that may be considered in the best interests of the Town in its sole and absolute discretion. The Town also reserves the right in its sole and absolute discretion to waive any formality, informality, or technicality in any proposal. This includes the right to accept a proposal that is not strictly compliant with the instructions in the RFP document.

The Town reserves the right to negotiate, after the RFP Closing Time, with any Proponent to finalize service arrangements in the Town's best interests.

The Town shall not be bound by trade or custom in dealing with and/or evaluating the responses to the RFP. The Town reserves the right to interpret any and all aspects of this RFP as may be most favorable to the Town.

Proponents will be deemed to have familiarized themselves with existing conditions and any other conditions which may affect performance of the contract. No plea of ignorance of such conditions as a result of failure to make all necessary examinations will be accepted as a basis for any claims for extra compensation.

Proponents waive any claim against the Town for compensation of any kind whatsoever as a result of its participation in or providing a response to this RFP process, including without limitation any claim for costs of proposal preparation or participation in negotiations, or for loss of anticipated profits, whether based in contract including fundamental breach, tort, equity, breach of any duty, including, but not limited to breach of the duty of fairness, breach of any obligation not to accept non-compliant proposals or any other cause of action whatsoever.

In submitting a proposal, the proponent has accepted the reservation of rights as set out herein and agrees to be bound by same.

### **1.10 Governing Law and Jurisdiction**

Any contract resulting from this RFP shall be governed by and interpreted in accordance with the laws of the Province of Nova Scotia. Any disputes shall be determined in the courts of Nova Scotia.

### **1.11 Proposal Form**

The attached Proposal Form (3.0) must be completed and submitted with all proposals for consideration. Failure to complete and submit the proposal form could lead to the rejection of the proposal.

### **1.12 Freedom of Information and Protection of Privacy Act**

The Town of Lunenburg is subject to the Municipal Government Act provisions relating to the freedom of information and protection of privacy provisions Freedom of Information and Protection of Privacy Act (FOIPOP) and associated Provincial legislation. Any proposal submitted to the Town may be required to be disclosed publicly if any request is to be made under FOIPOP. All proposals received in response to this RFP will be considered public.

### **1.13 Insurance Requirements**

The successful proponent shall at its own expense obtain and maintain until the completion of the contract and provide the Town with a Certificate of Insurance providing proof of:

- a) Professional Liability insurance covering the work and services described in this Agreement for an amount not less than \$2.0 Million per occurrence;
- b) Comprehensive General Liability insurance for an amount not less than \$2.0 Million per occurrence;
- c) Automobile Liability insurance for an amount not less than \$2.0 Million covering all vehicles used in any manner in connection with the performance of the work described in this RFP.

### **1.14 Conflict of Interest**

The proponent warrants that no conflict of interest exists with any Town staff, Council or Committee member regarding their RFP submission or with the Town's evaluation process. Should a conflict of interest exist or arise, the Town at its sole discretion may disqualify the proposal submission and/or contract as applicable.

### **1.15 Nova Scotia Worker's Compensation**

The successful proponent must be registered and remain in good standing with NS WCB throughout the term of a contract issued pursuant to this RFP.

### **1.16 Human Rights Act**

The successful proponent shall ensure full observance of the NS Human Rights Act in all dealings related to this project.

### **1.17 Ownership of Data and Information**

All data, other information and all resulting reports and materials prepared by the successful Proponent shall be the exclusive property of the Town who reserves ownership rights to all ideas, plans, concepts, etc.

## **2.0 SPECIFICATIONS AND REQUIREMENTS**

### **2.1 Background and Overview**

The Town of Lunenburg is soliciting proposals for a Cultural Tourism Economic Impact Study. This initiative aims to envision long-term tourism development strategies with community input. For Lunenburg, this project offers an opportunity to foster a sustainable tourism destination, promoting resilience, health, and prosperity for the wider community. The necessity for an economic impact study to evaluate Lunenburg's cultural sector and associated businesses' economic contributions to Lunenburg, as identified by community groups, underscores this project. The successful proponent will work closely with the consultant conducting a Sustainable Cultural Tourism Plan for the Town (see RFP TOL2024013). Team proposals are encouraged.

### **2.2 Scope of Work**

The Town of Lunenburg seeks a consultant to undertake a Cultural Tourism Economic Impact Study. The consultant will collaborate with the Town and community and the successful proponent under RFP TOL2024013 as directed:

1. **Comprehensive Resource Mapping:** Collect, record, inventory and synthesize information describing Lunenburg's cultural and tourism resources, networks, links, and patterns of usage. This should capture the current state of the sector and be contextualized within post-COVID recovery. Create a methodology that is clear, reproducible, and actionable at the local level to facilitate ongoing monitoring.

2. **Economic Research:** Econometric analysis to quantify the economic and social benefits and risks of cultural tourism. The study should assess sectors such as events, tours (including bus tours and cruise ships), retail, hospitality, accommodations (including hotels, motels, short term rentals and camping), and historic sites and museums, measured by indicators including employment (jobs and FTEs), wages, visitation numbers, dollars spent, housing, municipal tax revenue and GDP. This should capture the current state of the sector and be contextualized within post-COVID recovery. Create a methodology that is clear, reproducible, and actionable at the local level to facilitate ongoing monitoring.
3. **Capacity Building:** provide the leadership, guidance and direction required to ensure that the community meets the intended outcomes – including a strong understanding of:
  - A replicable economic impact methodology.
  - The collective strengths and assets of the town.

This work will culminate in the development, delivery, and presentation of a Cultural Tourism Economic Impact Study.

### **2.3 Proposal Deliverables**

The proposal shall include the following:

1. **Cover Letter:** A signed cover letter by a company officer authorized to execute a contract with the Town.
2. **Project Work Plan:** Detailed description including a statement of understanding, research, analysis, work approach, and methodology for the Cultural Tourism Economic Impact Study. This should encompass specific tasks, options, or alternatives, presented with a Gantt chart outlining key tasks, milestones, meetings, presentations, sequence, duration of each task, and personnel assigned with anticipated hours devoted. The Work Plan must clearly indicate all meetings, their type (i.e., in-person versus virtual) and duration. It is expected that the final study will be completed no later than 9-12 months of the commencement date.
3. **Demonstrable Experience:**
  - Econometric expertise.
  - Leadership and motivational skills, along with experience in leading multidisciplinary teams and facilitating diverse stakeholders.
  - Experience working with municipalities on similar projects.
  - Specialization in cultural tourism and/or experience in historic communities an asset.

4. Case Studies and References: Provide a list of relevant projects completed, sample documents, and contact information for three references (names, positions, telephone numbers, and email addresses) who can attest to the quality of similar work performed.

5. Key Contacts and Personnel: Identification of key contacts for the project, along with all personnel and subcontractors assigned. Include descriptions of relevant qualifications and experience.

6. Resource Support and Additional Information: Identification of any Town staff or other resource support required, as well as additional information the Proponent will seek to complete the RFP components.

7. Proposed Budget: Presentation of proposed budget and breakdown of costs and expenses related to the project. This should include a charge-out rate list for all Proponent staff and relevant subcontractors, along with their assigned tasks and hours as per the project work plan. The budget must specifically outline in two separate sections:

- Costs and expenses specific to professional time and supplies required for all components of the project.
- Costs specific to travel and related expenses, including estimates for air or ground travel, accommodations, meals, and miscellaneous travel expenses. Estimates for air travel should be based on current economy class fares, while mileage and meals must not exceed current Government of Canada allowances and per diems.

## **2.4 Project Deliverables**

The successful proponent shall be responsible for the following project deliverables:

1. Project Kick-Off Meetings:

- Consultation with Town staff and community invitees to review the project and its synergies with other Town and community initiatives.
- In-person meeting with the Town of Lunenburg and community invitees to finalize objectives, scope, timelines, and milestones.

2. Development of Detailed Work Plan:

- Revision and submission of a final workplan based on Town and community invitee feedback.

3. Resource Mapping

- Comprehensive listing and synthesis of Lunenburg's cultural and tourism resources, networks, and patterns of usage, presented with a clear and actionable methodology for future research.

4. Economic Research:

- Econometric analysis quantifying economic, social, and environmental benefits of cultural tourism.

REQUEST FOR PROPOSALS  
Cultural Tourism Economic Impact Study

- Assessment of sectors like events, tours, retail, hospitality, accommodations, museums, etc., measuring indicators such as employment, wages, visitation numbers, dollars spent, GDP, housing and municipal tax revenues.

5. Final Cultural Tourism Economic Impact Study:

- Cultural Tourism Economic Impact Study document comprehensively examining economic, social, and environmental benefits, including tables of contents, executive summary, and appendices.
- Submission of a final report meeting the Town's standards in Microsoft Word format, with all reports and supporting documents.
- Presentation of completed Cultural Tourism Economic Impact Study to Town Council.
- The successful proponent will be responsible for providing all necessary materials including drafts and other materials for review.

**3.0 PROPOSAL FORM**

NAME OF PROPONENT: \_\_\_\_\_

Do not include HST in the Amount of Proposal. All of the below pricing is to be in Canadian Dollars.

**Amount of Proposal**..... \$ \_\_\_\_\_

HST..... \$ \_\_\_\_\_

Total..... \$ \_\_\_\_\_

Please attach the following additional information:

- Start and end time required to complete the work.
- Proof of current WCB coverage.
- Certificate of Insurance for \$2.0 million General Commercial Liability Insurance.

Mailing Address \_\_\_\_\_

\_\_\_\_\_

Phone Number \_\_\_\_\_

Email Address \_\_\_\_\_

Signature \_\_\_\_\_

Print Name & Title \_\_\_\_\_

Date \_\_\_\_\_

Witness \_\_\_\_\_

Date \_\_\_\_\_

**Details of Proposal** – please attach your submission details as required in this RFP.

## **Grading Rubric: Sustainable Cultural Tourism Plan**

### **Expertise - Knowledge of Sustainable Cultural Tourism**

15 points - Team demonstrates extensive knowledge and experience in cultural tourism and sustainable Development, with all key members having relevant qualifications and a strong portfolio of similar projects.

10 points - Team has good knowledge, with most members having relevant qualifications and experience

5 points - Team shows adequate knowledge and some experience in cultural tourism projects.

0 points - Team lacks significant experience or qualifications relevant to the project.

### **Experience - whether the team has undertaken similar project in other municipalities**

7.5 points - Proof of extensive, successful experience working with municipalities on similar projects

6 points - Proof of experience working with municipalities

4.5 points - Proof of adequate experience working with municipalities or similar entities

3 points - Proof of some experience working with municipalities or similar entities

1.5 points - Little experience working with municipalities or similar entities

0 points - No experience with municipalities or similar entity

### **Experience - whether the team has undertaken similar project in other municipalities**

7.5 points - Proposal shows deep knowledge of or experience working in Lunenburg, including its depth and complexity

6 points - Proposal shows deep knowledge of or experience working in Lunenburg or similar contexts perhaps missing some of its nuances or complexity

4.5 points - Proposal shows sufficient knowledge of or experience working in Lunenburg or similar contexts

3 points - Proposal shows some knowledge of or experience working in Lunenburg or similar contexts

1.5 points - Proposal shows little knowledge of Lunenburg and no experience working in Lunenburg or similar contexts

0 points - Proposal shows no knowledge of or experience working in the Lunenburg context or similar contexts

### **Comprehensive Methodology - The strength of the proposed methodology including data collection, analysis and processes**

5 points - Proposal shows deep knowledge of the project at hand, including its depth and complexity.

4 points - Proposal shows deep knowledge of the project, perhaps missing some of its nuances or complexity

3 points - Proposal shows sufficient knowledge of the project

2 points - Proposal shows some knowledge of the project

1 point - Proposal shows little knowledge of the project

0 points - No project understanding.

### **Comprehensive Methodology - The strength of the proposed methodology including data collection, analysis and processes**

5 points - Plan provides precise, detailed descriptions of the project goal, scope, deliverables, and milestones

4 points - Plan provides descriptions of the project goal, scope, deliverables, and milestones

3 points - Plan lists most of the project goal, scope, deliverables, milestones, and risks.

2 points - Plan lists some of the project goal, scope, deliverables, and milestones, and risks.

1 point - General statement that lacks sufficient detail to assure mutual understanding of project direction.

0 points - No work plan or schedule

### **Innovation**

15 points - Radical innovation, indicating creativity and originality. Addresses a major problem/makes major contribution.

12 points - Innovation, indicating creativity. Reasonable contribution/addresses a problem

9 points - Some creativity. Contribution/addresses a problem with some impact

6 points - Minor creativity. Addresses trivial problem or partially addresses more substantive problem

3 points - Low creativity or impact. Barely addresses identified problem

0 points - No creativity. Does not demonstratively solve a problem

## **Public Consultation**

15 points - Project team has strong Public Engagement experience and all relevant qualifications. Employment and project experience is very detailed. Team is outstanding in their field.

10 points - Project team has some Public Engagement experience and relevant qualifications or training. Employment and project experience is lacking.

5 points - Project team has little Public Engagement experience or training with little employment or project experience.

0 points - Project team has no Public Engagement experience or training.

10. Please comment on the applicant's outstanding strengths or weaknesses. This will help when it comes time to interview applicants and write Council memos.

## **Grading Rubric: Cultural Tourism Economic Impact Study**

### **Expertise - Knowledge of Economic and Statistical Analysis**

15 points - Team demonstrates extensive knowledge and experience in economic and statistical analysis, with all key members having relevant qualifications and a strong portfolio of similar projects.

10 points - Team has good knowledge, with most members having relevant qualifications and experience

5 points - Team shows adequate knowledge and some experience in cultural tourism projects.

0 points - Team lacks significant experience or qualifications relevant to the project.

### **Experience - whether the team has undertaken similar project in other municipalities**

7.5 points - Proof of extensive, successful experience working with municipalities on similar project

6 points - Proof of experience working with municipalities

4.5 points - Proof of adequate experience working with municipalities or similar entities

3 points - Proof of some experience working with municipalities or similar entities

1.5 points - Little experience working with municipalities or similar entities

0 points - No experience with municipalities or similar entity

### **Experience - whether the team has undertaken similar project in other municipalities**

7.5 points - Proposal shows deep knowledge of or experience working in Lunenburg, including its depth and complexity

6 points - Proposal shows deep knowledge of or experience working in Lunenburg or similar contexts perhaps missing some of its nuances or complexity

4.5 points - Proposal shows sufficient knowledge of or experience working in Lunenburg or similar contexts

3 points - Proposal shows some knowledge of or experience working in Lunenburg or similar contexts

1.5 points - Proposal shows little knowledge of Lunenburg and no experience working in Lunenburg or similar contexts

0 points - Proposal shows no knowledge of or experience working in the Lunenburg context or similar contexts

### **Collaboration: Knowledge and experience working in multidisciplinary teams.**

15 points - Extensive experience in collaborating with multidisciplinary teams and diverse stakeholders

10 points - Good experience working in multidisciplinary teams with positive outcomes.

5 points - Adequate experience but with limited scope

0 points - Little or no experience in multidisciplinary collaboration

### **Comprehensive Methodology - The strength of the proposed methodology including data collection, analysis and processes**

5 points - Proposal shows deep knowledge of the project at hand, including its depth and complexity.

4 points - Proposal shows deep knowledge of the project, perhaps missing some of its nuances or complexity

3 points - Proposal shows sufficient knowledge of the project

2 points - Proposal shows some knowledge of the project

1 point - Proposal shows little knowledge of the project

0 points - No project understanding.

### **Comprehensive Methodology - The strength of the proposed methodology including data collection, analysis and processes**

5 points - Clearly explains and properly employs recognized methodology. Methodology is well aligned with work plan.

4 points - Clearly explains and properly employs methodology. Methodology could be better integrated with the work plan.

3 points - Methodology Included. Explanation or application may be inexact.

2 points - Methodology Included with little to no explanation or proof of application.

1 point - Suggests or alludes to methodology but it is not clearly stated or explained.

0 points - No methodology evident.

**Comprehensive Methodology - The strength of the proposed methodology including data collection, analysis and processes**

5 points - Plan provides precise, detailed descriptions of the project goal, scope, deliverables, and milestones

4 points - Plan provides descriptions of the project goal, scope, deliverables, and milestones

3 points - Plan lists most of the project goal, scope, deliverables, milestones, and risks.

2 points - Plan lists some of the project goal, scope, deliverables, and milestones, and risks.

1 point - General statement that lacks sufficient detail to assure mutual understanding of project direction.

0 points - No work plan or schedule

10. Please comment on the applicant's outstanding strengths or weaknesses. This will help when it comes time to interview applicants and write Council memos. Multi Line Text.

**Attachment D: Cost Comparison of Interviewed Applicants**

**TOL2024013 - Cultural Tourism Plan**

<b>Company</b>	<b>Price</b>	<b>HST</b>	<b>Total</b>
21 FSP Advisory Inc	\$ 59,918.63	\$ 8,987.79	\$ 68,906.42
ATN Solutions	\$ 57,408.00	\$ 8,611.20	\$ 66,019.20
Intra Studio Inc	\$ 62,587.70	\$ 9,388.16	\$ 71,975.86

**TOL2024014 - Economic Impact Study**

<b>Company</b>	<b>Price</b>	<b>HST</b>	<b>Total</b>
21 FSP Advisory Inc	\$ 59,928.19	\$ 8,989.23	\$ 68,917.42
ASBB Economics and Research Ltd	\$ 59,650.00	\$ 8,947.50	\$ 68,597.50
ATN Solutions	\$ 55,075.00	\$ 8,261.25	\$ 63,336.25
Deloitte	\$ 58,146.00	\$ 8,721.90	\$ 66,867.90

**Subject:** Heritage Officer Appointment  
**From:** Community Development  
**Date:** August 13, 2024

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### **Recommendation**

That Council appoint Laura LeGresley as a Heritage Officer for the Town of Lunenburg per Section 19 of the *Heritage Property Act*.

### **Alternatives**

- Refuse to appoint Laura LeGresley as a heritage officer.
- Defer a decision.

### **Background**

Section 19 of the *Heritage Property Act* states that if Council adopts a conservation plan and by-law Council must designate a Heritage Officer who will be responsible for the conservation plan and by-law and the issuance of certificates of appropriateness thereunder. Heritage officers also support the Town's Heritage Advisory Committee and issue permits under the Town's *Heritage Property Bylaw*.

### **Discussion**

Laura LeGresley trained at Willow School of Restoration Arts and has worked on many conservation projects, including the Lunenburg Academy National Historic Site and Knaut-Rhuland House National Historic Sites. She has worked on the Town of Banff's Municipal Heritage Inventory, including administering heritage by-laws and policies.

Hilary Grant, Interim Chief Administrative Officer, will remain a heritage officer as well. Nothing prohibits Council from appointing multiple heritage officers. This is standard practice across the province.

### **Strategic Plan Relevance**

- Governance: Direction to enhance internal and external relations through policies, procedures, and resources.

### **Relevant Legislation**

The Heritage Property Act  
Old Town Lunenburg Heritage Conservation District Plan and By-law  
Heritage Property By-law

### **Financial**

There are no financial implications. Laura was hired with the understanding that she would be delegated the Heritage Officer duties during her term position. Thus, there is no increase in pay associated with this appointment.

**Communications**

There is no communication plan for this appointment.

**MOTION ACTION LIST**

TITLE	REQUESTED DATE	COUNCIL MOTION OR DESCRIPTION	RESPONSIBLE	TARGET DATE	STATUS & UPDATES
Community Grants Policy Amendment	Sept. 26, 2023	Amend the Community Grants Program Policy to add criteria for Lunenburg students needing extra funds for provincial or national recreational or cultural activities, allocating \$2,000 from the Community Grants Fund exclusively for qualifying student applicants.	Director of Finance / Recreation Manager	Spring 2024	
Lunenburg RV Park and Campground Benefits	Sept. 26, 2023	CAO will seek detailed financial and community benefit reports from the Lunenburg Board of Trade about the Lunenburg RV Park and Campground.	CAO	To be completed after Economic Impact Study	
Marketing Levy By-law	Feb. 27, 2024	Bring forward a draft Marketing Levy By-law for first reading.	Community Development	TBD	
Short Term Housing Report	April 9, 2024	Prepare a comprehensive report on the Town's responsibilities and options concerning short-term housing. This report should address potential taxing and zoning options and an evaluation of both positive and negative impacts of short-term housing within TOL.	Community Development	To be completed after Economic Impact Study	
Sustainable Infrastructure Fund	April 23, 2024	Revise the Street Extension Policy and create a Sustainable Infrastructure Fund in 2024/25.	Community Development	Fall 2024	
NSUARB application to amend Regulation 5.14	April 23, 2024	Amend Electric Utility Regulations to include energy storage alongside renewable low-impact generators, limited to devices with a capacity of 27kW or less.	Finance	TBD	
Canada Housing Infrastructure Fund	April 23, 2024	Review the Canada Housing Infrastructure Fund for financing the next phase of the Town's stormwater/wastewater separation. If it aligns with the fund's criteria, submit an application.	Finance & Public Works	TBD	

Streets By-law Review	May 14, 2024	Review all by-laws and policies governing Town streets, including street rights-of-way, and prepare a report for Council.	Community Development/ Public Works/Municipal Clerk	Upon completion of Traffic and Parking Study	
Pest Control Measures	May 28, 2024	Draft regulations mandating pest control measures for all building demolitions within the Town of Lunenburg.	Community Development	TBD	
Municipal Archive	May 28, 2024	Explore the creation of a Municipal Archive.	Community Development/ Municipal Clerk	TBD	
Paid Parking Infrastructure	May 28, 2024	Prepare a report on paid parking infrastructure, which accepts various payment options for consideration in conjunction with the 2025/26 budget deliberations.	Multi-departmental	Upon completion of Traffic and Parking Study	
Property Standards/ Dangerous and Unsightly By-law	June 25, 2024	Create a comprehensive property/ dangerous and unsightly by-law that also includes lawn standards, following the presentation of vegetation standards by-law to allow for lawn naturalization.	Municipal Clerk/Community Development	TBD	