TOWN OF LUNENBURG
COUNCIL MEETING AGENDA
Tuesday, October 27, 2026| 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/81475382430

Please note that all Council meetings are livestreamed through Zoom and meeting recordings are archived 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 October 27, 2026 Council Meeting Agenda

   Recommendation: That Council approve the agenda for the October 27, 2026 meeting as presented.

5. **APPROVAL OF MINUTES**
   5.1 October 13, 2026 Meeting Minutes

   Recommendation: That Council approve the October 13, 2026 meeting minutes as presented.

   5.2 October 14, 2026 Special Council Meeting Minutes

   Recommendation: That Council approve the October 14, 2026 meeting minutes as presented.

6. **PRESENTATIONS**
   6.1 Partners for Care (WellTide Health Hub)

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 open to any municipal matter

8. CORRESPONDENCE

Correspondence items included on the agenda have been submitted for Council's information and do not imply endorsement by the Town. The content of correspondence reflects the views of the author and has not been independently verified. Should Council wish to take action on an item, a motion must be made.

8.1 SSODA Monthly Update - September

9. PUBLIC HEARINGS, PUBLIC INFORMATION MEETINGS AND APPEALS

10. BUSINESS ARISING AND UNFINISHED BUSINESS

11. NEW BUSINESS

11.1 Council update on Council Meeting Schedule, vote on Deputy Mayor, 2026/2027

11.1.1 Council Meeting Schedule 2026-2027

Recommendation: That Council approve the dates and times for the Town of Lunenburg Regular Council and Committee of the Whole meetings for 2026/2027 as presented in Attachment A.

Alternatives

- Adjust the schedule by selecting alternative dates and times.
- Add or remove meetings from the presented schedule.

11.1.2 Deputy Mayor Appointment 2026-2027

Recommendation: That Council appoint _____ as Deputy Mayor until Council's next Organizational Meeting in 2027.

Alternatives

- Consider a rotating DM schedule, where every member takes turns as the DM. Alter the term of office of the Deputy Mayor.

11.2 Update on the Strategic Goals of Council and Timeline for Implementation

Recommendation: This is an information report for Council.

11.3 Support RQM in joining the Lunenburg County REMO

Recommendation: That the Council of the Town of Lunenburg support in principle the Region of Queens Municipality joining Lunenburg County REMO as a full participating municipal partner and that Council authorizes the Regional Emergency Management Advisory Committee to work with the Region of Queens Municipality and existing

municipal partners to prepare a revised Intermunicipal Service Agreement for consideration.

12. NOTICES OF MOTION, INFORMATION REQUESTS AND COUNCILLOR REPORTS

13. ITEMS FOR CONSIDERATION AT COMMITTEE OF THE WHOLE

The next Committee of the Whole meeting is scheduled for Tuesday, November 17, 2026

14. MOTION ACTION LIST

15. CLOSED SESSION

15.1 Contract Negotiations

15.2 HR

Recommendation: That Council move into closed session at _____ p.m. to discuss agenda items

16. ADJOURNMENT

October 13, 2026

COUNCIL MEETING MINUTES
TOWN OF LUNENBURG

Tuesday, October 13, 2026 | 6 pm
Lunenburg Town Hall - Council Chamber

Present	Mayor Jamie Myra, Deputy Rachel Bailey, Councillors Alex Greek, Debbie Dauphinee, Renea Babineau, Gale Fullerton, and Alison Strachan
Also present	Paul Nopper, CAO Shania MacLeod, Senior By-Law Officer Jamie Deans, Communications and Events Coordinator
Call to Order	The Chair called the meeting to order at 6:01 p.m.
Land Acknowledgment	The Chair recognized Lunenburg's location on the unceded territory of the Mi'kmaq people.
Approval of Agenda	Councillor Strachan moved and Councillor Babineau seconded that Council approve the agenda for the October 13, 2026, meeting as presented. **Moved by Councillor Strachan. Seconded by Councillor Babineau. Motion carried unanimously**
Approval of Minutes	Councillor Fullerton moved and Councillor Babineau seconded that Council approve the September 22, 2026 meeting minutes as presented. **Moved by Councillor Fullerton. Seconded by Councillor Babineau. Motion carried unanimously**
Public Input	Council received a question from the public to clarify temporary borrowing. Staff explained that it is a financing mechanism used to fund capital projects through provincial debenture programs. Temporary borrowing serves as an interim measure, often for up to five years, before longer-term financing arrangements are established.
Business Arising from Unfinished Business.	Council requested updates on two previously discussed matters: the development of a banner policy to address future requests for banner installations and a review of the LAF Fund policy. Staff advised that both items remain under review. Updates on timelines, priorities, and progress will be provided to Council at a future meeting.

Staff also clarified that Council direction provided during meetings may be tracked and reported through the action list even when not formally adopted by motion.

Proclamation: United Nations International Day for the Eradication of Poverty

Councillor Strachan moved that the Council of the Town of Lunenburg approve and support the Proclamation – United Nations International Day for the Eradication of Poverty. Seconded by Councillor Dauphinee.

Moved by Councillor Strachan. Seconded by Councillor Dauphinee.
Motion carried unanimously

By-Law Enforcement Quarterly Report

Council received the Bylaw Enforcement quarterly report outlining departmental activity and complaint volumes for the reporting period of June 1st to August 31st, 2026. The majority of enforcement activity were related to parking enforcement with other complaint categories included property maintenance, noise, garbage and unsightly premises, animal-related concerns, permit infractions, fire-related matters, poster placement, and civil disputes.

Council reviewed parking statistics and discussed the implementation of the HotSpot. Staff reported that the system has generated parking revenue while improving administrative efficiency by reducing the time required for meter maintenance, cash collection, and processing. Staff also noted that the system has enhanced compliance by allowing users to extend parking sessions remotely when permitted.

Staff also informed Council of upcoming changes to the Motor Vehicle Act that may provide municipalities with additional authority regarding local speed limits and vehicle noise enforcement.

No Motion required

Water Utility Ballon Refinance

Council reviewed a report regarding the refinancing of the Water Utility Treatment Plant debenture balloon payment. Staff explained that the original 20-year debenture, issued in 2011 to support construction of the water treatment plant, has reached the stage where the remaining balloon payment must be refinanced for the final five years of the term.

Councillor Babineau moved that Council approve a Temporary Borrowing Resolution of $203,750 for the Water Utility Treatment Plant Balloon payment, Schedule 1 *(Please note that this resolution is to be read aloud at the meeting).* Seconded by Deputy Mayor Bailey.

Moved by Councillor Babineau. Seconded by Deputy Mayor Bailey.
Motion carried unanimously

Councillor Fullerton moved that Council authorize the Mayor and Municipal Clerk to sign the Resolution for Pre-Approval of Debenture Issuance, subject to interest rate confirmation not to exceed 7.0%, to enable the Town of Lunenburg to secure a debenture of $203,750 per Schedule 2. Seconded by Councillor Strachan.

Moved by Councillor Fullerton. Seconded by Strachan.
Motion carried unanimously

Electric Capitol Report

Councillor Strachan moved and Councillor Fullerton seconded, that Council approve the following as forwarded from the October 6, 2026 Committee of the Whole, regarding the 2026/27 Capital Budget for the Town's Electric Utility:

1. Approval of additional feeder upgrade projects:
    a. 81W-321 – Old Town Feeder for $130,000
    b. 81W-322 – Industrial/Blue Rocks Feeder for $120,000
2. Revise the budget for Knock Lane Upgrade to $250,000
3. Increase the Blue Rocks Feeder Upgrade (Sawpit Rd to Hospital Rd) Project to $250,000
4. Revise the budget for Green Street Double Circuit to $1,127,000
5. Approve the addition of Starr Street Substation (81W) Recloser installation for $10,525
6. Approve the addition of Starr Street Substation (81W) Bushing installation for $39,000

Moved by Councillor Strachan. Seconded by Fullerton.
Motion carried unanimously

Notices of Motion, Information Requests and Councillor Reports

Council acknowledged and celebrated the induction of **Captain Angus Walters**, original captain of the *Bluenose*, into the Canadian Sailing Hall of Fame.

The mayor noted Nova Scotia Small Business Week is next week. And highlighted community efforts in awareness for October 4-10th was Mental Health Awareness Week.

Council further congratulated local athlete **Logan Taylor** on his achievement of playing in the NFL, recognizing the significance of the accomplishment for the community.

Council recognized a local business-led fundraising initiative that raised funds for the Lunenburg Food Bank Society and South Shore Hospice Palliative Care Society.

Council provided an update from the Lunenburg County Accessibility Advisory Committee, including information on accessibility advocacy, inclusion initiatives, and plans for activities marking the International Day for Persons with Disabilities on December 3rd.

Council highlighted that the South Shore Public Library announced the upcoming 2026 Lunenburg Lit Festival, with the theme "Nova Scotia Mystery Weekend" taking place November 5th-7th.

Council shared remarks regarding the recent groundbreaking ceremony for the new Harbour View Haven, acknowledging the project's significance to the region and its positive economic impact during construction.

Positive feedback was shared about the open house at the Fire Hall, for fire prevention week and acknowledgement of the upcoming 10th anniversary celebration of the Be The Peace Institute at the Community Centre.

Items for Consideration at COTW

The next Committee of the Whole meeting is scheduled for Tuesday, November 3, 2026. Several members of Council will be away, attending the NSFM conference.

Councillor Fullerton moved and Councillor Strachan seconded that Council cancel the Committee of the Whole meeting planned for Tuesday, November 3rd, 2026 and reschedule the meeting to November 17th, 2026.

Moved by Councillor Fullerton. Seconded by Strachan.
Motion carried unanimously

Motion Action List

Council reviewed the Motion Action List.

Closed Session

Moved and seconded that Council move into closed session at 6:53 p.m. for agenda item 15.1 Contract Negotiations.

Moved by Councillor Babineau. Seconded by Strachan.
Motion carried unanimously

Open Session

Councillor Fullerton moved that Council return to open session at 7:54 p.m. Seconded by Councillor Dauphinee. There was no report from the closed session.

Moved by Councillor Fullerton. Seconded by Dauphinee.
Motion carried unanimously

Adjournment

There being no further business, the Council meeting adjourned at 7:55 p.m.

Moved by Councillor Babineau.
Motion carried unanimously

_____

Minutes were read and approved.

SPECIAL COUNCIL MEETING MINUTES
TOWN OF LUNENBURG

Wednesday, October 14, 2026 | 6 pm
Lunenburg Town Hall - Council Chamber

Present	Deputy Rachel Bailey, Councillors Debbie Dauphinee, Renea Babineau, Gale Fullerton, and Alison Strachan
Regrets	Mayor Jamie Myra, Councillor Alex Greek
Also present	Paul Nopper, CAO Lisa Dagley, Director of Finance Kathleen Rafuse, Deputy Director of Finance Jacob McGuigan, Accountant Jamie Deans, Communications and Events Coordinator Representatives from Belliveau Veinotte Inc.
Call to Order	The Chair called the meeting to order at 6:00 p.m.
Land Acknowledgment	The Chair recognized Lunenburg's location on the unceded territory of the Mi'kmaq people.
Approval of Agenda	Councillor Strachan moved and seconded by Councillor Babineau that Council approve the agenda for the October 14, 2026, meeting as presented. **Moved by Councillor Strachan. Seconded by Councillor Babineau.** **Motion carried unanimously**
Approval of the Audited 2025/26 Town Financial Statements	Councillor Fullerton moved that Council approve the audited 2025/26 Town Financial Statements as recommended by the Audit Committee at its October 14, 2026 meeting. Seconded by Councillor Strachan. **Moved by Councillor Fullerton. Seconded by Councillor Strachan.** **Motion carried unanimously**
Adjournment	There being no further business, Councillor Babineau moved that Council meeting adjourned at 6:03 p.m. **Motion carried unanimously**

_____
Minutes were read and approved.

From: Berry, Susan
To: Admin Support
Subject: Request for Presentation to Council
Date: September 16, 2026 11:35:46 AM
Attachments: image001.jpg
image002.png
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CAUTION: THIS IS AN EXTERNAL MAIL

Hello,

On behalf of Partners for Care; a registered charity, and an independent partner of Nova Scotia Health, I would like to request an opportunity for our CEO and CPO to present to Council.

WellTide Health, led by Partners for Care, is the new building in Cookville. Within WellTide Health, Partners for Care will operate the WellTide Health Hub; a collaborative coworking space for health and wellness providers. As part of the commitment to serving the most pressing needs of the community and making an impact, our early investments are in Navigation services, a virtual care pod, and child minding services during appointments.

As we begin our community engagement, we would like to begin with the local Councils.

I look forward to hearing from you,

Susan

Susan Berry
Manager, WellTide Health Hub
by Partners for Care
902-523-5005
susan.berry@nshealth.ca
partnersforcarens.ca

WELLTIDE HEALTH
by Partners for Care

Town of Lunenburg Council Update

October 27, 2026

Created by
Partners for Care

Partners for Care

Purpose: People deserve access to the care and support they need to be healthy and well, no matter who they are or where they are.

Vision: A Nova Scotia where everyone has the opportunity to live a healthier life.

Mission: We unlock the power of partnership to create solutions that expand community access to health and wellness care.




WELLTIDE HEALTH
by Patients for Care

South Shore Regional Hospital
NSHA Clinics (MHA + Health Home)
Highway 103 (Fisherman's Memorial Highway)
Arthur Young Trail
Stonemont Retirement Living
Best Western
Shopping Centre
Highway 10 (Nova Scotia Trunk 10)
WELLTIDE HEALTH
Osprey Connector Trail
Public Transit
Municipal Services Building
Dedicated Space for Mobile Health Unit
Centre scolaire de la Rive-Sud

WellTide Health

Connecting people. Supporting wellness. Strengthening communities.

- Led by Partners for Care, supported by Lindsay Construction and RCS Construction
- 45,000 sq. ft., two-storey building offering modern space that brings health, wellness and community services together to help people access the care and support they need to live healthier lives
- Partners for Care conducted a comprehensive community profile and needs assessment between April – August 2025
- Findings informed our concept planning, our recruitment strategy and focus for tenants to operate within WellTide Health, as well as how to we designed the WellTide Health Hub that we will be operating



WELLTIDE HEALTH
by Partners for Care

Community Needs

Assessment Highlights

- Aging population: 30% residents aged 65+ (NS population, 22%, 2021)
- More than 5,300 unattached to primary care (8.5% of population, Sep 2026)
- Some of the highest poverty and unemployment rates in the province
- Poor social determinants of health pose a significant barrier to health
- High acute care dependency for non-urgent conditions (30%, 5 years, 2020-2025)
- Limited local access to specialty services and preventative care services
- Mental health and addictions pose a pressing issue
- Fragmented health and social care services

Source: Community Health Profile Overview - District of Lunenburg and Queens County (Jan 2026), Prepared by Partners for Care

WELLTIDE HEALTH
by Partners for Care

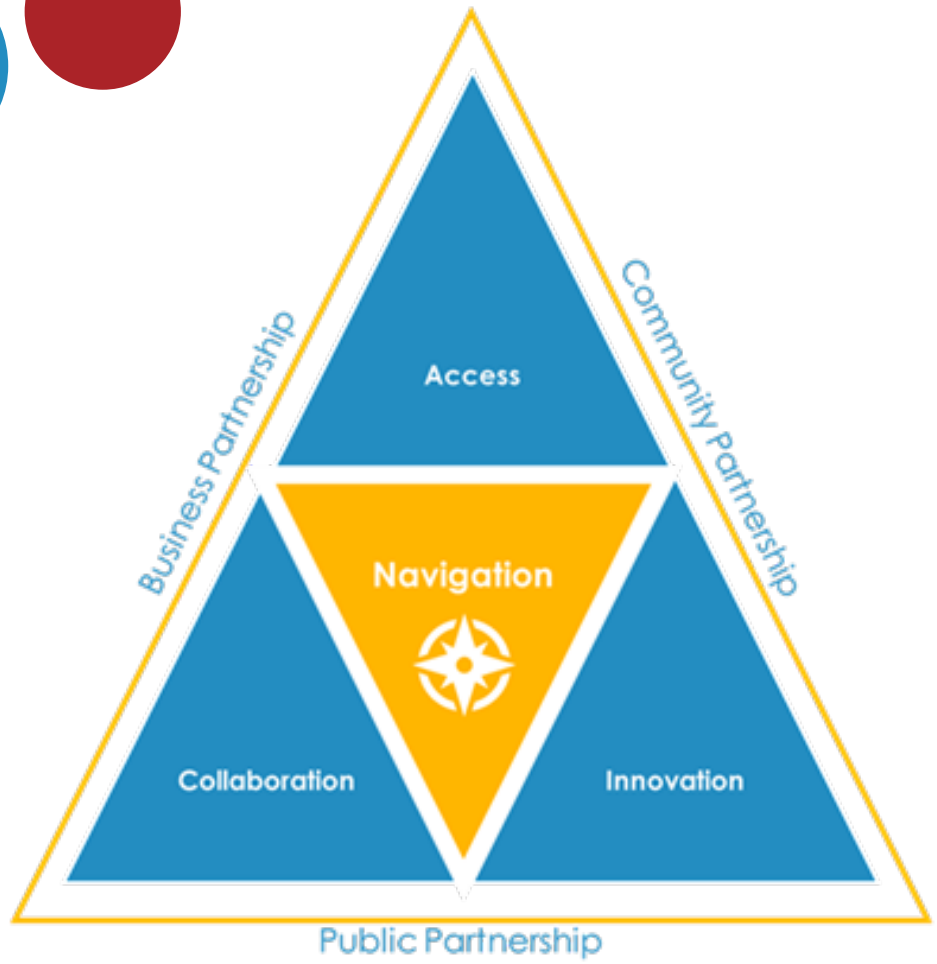
Gaps & Opportunities

- Primary Health Care Services
- Allied & Regulated Health Professions
- Women's Health Services
- Pediatric Care Services
- Caregiver & Child Care Support
- Mental Health & Addictions Services
- Aging Population & Respite Care Supports
- Orthopedic & Arthritis Services
- Health & Social Services Coordination
- Community Education & Information Sessions
- Culturally Safe & Trauma-Informed Care
- System Navigation

Source: Community Health Profile Overview - District of Lunenburg and Queens County (Jan 2026), Prepared by Partners for Care

WELLTIDE HEALTH
by Partners for Care

Our Guiding Principles



Navigation

Helping people find the right supports and services.

Access

Creating welcoming, inclusive opportunities for care and support.

Collaboration

Building stronger connections across health and wellness and community services.

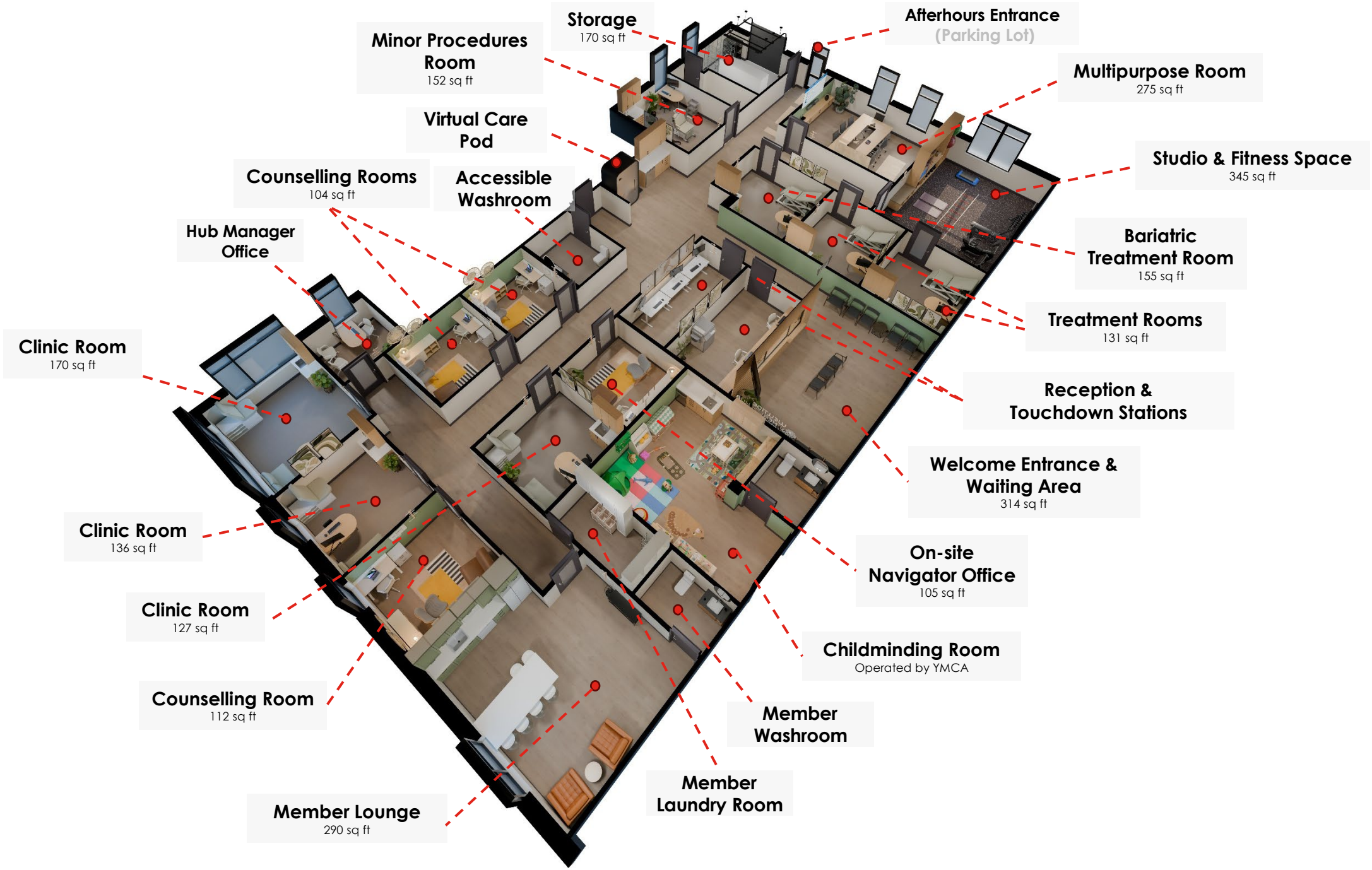
Innovation

Exploring new approaches that respond to community needs.

WELLTIDE HEALTH
by Partners for Care

WELLTIDE HEALTH HUB

by Partners for Care


Storage
170 sq ft
Afterhours Entrance
(Parking Lot)
Minor Procedures Room
152 sq ft
Multipurpose Room
275 sq ft
Virtual Care Pod
Studio & Fitness Space
345 sq ft
Counselling Rooms
104 sq ft
Accessible Washroom
Hub Manager Office
Bariatric Treatment Room
155 sq ft
Treatment Rooms
131 sq ft
Clinic Room
170 sq ft
Reception & Touchdown Stations
Welcome Entrance & Waiting Area
314 sq ft
Clinic Room
136 sq ft
On-site Navigator Office
105 sq ft
Clinic Room
127 sq ft
Childminding Room
Operated by YMCA
Counselling Room
112 sq ft
Member Washroom
Member Laundry Room
Member Lounge
290 sq ft

Health Hub Member Focus



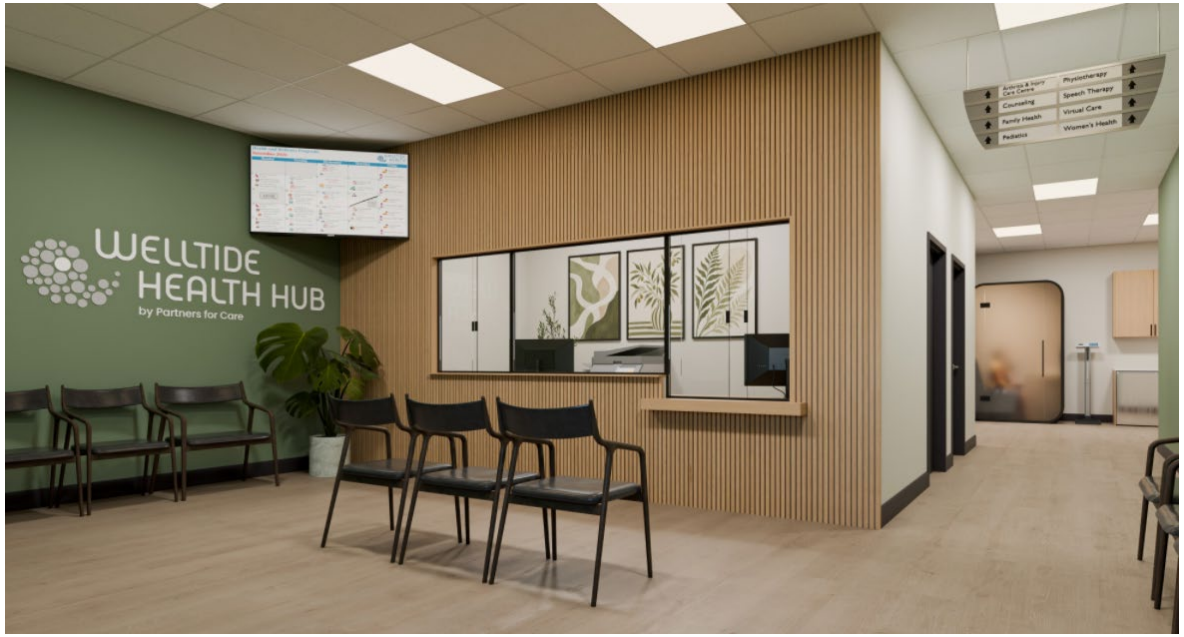
Ideal HUB Member Mix

- **Traveling Clinic / Specialists**: Orthopedic Services, Rheumatology, Wound Care, Women's Health/Menopause Care, Gynecology, Dementia Care, ENT, Dermatology, Pediatrics, Gender Affirming Care
- **Regulated Health Professionals**: Dietitian, Occupational Therapist, Physiotherapist, Exercise Consultant, Podiatrists, Psychologists / Family Counselors, Naturopaths, Midwives
- **Other:** Social Support Services, Holistic Services

To serve the most pressing needs in the region, our focus must be on:

- Attracting providers who can deliver low-cost or no-cost health and wellness services to the community.
- Aligning regulated and allied health professionals who deliver privately funded health services with the appropriate social supports that help to break down barriers to care access based on needs.

Sneak Peak Tour



Welcome & Reception



Multipurpose Room



Studio & Fitness Room

WELLTIDE HEALTH
by Partners for Care

Care Spaces



Clinical Rooms



Counselling Room



Treatment Rooms

WELLTIDE HEALTH
by Partners for Care

Care Spaces



Minor Procedures Room



Virtual Care Pod



Childminding Room

WELLTIDE HEALTH
by Partners for Care

Early Program Investments

To serve the most pressing needs in the region, **our focus must be on making early investments** to enable meaningful impact and system learning opportunities:

Navigation as a Service delivered by Partners for Care

Virtual Care as a Service operated by FONEMED

Childminding as a Service operated by YMCA



WELLTIDE HEALTH
by Partners for Care

Navigation Journey



Emma & Josh
Lives in Lunenburg
Parents of 6-year-old Lucas and 1-year-old Lucy

They see a post about the WellTide Health Hub

Lucas' teacher raised concerns about his speech and worry about "missing the window" of getting him help

Welcome Reception

HUB experience coordinator suggests Emma & John meet with our Navigator and books childminding for them during the appointment

Navigation

On-site Navigator learns
- Lucas is having trouble with speech clarity, fine-motor tasks
- Teacher suggested occupational therapy or speech therapy
- Travel to the city is difficult
- Worry about what to do with toddler

Connections and Support Organized
- Public
- Community
- Private

Emma & Josh Walks Away Confidently, understanding their Health & Wellness Supports
- Diagnosis assessment support
- Psycho-educational assessment information
- Speech and Occupational Therapy Supports
- Parent Support Groups
- Understanding insurance coverage



Navigator Follow Up to ensure Emma & Josh accessed the supports they needed

Expected Outcomes & Impact

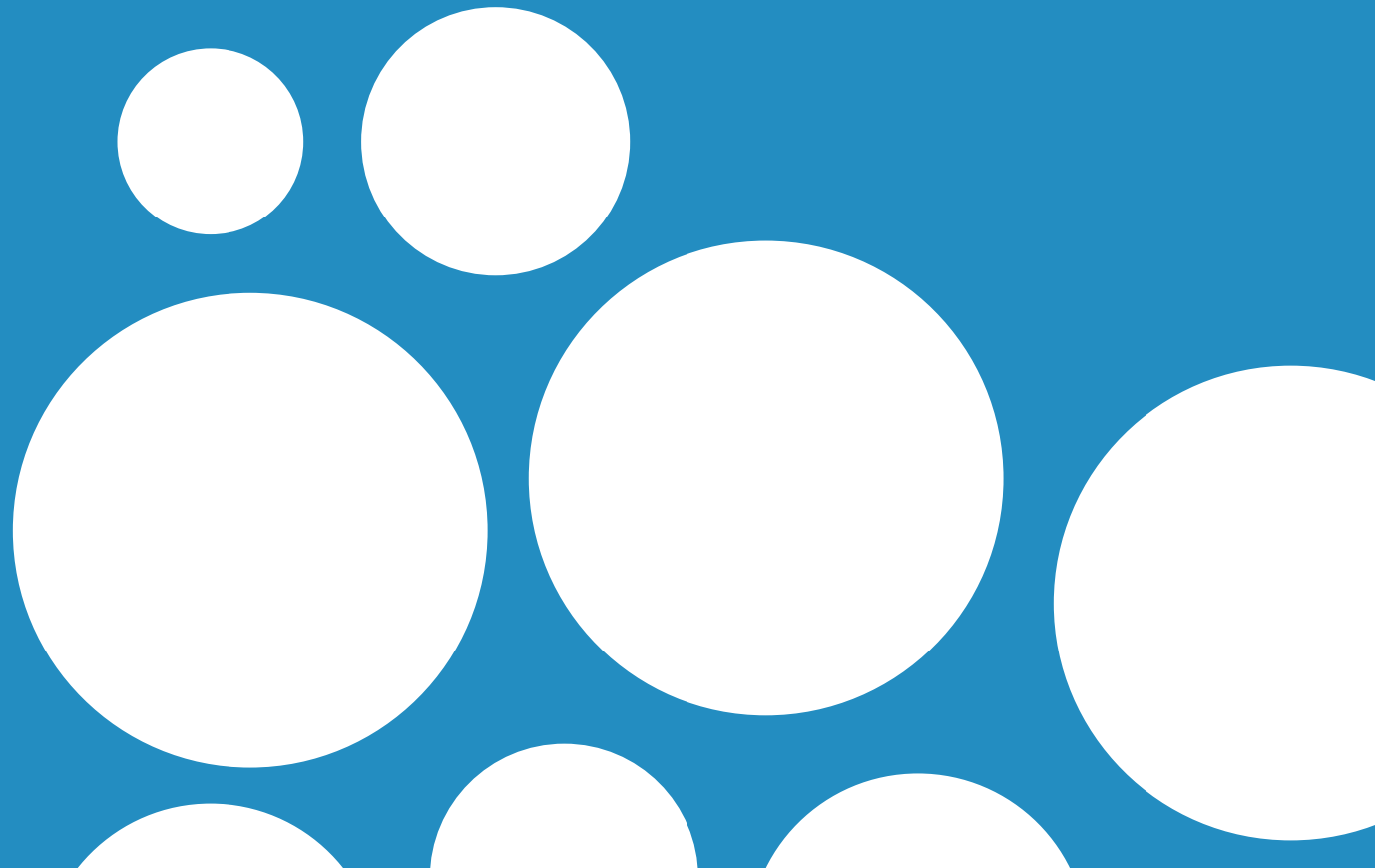
- Stronger connections between social and health supports
- A mix of public and private providers delivering care through WellTide Health
- A felt culture of collaboration and innovation
- Empowered community members
- A deep commitment to continuous learning of community priorities and needs
- Reduced pressure on acute-care services
- Satisfied tenants, members and partners
- Stronger interprofessional and cross-sector relationships

WELLTIDE HEALTH
by Partners for Care

Thank You

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Amanda Hatt
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SOUTH SHORE OPEN DOORS ASSOCIATION
SSODA

Monthly Data Report
September 2026

1095 **Unique intakes** completed **to date**

52 **New Intakes completed this month**

78 Number of those intaked at **risk of homelessness**

98 Total number of those intaked that are currently **actively homeless**

56 Number of **individuals** currently experiencing **chronic homelessness**

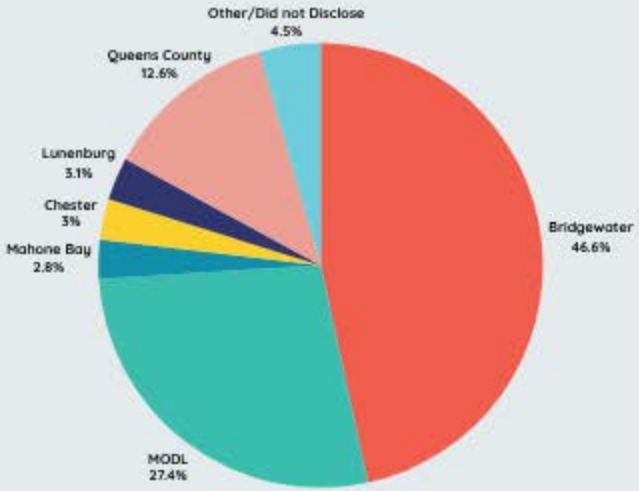
82 Number of **children** identified as currently experiencing **homelessness/housing insecurity**

28 Number of **seniors** currently experiencing **homelessness**

53 Number of **seniors** currently experiencing **housing insecurity or** at risk of **homelessness**

6 Average **number of months** experiencing homelessness

72 Number of individuals experiencing **unsheltered homelessness**



Household Breakdown

Families - **395**
Seniors - **324**
Youth (25 and under) - 101
Veterans - **18**
African Nova Scotian - **22**
Indigenous - **95**
Latin/Hispanic - **4**
Other/Undisclosed - **56**

184 **Individuals/households** matched to housing from the By-Name-List

Energy Poverty

SSODA identified $24,777.59 in energy poverty needs among new intakes. During the month, SSODA was unable to provide financial assistance

Top sleeping arrangements

- Renting - Pending Eviction
- Couch Surfing - Safe
- Renting - Unsafe

Top reasons for housing loss

- Eviction due to relationship breakdown with partner or family
- Left due to domestic violence
- Eviction - Renoevcition

All data is based on the intakes completed in total unless otherwise specified.

Subject: Regular and Committee of the Whole Meeting Schedule

From: Paul Nopper, H.BSc., Chief Administrative Officer

Date: Organizational Meeting Oct. 27, 2026

Recommendation

That Council approve the dates and times for the Town of Lunenburg Regular Council and Committee of the Whole meetings for 2026/2027 as presented in Attachment A.

Alternatives

- Adjust the schedule by selecting alternative dates and times.
- Add or remove meetings from the presented schedule.

Background

Council currently meets three times per month, with Committee of the Whole scheduled for the first Tuesday and regular Council meetings scheduled for the second and fourth Tuesdays. All meetings commence at 6:00 p.m. in Council Chambers.

In establishing the annual meeting schedule, Council is asked to provide direction regarding its preferred summer and holiday meeting schedules. Historically, Council has held one regular Council meeting per month in July and August. Council may wish to continue this practice and determine whether Committee of the Whole meetings will be held during these months.

Council may also wish to consider reducing the scheduled meetings in December and January to accommodate the holiday period. The annual schedule may subsequently be adjusted where required, provided appropriate notice is given.

Relevant Legislation

Council Procedural Policy

Financial

There is no impact on the approved Town budgets to implement the proposed schedule for Council meetings.

Communications

The Council meeting calendar on the Town's website will be updated to reflect the set meeting schedule. All Council meetings will be livestreamed, recorded and shared via the Town's YouTube channel.

Attachments

Attachment A – Proposed 2026/27 Council Schedule

Town of Lunenburg Council and Committee of the Whole Schedule
(November 1, 2026 – October 31, 2027)

All meetings will be held in Town of Lunenburg Council Chambers at 6 p.m.

Date	Day	Meeting	Comments
2026-11-10	Tuesday	Regular Council Meeting	
2026-11-17	Tuesday	Committee of the Whole	Moved from 2026-11-03 due to NSFM
2025-11-24	Tuesday	Council	
2026-12-01	Tuesday	Committee of the Whole	
2026-12-08	Tuesday	Regular Council Meeting	Last Council Meeting of 2026 Year
2027-01-12	Tuesday	Council or COTW	This can be a Council meeting or start with COTW as 2027-01-05 will be the first week back for staff and no agenda has been created.
2027-01-26	Tuesday	Council	
2027-02-02	Tuesday	Committee of the Whole	
2027-02-09	Tuesday	Council	
2027-02-23	Tuesday	Council	

2027-03-02	Tuesday	Committee of the Whole	
2027-03-09	Tuesday	Council	
2027-03-23	Tuesday	Council	
2027-04-06	Tuesday	Committee of the Whole	
2027-04-13	Tuesday	Council	
2027-04-27	Tuesday	Council	
2027-05-04	Tuesday	Committee of the Whole	
2027-05-11	Tuesday	Council	
2027-05-25	Tuesday	Council	
2027-06-01	Tuesday	Committee of the Whole	
2027-06-08	Tuesday	Council	
2027-06-22	Tuesday	Council	

For Summer 2027, Council has options for how to conduct Council Meetings. In the past, Council has typically cancelled Committee of the Whole for July (07) and August (08) and held one Council Meeting per month. Normally, these meetings have been the first Tuesday of each month.

Options for Consideration:

- Host one Council Meeting in July and one Council Meeting in August
- Host a COTW and one Council meeting in July and no meetings in August
- Host a COTW and one Council Meeting in July and in August
- Host a COTW and one Council Meeting in July and one Council Meeting in August
- Other proposals from Council?

Once Council has established the summer schedule, staff will update this calendar for Council and the public.			
2027-09-07	Tuesday	Committee of the Whole	
2027-09-14	Tuesday	Council	
2027-09-28	Tuesday	Council	
2027-10-05	Tuesday	Committee of the Whole	
2027-10-12	Tuesday	Council	
2027-10-26	Tuesday	Council	

Subject: Town of Lunenburg Deputy Mayor Appointment

From: Paul Nopper, H.BSc., Chief Administrative Officer

Date: Organizational Meeting Oct. 27, 2026

Recommendation

That Council appoint _____ as Deputy Mayor until Council's next Organizational Meeting in 2027.

Alternatives

- Consider a rotating DM schedule, where every member takes turns as the DM.
- Alter the term of office of the Deputy Mayor.

Background

The Council Procedural Policy states that an Organizational Meeting is held each October, or in November in a municipal election year. At the Organizational Meeting, Council establishes the position and term or schedule of the Deputy Mayor. The role of the Deputy Mayor serves as Chair in the Mayor's absence, assuming the responsibilities and duties of the Mayor during Council meetings.

Per Council's Procedural Policy, the roles of the Deputy Mayor are as follows:

- Chairing in the Mayor's Absence: The Deputy Mayor leads Council meetings if the Mayor is not available.
- Committee of the Whole: May chair the Committee of the Whole if appointed by Council; otherwise, the Mayor chairs.
- Agenda Finalization: Works with the Mayor to finalize the agenda at least six days before the meeting.
- Agenda Responsibility in Absence: If the Mayor is unavailable, the Deputy Mayor finalizes the agenda alone if the Mayor is unavailable.

At the previous Organizational Meeting of October 28, 2025, Council appointed Councillor Bailey to serve as Deputy Mayor until the 2026 Organizational Meeting.

There are two common approaches to Deputy Mayor appointments in Canadian municipalities:

1. *Electing a Deputy Mayor:* Council conducts an internal election to select one Council member to serve as Deputy Mayor for a specified term, typically one year.

2. *Rotating Deputy Mayor:* Council adopts a rotating schedule in which each Council

member serves as Deputy Mayor for a defined period (usually two or three months), allowing each member an opportunity to fulfill the role over the course of a year.

Discussion

Option 1: Appointment of a Deputy Mayor
Under this option, Council would select one member of Council to serve as Deputy Mayor until the next Organizational Meeting in 2027. Based on the process outlined, nominations may be received from members of Council. Where more than one candidate is nominated, an election may be conducted by secret ballot. Where only one candidate is nominated, Council may proceed with the appointment without conducting an election. This option maintains a single Deputy Mayor for the established term.

Option 2: Rotating Deputy Mayor Schedule
Council may instead establish a rotating schedule under which Councillors serve as Deputy Mayor for specified periods. If Council selects this option, Council would need to establish the duration of each rotation and identify the periods during which each Councillor would serve. The Procedural Policy expressly allows Council to establish either the term or schedule of the Deputy Mayor at its Organizational Meeting. A rotating schedule would also require consideration of the remuneration associated with the Deputy Mayor position to ensure that compensation corresponds appropriately with the periods during which individual Councillors perform the duties of the position.

Relevant Legislation
Municipal Government Act – S. 16
Council Procedural Policy

Financial
The current annual remuneration for the Deputy Mayor and Councillors is as follows:

- Deputy Mayor: $28,562
- Councillors: $17,719

If Council chooses to adopt a rotating schedule for the Deputy Mayor position, this remuneration structure would be affected. In this scenario, the Deputy Mayor's compensation would likely be divided evenly among the six Councillors to account for their shared responsibilities.

Subject:	Update on Town of Lunenburg Council Strategic Priorities 2026/2027
From:	Paul Nopper, H.BSc., Chief Administrative Officer
Reviewed:	Lisa Dagley, Director of Finance
Date:	October 27, 2026, Regular Council Meeting

Recommendation:

This is an information report for Council.

Background:

During the first year of the 2024–2028 Council term, the Town of Lunenburg focused on strengthening the foundations of effective governance, administration, and service delivery while positioning the organization to address future community needs and growth pressures. Progress included improvements to governance processes, organizational capacity, communications and engagement, asset management planning, and strategic direction for the Town's electrical utility, alongside continued work on housing, infrastructure, land-use and heritage planning, and long-term financial sustainability. Building on this foundation, Council passed its Strategic Priorities at the July 14, 2026, Regular Council Meeting, establishing a clearer framework to guide administrative work planning, budget development, and future decision-making. The priorities provide a balanced approach that maintains attention on core organizational capacity and governance while advancing longer-term initiatives, including electrical utility modernization, infrastructure and asset management, workforce development, housing and planning, corporate communications and public engagement, and strategic economic development. Together, these priorities are intended to provide greater organizational alignment, support transparent and coordinated decision-making, and position the Town for sustainable long-term success.

Discussion

Provided below is a status update on the Strategic Priorities of Council:

Electric Utility: Progress, Priorities, and Preparing for the Future

Priority	Status
Develop and approve a phased electrical utility capital implementation plan identifying timelines, procurement requirements, and funding sources for priority projects such	Council has approved a five-year capital plan for the Electric Utility, with implementation of the first year currently underway. Council received an update on capital expenditures in October 2026.

as Green Street and the substation upgrade.	
Initiate short-term engineering and operational solutions to address immediate grid capacity pressures in high-demand areas, including Salt Meadows and Blue Rocks.	As part of the first year of the capital plan, the work plan includes projects for Blue Rocks and Knock Lane (Salt Meadows vicinity) areas to support system resiliency and reliability during power outages. This work remains ongoing in 2026.
Renew and modernize the service agreement with Nova Scotia Power to improve operational clarity, service coordination, and long-term system planning.	The service agreement with Nova Scotia Power has been updated and extended for an additional two-year period, through 2028.
Advance renewable energy readiness by completing the electrification planning work supported through ACOA funding	In 2025, MMEUA secured ACOA funding to support several advanced initiatives for all Alliance members, including the Town. The purpose of the funding is to help all members advance in their electric utility planning related to: • Cybersecurity Testing with Packetlabs – completed • Utility Benchmarking with Smart Grid Innovation Network – completed • Electrification Business Plan with Deloitte Canada – commencing October 2026 • Strategic Roadmap for Infrastructure Investment and development of a 10-year plan with Saint John Energy – planned for winter 2026/2027 • MMEUA Stakeholder Engagement – ongoing.
Establish governance improvements for utility oversight and management.	Staff have recommended that Council consider establishing a Director of Electric Utility position to provide dedicated oversight of the five-year capital plan and additional organizational capacity and operational support for the utility. Subject to Council direction and the applicable recruitment process, recruitment is anticipated to commence in fall 2026, with the hiring process continuing into winter 2027.

Organizational Capacity: from Staffing to Sustainable Performance

Priorities	Status
Develop a comprehensive Organizational Development Plan focused on staff retention, leadership development, succession planning, and workplace culture.	Development of the Organizational Development Plan is underway in consultation with departments. The Plan is anticipated to be brought forward for Council review during fall/winter 2026/2027.
Introduce annual staff development and performance planning processes that align employee goals with Council's strategic priorities and organizational objectives.	Further development of a formalized staff development and performance planning framework is anticipated as part of organizational planning for 2027/2028. This work will consider alignment between individual development, departmental objectives, and Council's strategic priorities.
Expand internal engagement initiatives, including regular staff forums, cross-department collaboration opportunities, and professional development programming.	Staff have participated lunch-and-learn sessions to support internal learning and professional development. Departments are also identifying professional development, training, and conference requirements through the 2027/2028 budget process. Opportunities to further enhance and coordinate professional development programming will continue to be considered as part of organizational planning for 2027/2028.
Conduct a workflow and productivity review across departments to identify efficiencies, clarify roles, and ensure resources are aligned with operational priorities.	Initial organizational review has included updates to the organizational structure and reporting framework. Further work is required to clarify the mandate and role of the Community Development Department and to identify potential options for Council's consideration. This work is expected to form part of the Organizational Development Plan being developed in fall 2026, with Council review anticipated during winter 2027.

Governance and Planning: Turning Vision into Action

Priorities	Status

Establish a coordinated work plan and timeline for the review and update of the Municipal Planning Strategy, Land Use By-Law, and Heritage By-Law.	Review of the Municipal Planning Strategy, Land Use By-law, and Heritage By-law is underway. Engagement with Council is anticipated in November and December 2026, with the current objective of completing the review and associated amendment processes by the end of February 2027.
Develop internal governance process guides and orientation materials to improve clarity around decision-making procedures, roles, and partner relationships.	This work is ongoing as part of regular administrative and governance processes, including identifying opportunities for greater procedural clarity and reviewing relationships with external partners, including applicable memoranda of understanding. The Town also continues to review and update policies and by-laws as required. Further governance and administrative process improvements will be considered in conjunction with the Organizational Development Plan.
Implement quarterly governance review sessions and annual governance best-practice workshops for Council and senior staff.	Since August 2026, staff have been enhancing regular departmental reporting to Council updates. Beginning in January 2027, the intent is to establish a consistent quarterly reporting approach across all departments. Additional governance-focused education or review opportunities for Council and senior staff may be considered separately as part of future governance planning.

Infrastructure and Asset Management: Planning for Long-Term Sustainability

Priorities	**Status**
Prepare a long-term asset management roadmap that identifies infrastructure replacement priorities, lifecycle costs, and reserve funding requirements.	The Town currently maintains a capital planning registry and a five-year budgeted capital plan, informed by building and facility condition assessments, studies, and engineering reports. As part of the 2026/2027 budget, Council approved annual increases to reserve contributions to support future capital requirements. The capital plans will continue to be reviewed and updated through the annual planning and budget process to reflect Council priorities, updated condition information, and identified replacement, rehabilitation, and repair requirements.
Procure and implement digital asset management and GIS mapping tools to support data-	Preliminary review of opportunities to transition toward a GIS-supported digital asset management system is anticipated in 2027/2028. This work would include an

driven infrastructure planning and maintenance tracking.	assessment of existing processes, available technology, organizational and staffing requirements, implementation considerations, and potential budget implications before recommendations are brought forward for consideration.
Begin work on a coordinated housing action response informed by the Housing Needs Assessment, including process improvements and partnership opportunities to support affordability.	The Town continues to advance its Housing Accelerator Fund initiatives, including the review of surplus municipal lands and proposed amendments to the Municipal Planning Strategy and Land Use By-law. The Town has also established several measures intended to support housing affordability and accessibility, informed in part by the Housing Needs Assessment. These include the Affordable Housing Tax Relief Policy, Affordable Housing Grant Program, Accessible Housing Incentive Policy, and Street Extension Policy. Ongoing housing-related work will continue to inform the Town's broader approach to housing needs, municipal processes, and potential partnership opportunities.

Communications and Engagement: Building trust and Moving to the Next Level

Priorities	**Status**
Develop and adopt a corporate communications and public engagement strategy that establishes clear objectives, audiences, and communication channels.	Staff recommend that Council consider issuing an RFP to undertake an internal and external review of the Town's communications and develop a comprehensive Communications Plan. Subject to Council direction and budget approval, an RFP could be issued in January/February 2027, with consulting work commencing in spring 2027 and implementation considerations incorporated into the 2027/2028 budget process. Based on comparable municipal initiatives, a preliminary budget provision of $25,000 to $30,000 is anticipated, subject to refinement through the procurement process.
Create supporting communications policies, including social media guidelines and public information protocols.	The Town has adopted a Social Media Policy that establishes guidance and protocols for the management and use of municipal social media channels by Council and staff. Additional communications policies, procedures, and protocols may be identified through the proposed Communications Plan and brought forward for consideration as appropriate.
Expand proactive community outreach initiatives, including	The Town has expanded its use of social media and other digital communications to provide information and

regular updates, public information sessions, and improved digital communications tools.	updates to the community. A future review and refresh of the Town's website may also be considered, with the scope and timing informed by the proposed Communications Plan. Staff also anticipate bringing forward proposed amendments to the Public Participation Policy in November 2026 to support enhancements to public engagement and information-sharing processes.

Emerging Priority: Strategic Economic Development Planning

Priorities	**Status**
Initiate a preliminary economic development scoping exercise to identify key community priorities, opportunities, and long-term growth considerations.	Council approved the Cultural Tourism Strategy in July 2026. Further Council consideration will help establish priorities and direction for the Community Development Department arising from the Strategy. At the regional level, municipal partners are participating in the development of an economic development strategy with Stiletto Consulting, with work continuing through 2026/2027. Regional partners have also secured provincial funding to support business development initiatives within Lunenburg County.
Convene early stakeholder discussions with business leaders, community organizations, tourism partners, and regional agencies to inform future planning work.	Increased engagement with local businesses, community organizations, tourism partners, and other stakeholders is anticipated as an area of focus for Community Development in 2027/2028. This engagement would support a better understanding of local needs, opportunities, and potential areas for collaboration. The Town is also working to further define relationships with key community partners through Memoranda of Understanding. These agreements are intended to clarify respective roles, establish a common understanding of partnership arrangements, and identify opportunities for ongoing collaboration.

Taken together, the updates show steady progress across Council's strategic priorities, while recognizing that several initiatives are multi-year in nature and remain subject to further Council direction, operational planning, and annual budget considerations. Work completed or underway includes investments in the Electric Utility, organizational development, planning and by-law

reviews, asset management and infrastructure planning, housing initiatives, communications and public engagement, and community and economic development.

As the Town moves into 2027/2028, the focus will shift toward advancing initiatives already underway, implementing approved plans and programs, assessing emerging resource and budget requirements, and bringing forward additional recommendations for Council consideration. This phased approach supports continued progress on Council's priorities while allowing future work to be informed by available resources, organizational capacity, community needs, and Council direction.

Relevant Legislation

- Town of Lunenburg Council Strategic Priorities 2026/2027

Financial

Several of the identified priorities have been incorporated into the 2026/2027 Capital Budget, particularly those related to the Electric Utility. Council has approved a $21 million five-year capital program to support planned utility upgrades. Additional budget requirements may arise in future years from professional development, staffing needs, and implementation of the Communications Plan in 2027/2028. Further consideration may also be given in 2028/2029 to GIS technology and the potential transition to a digital asset management system. These future requirements remain subject to further staff review and Council's annual budget process.

Attachments

Town of Lunenburg Council Strategic Priorities 2026/2027

Executive Summary *1*

Key Themes *1*

Electrical Utility: Progress, Priorities, and Preparing for the Future **1**

Organizational Capacity: From Staffing to Sustainable Performance **2**

Governance and Planning: Turning Vision into Action **3**

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Communications and Engagement: Building Trust and Moving to the Next Level **4**

Emerging Priority: Strategic Economic Development Planning **5**

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Executive Summary

In its first year, Council has focused on strengthening the foundations of municipal governance and administration, aligning its work with recognized best practices in municipal management. This has included advancing core processes, improving organizational capacity, and initiating key investments in infrastructure, planning, and communications. These efforts are already yielding early wins – building momentum, improving internal effectiveness, and strengthening trust with the community.

As Council enters its second year, it recognizes that important foundational work remains. Continued attention to asset management, governance frameworks, organizational development, and long-term financial planning will be essential to ensure the Town is well positioned for the future and able to avoid unexpected pressures on residents and future councils.

At the same time, the progress made to date creates space to begin advancing more aspirational, achievable priorities. In particular, Council is positioned to take meaningful steps forward in modernizing the Town's electrical utility, responding to housing needs, and supporting the thoughtful growth and development of the community as a whole.

This balanced approach, continuing to strengthen core foundations while initiating forward-looking planning, will enable Council to responsibly unlock Lunenburg's full potential and position the community for long-term success.

Key Themes

Electrical Utility: Progress, Priorities, and Preparing for the Future

In reflecting on the Town's electrical utility, Council recognized both the meaningful progress achieved and the work still ahead. Important strides have been made: ownership has been clarified; multi-year capital investment is budgeted and underway; important service benchmarking is complete; and momentum is building. Maintaining this focus will be essential.

In the near term, priority projects such as Green Street and the planned substation upgrade are critical due to the lead time required for planning and materials orders. At the same time, interim solutions will be needed to address immediate system pressures, including strengthening connections to key areas like Salt Meadows and Blue Rocks.

Council also acknowledged the importance of beginning discussions around renewable energy. However, there was a shared understanding that the current grid must first be

upgraded before it can support significant renewable integration. Securing ACOA funding through our partnership in the Maritime Municipal Electrical Utility Association to support grid improvements and the development of an electrification plan is an important step we've already accomplished. Further supporting actions, including renewal of the service agreement with Nova Scotia Power and improving governance and management of the utility, will be essential. In the interim, additional technical support for the CAO will help ensure current investments deliver strong value.

Next Steps

- [ ] Develop and approve a phased electrical utility capital implementation plan identifying timelines, procurement requirements, and funding sources for priority projects such as Green Street and the substation upgrade.
- [ ] Initiate short-term engineering and operational solutions to address immediate grid capacity pressures in high-demand areas including Salt Meadows and Blue Rocks.
- [ ] Renew and modernize the service agreement with Nova Scotia Power to improve operational clarity, service coordination, and long-term system planning.
- [ ] Advance renewable energy readiness by completing the electrification planning work supported through ACOA funding
- [ ] Establishing governance improvements for utility oversight and management.

Organizational Capacity: From Staffing to Sustainable Performance

Council emphasized that building a strong organization goes beyond recruitment. While success in filling key roles has been encouraging, attention must now shift toward retaining staff, developing talent, and improving overall productivity.

This points to the need for a comprehensive Organizational Development Plan – one that prioritizes staff growth, supports retention, and builds a culture focused on people and not just positions. Encouragingly, recent efforts such as new hires, lunch-and-learn sessions, and more frequent staff engagement are already contributing to a stronger workplace environment.

The next phase will be about deepening this progress: supporting staff to succeed, strengthening teamwork, and focusing on productivity and results, not simply increasing headcount. The Organizational Development Plan will need to keep these primary goals in focus.

Next Steps

- [ ] Develop a comprehensive Organizational Development Plan focused on staff retention, leadership development, succession planning, and workplace culture.
- [ ] Introduce annual staff development and performance planning processes that align employee goals with Council's strategic priorities and organizational objectives.

- ☐ Expand internal engagement initiatives, including regular staff forums, cross-department collaboration opportunities, and professional development programming.
- ■ Conduct a workflow and productivity review across departments to identify efficiencies, clarify roles, and ensure resources are aligned with operational priorities.

Governance and Planning: Turning Vision into Action

Council identified governance documents and processes as an area requiring greater clarity, consistency, and effectiveness. Key tools, including the Municipal Planning Strategy (MPS), Land Use By-Law (LUB), and Heritage By-Law, must better support Council in translating community vision into tangible outcomes.

Work is already underway, with updates to the MPS and LUB initiated and a review of the Heritage By-Law identified. At the same time, there is a need for improved understanding of how these processes function. Strengthening internal communication, clarifying procedures, and improving awareness of relationships with partners such as Parks Canada and UNESCO will be important steps.

Council also noted the importance of clearly positioning the Comprehensive Community Plan as an important guiding resource rather than a legislative document, helping to align expectations and improve decision-making.

Finally, Council has adopted a multi-year approach to monitoring and improving governance processes. Council and senior staff will participate in quarterly check-ins and annual refreshers on governance best practices to ensure decision making remains transparent and effective and in the best interest of the community.

Next Steps

- ☐ Establish a coordinated workplan and timeline for the review and update of the Municipal Planning Strategy, Land Use By-Law, and Heritage By-Law.
- ☐ Develop internal governance process guides and orientation materials to improve clarity around decision-making procedures, roles, and partner relationships.
- ■ Implement quarterly governance review sessions and annual governance best-practice workshops for Council and senior staff.

Infrastructure and Asset Management: Planning for Long-Term Sustainability

A recurring theme throughout the session was the need for strong, long-term planning to support Lunenburg's infrastructure and financial sustainability. Council recognized that foundational work is still required to fully understand infrastructure needs and ensure assets are maintained and replaced in a timely, cost-effective manner.

Advancing asset management planning will be a key next step, including investing in capital planning tools and upgrading to digital mapping systems. These efforts will support better decision-making and reduce the risk of unexpected financial pressures on future councils and residents.

Housing affordability was also identified as a critical component of long-term sustainability. Council highlighted the importance of responding to the Housing Needs Assessment, examining how internal processes affect affordability, and exploring partnerships with external organizations to develop innovative solutions.

Across all areas, there was a strong emphasis on best practices, proactive planning, and the careful use of reserves to prepare for future investment needs.

Next Steps

- ☐ Prepare a long-term asset management roadmap that identifies infrastructure replacement priorities, lifecycle costs, and reserve funding requirements.
- ☐ Procure and implement digital asset management and GIS mapping tools to support data-driven infrastructure planning and maintenance tracking.
- ☐ Begin work on a coordinated housing action response informed by the Housing Needs Assessment, including process improvements and partnership opportunities to support affordability.

Communications and Engagement: Building Trust and Moving to the Next Level

Council acknowledged that recent investments in communications are yielding positive results. Trust is growing, and there is an increasing sense of connection between Council, staff, and the community.

The next step is to bring greater structure and intentionality to this work. Developing a formal communications plan and supporting policies, including for social media, will help guide future efforts. At the same time, early steps toward a more strategic and consistent approach to public engagement will ensure that community input is effectively integrated into decision-making.

By building on this strong foundation, the Town can continue to strengthen relationships with residents and enhance confidence in its work.

Next Steps

- ☐ Develop and adopt a corporate communications and public engagement strategy that establishes clear objectives, audiences, and communication channels.
- ■ Create supporting communications policies, including social media guidelines and public information protocols.
- ☐ Expand proactive community outreach initiatives, including regular updates, public information sessions, and improved digital communications tools.

Emerging Priority: Strategic Economic Development Planning

As Council continues to advance its core governance, infrastructure, and organizational priorities, an important emerging focus is the need to begin shaping a long-term vision for the Town's socio-economic future. While foundational work remains the immediate priority, there is a clear opportunity to start early conversations about a strategic development plan that reflects Lunenburg's unique character, strengths, and potential.

This initial phase is not about launching a full strategy, but rather about setting the stage, including identifying key questions, engaging early with stakeholders, and building a shared understanding of where the community wants to go. Thoughtful economic development planning will require alignment with ongoing work in areas such as infrastructure, housing, land use planning, and heritage preservation. Beginning these discussions now will ensure that future decisions are informed by a coherent and forward-looking vision.

Council anticipates that the majority of this work will take place in years three and four of its term, when the necessary foundational elements are more firmly in place. By starting the conversation this year, the Town can approach that future work with greater clarity, stronger community input, and a solid base from which to develop a strategic, achievable, and locally grounded economic development plan.

Next Steps

- [ ] Initiate a preliminary economic development scoping exercise to identify key community priorities, opportunities, and long-term growth considerations.
- [ ] Convene early stakeholder discussions with business leaders, community organizations, tourism partners, and regional agencies to inform future planning work.

Subject:	Proposal for Regional Queens Municipality Joining Lunenburg REMO
From:	Paul Nopper, H.BSc., Chief Administrative Officer
Date:	October 27, 2026, Regular Council Meeting

Recommendation:

That the Council of the Town of Lunenburg support in principle the Region of Queens Municipality joining Lunenburg County REMO as a full participating municipal partner and that Council authorizes the Regional Emergency Management Advisory Committee to work with the Region of Queens Municipality and existing municipal partners to prepare a revised Intermunicipal Service Agreement for consideration.

Alternatives:

That Council tables the decision to support in principle the Region of Queens Municipality joining Lunenburg County REMO.

That Council does not support in principle the Region of Queens Municipality joining Lunenburg County REMO.

Background:

The Region of Queens Municipality has advised that, under new provincial emergency management standards, it will be required to participate in a regional emergency management organization. After considering its options, the Region identified Lunenburg County REMO as its preferred regional partnership. The Regional Emergency Management Advisory Committee received information and a presentation from Region of Queens officials and referred the matter to the participating municipal Councils to determine whether there is support in principle for expanding the existing partnership.

Discussion

The Region of Queens Municipality has proposed joining Lunenburg County REMO as a full participating partner under the existing cost-sharing approach, with the partnership expanding from five to six municipal members. Support in principle would not, by itself, amend the current agreement or finalize the terms of participation. It would allow the Advisory Committee and municipal partners to develop a revised Intermunicipal Services Agreement for subsequent review and approval by each Council.

- Funding: The Region is prepared to join under the current formula and become one of six full municipal partners.
- Staffing and capacity: The Region proposes to appoint an Alternate Emergency Coordinator and make trained municipal staff available for emergency training and activations.

• Emergency coordination facilities: The Region has secured provincial funding to upgrade its Council Chambers in Liverpool for use as an Emergency Coordination Centre, which would provide an additional location for regional operations.

• Community facilities and resources: The Region identified comfort centres, municipal infrastructure, Public Works resources, and communications assets that could support regional emergency response.

• Service considerations: Expanding the geographic area and membership will require the revised agreement to clearly address governance, service expectations, cost allocation, staffing commitments, activation protocols, and the equitable participation of all partners.

Relevant Legislation

-
- Nova Scotia Emergency Management Act

Financial

The Region of Queens Municipality has indicated that it is prepared to participate under the current funding formula, consisting of a 20% base allocation with the balance based on uniform assessment. The supporting memorandum estimates that adding a sixth partner would reduce the combined annual contributions of the five existing municipalities by approximately $60,000. The specific financial impact for the Town of Lunenburg would be confirmed through the revised agreement and cost allocation.

Attachments

Memorandum dated October 1, 2026: Region of Queens Request to Join Lunenburg REMO

Memorandum

To: Regional Emergency Management Organization Partners
From: Alex Dumaresq, Deputy CAO, MODL
Date: October 1, 2026
Re: Region of Queens Request to Join Lunenburg REMO

BACKGROUND

The Region of Queens (RQM) have been informed that as part of the new Emergency Management Standards they will be required to Join in a Regional EMO. After evaluating options, their first choice was to join with Lunenburg REMO.

RQM strongly supports joining Lunenburg County REMO as a full participating partner and believes its inclusion would strengthen emergency management capacity overall in the two counties, would reduce costs for existing members, and provide additional trained personnel, facilities, and resources.

the Regional Emergency Management Advisory Committee (REMAC) received information and a presentation from officials from RQM, and then passed a motion to refer the matter to partner Councils to gauge interest in principle in for adding RQM to the existing program serving the five municipal partners.

A summary of the partnership information received by REMAC is below. Partner Council are requested to review and pass a motion indicating support in principle for expanding REMO to include RQM in advance of the November REMAC meeting.

If support is provided, REMAC would work with queens to create a revised intermunicipal Services Agreement for Councils' consideration.

PROPOSED PARTNERSHIP PARAMETERS

Funding Formula

- RQM is prepared to join under the existing funding formula (20% base rate, remainder based on uniform assessment).
- RQM would become a full 1/6 partner in the organization.
- RQM estimates their contribution will reduce the financial contribution required from the five current member municipalities by approximately $60,000 annually.

Staffing

- RQM would appoint an AEC, but is not proposing a dedicated CRC position similar to Chester's position.
- RQM is prepared to provide municipal staff for training and activation work and identified significant emergency management experience and training among staff:
  - CAO, Deputy CAO, and Director of Protective Services all have extensive EM training and ECC experience.
  - All RQM Directors have completed basic emergency management training.
  - Numerous staff are enrolled in the Province's Be Ready training program, which RQM has made mandatory.

Additional ECC Infrastructure

- RQM has secured a provincial grant to upgrade Council Chambers to function as a modern Emergency Coordination Centre (ECC), providing LC REMO with a third ECC location option in Liverpool, in addition to existing locations.
- The Liverpool location could be advantageous during incidents near the Queens-Lunenburg boundary or if existing ECC locations become inaccessible.

Response to Concerns About Reduced Focus on Existing Municipalities

RQM believes adding Queens would enhance rather than dilute service delivery by:

- Reducing costs for current members.
- Adding experienced emergency management personnel.
- Increasing the pool of trained ECC staff.
- Providing additional Public Works equipment and infrastructure resources.
- Adding communication assets

Comfort Centres and Shelters

- RQM identified 14 comfort centres available throughout the municipality.
- While overnight shelter infrastructure is limited, smaller facilities could be utilized as needed.
- Key sites include Queens Place Emera Centre, Liverpool Fire Department, Liverpool Curling Club, and smaller community halls

RQM emphasized that it wants to join a REMO where it is viewed as a valued, welcomed, and equal partner.

Comparative Statistics

Muni	Area (Km_2)	%	Population (2021)	%	Activations (2021-2026)	%
L-REMO	2,906	55%	48,600	82%	11	92%
RQM	2,393	45%	10,500	18%	1	8%
Total	5,299	100%	59,100	100%	12	100%

CONCLUSION

RQM has proposed an expansion of the existing REMO partnership based on the existing approach in the intermunicipal service agreement, but with 6 partners. Initial discussions at REMAC have been positive but the advisory committee is seeking confirmation of interest from partner Councils to provide clarity to RQM on existing partners' interest in adding the region to Lunenburg REMO prior to beginning any amendment process.

Town of Lunenburg Motion Action List

PRIORITY A = Action within 3 months (Jan. 2026 – March 2026)

PRIORITY B = Action within 6 months (April 2026 – Sept. 2026)

PRIORITY C = Longer-term (Beyond Sept. 2026)

MOTION ACTION LIST

TITLE	REQUESTED DATE	COUNCIL MOTION OR DESCRIPTION	RESPONSIBLE	TARGET DATE	STATUS & UPDATES
PRIORITY A					
Comprehensive MPS/LUB Review and Amendments	Original directions 2024–2025; updated May 5, 2026 COTW	Committee of the Whole directed staff to proceed with a comprehensive review and potential amendments to the Municipal Planning Strategy and Land Use By-law, including: discretionary planning tools such as development agreements and site plan approval; parking provisions including parking requirements and cash-in-lieu options; short-term rental regulations including consideration of primary residence restrictions and licensing approaches; Main Street Form Zone considerations; and staff-identified housekeeping amendments outlined in Schedule B of May 5 Staff report, inclusive of additional amendments identified by staff. Committee of the Whole further directed staff to proceed with Option 2 as outlined in Schedule C of May 5 staff report, consisting of housekeeping and Council motion amendments.	Community Development	**This is an ongoing long-term project: Estimated end date July 2027**	
Reducing Speed Limits	April 15, 2025	Prepare a report on reducing speed limits from 50 km/h to 40 km/h on Linden Avenue, Pelham Street, and Creighton Street, based on available traffic study data and exploring the	Public Works	**PRIORITY A (in progress)**	Feb 2026 update: Staff have learned the new Traffic

		possibility of including adjoining streets, in an application to the Province for a speed limit reduction; and that a recommendation of a town-wide reduction may result if appropriate and cost-effective. Bring back a report exploring the installation of four-way stop signs at the intersections of Creighton Street with Prince Street and Creighton Street with Cornwallis Street.			Safety Act is yet to be proclaimed by the Province, so the new regulations do not yet apply. Considered best to wait to see if this progresses as it is expected in early 2026.
Community Grants Policy Amendment	Aug. 19, 2025	Review and propose any possible edits to the policy. Sept. 2, 2025: Council indicated a desire to have a Grants Committee. March 17, 2026 update: It was noted that the current Community Grants Policy (Policy #74) should be used for this year's grant cycle and that staff proceed with the 2026 intake process while policy updates are developed.	Communications & Events Coordinator	**PRIORITY A**	
PRIORITY B					
Cornwallis Street Renaming	Dec. 10, 2024	Cease work on the renaming of Cornwallis Street subject to Council re-evaluation.	Community Development	**PRIORITY B**	
Banner Installation and possible program	July 15, 2025	Explore options for banner installation, taking into consideration the current requests, including potential logistics, responsibilities, and costs, and how similar requests may be accommodated in the future.	Public Works Municipal Clerk	**PRIORITY B**	

Traffic and Parking Budget Considerations	March 4, 2025 COTW	Staff to bring forward cost estimates for the following initiatives as part of the 2025/26 budget deliberations: • ~~Reconfiguration of the Community Centre parking lot~~ • ~~Accessible parking considerations~~ • ~~Paid parking options *if this is too much perhaps this considered in a different year per Council discussion~~ • Consistent signage improvements	Public Works Community Development Finance	**PRIORITY B** Early in 2026; align with the budget cycle)	First two items addressed in July 15, 2025 staff report. Other items to come at a future meeting
Cemetery Review	Dec. 9, 2025	Council received an information report on Hillcrest Cemetery operations and reached consensus to schedule a future Committee of the Whole discussion to undertake a comprehensive review of cemetery care, rates, and future needs.	Multiple Departments	**PRIORITY B**	
Vending By-law	March 10, 2026	Direct staff to review the current vending rules and bring forward options for increased flexibility and modernization, and that this report be presented at a future COTW Meeting. March 17, 2026 COTW: Members noted the need for comprehensive consultation and agreed the work should not be rushed, particularly given seasonal considerations and engagement with the business community.	Municipal Clerk/ Community Development	**PRIORITY B**	
Property Tax Relief Policy	March 9, 2026	Develop a policy to guide Council consideration of property tax relief and exemptions under Section 71 of the Municipal Government Act. Direction arose during Council discussion respecting the Lunenburg Curling Club tax relief request.	Finance / CAO / Municipal Clerk	**PRIORITY B**	

PRIORITY C					
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	**PRIORITY C** Requires ABCO to follow-up with Town	This was a request from ABCO contingent on ABCO paying for the amendments, but no follow-up has been received yet.
Parking & Traffic Study Recommendation	Jan. 28, 2025	Work towards collaborating with the Municipality of the District of Lunenburg and the local MLA to work towards the recommendation identified in the Parking and Traffic Study regarding safety improvements at the intersection of Route 332 and Trunk 3.	CAO Public Works	**PRIORITY C**	
Laurie Fisher Art Project	April 22, 2025	Explore how the town could work with Eric Croft to explore options for maintaining and restoring the Laurie Fisher Fish Rehabilitation Project.	Staff TBD	**PRIORITY C**	
Election signs on public lands	May 13, 2025	Prepare a local rule governing the placement of election signs on public lands, specifically parklands, within the Town of Lunenburg.	Municipal Clerk	**PRIORITY C** Prior to next election cycle	
Washrooms at Lunenburg Academy	Initial Direction: March 4, 2025 COTW Moved to Priority C on March 3, 2026	Staff presented an information report on this on June 24, 2025. No motion was made, but a general consensus to revisit the idea of portable washrooms in the Spring of 2026. Council voted to remove the preparation site from the 2026/27 Capital Budget, and possibly re-consider it the following year.	Public Works	**PRIORITY C** In consideration of next budget cycle	