



AGENDA

March 25, 2026

Municipality of the District of Lunenburg Council Chambers

We begin by acknowledging we are gathered today in Mi'kma'ki, the ancestral present and future territory of the Mi'kmaw people. Today we gather with respect, cooperation, and coexistence following the intent of the living peace and friendship treaties.

1. CALL TO ORDER

2. APPROVAL OF AGENDA – Added Items

3. APPROVAL OF MINUTES OF FEBRUARY 25, 2026, MEETING, AS CIRCULATED.

4. NEW BUSINESS:

- 4.1. Memo – LCLC Governance Review and Recommendations
- 4.2. Memo – Office Relocation
- 4.3. Memo - Signing Authority Update
- 4.4. Memo – Waste Transfer Services Contract Extension

5. ADDED ITEMS:

6. CORRESPONDENCE / INFORMATION

- 6.1. Memo – Wheeled Loader Repairs
- 6.2. Waste Management Update
 - 6.2.1. WMSS Tonnage and Revenue Report

7. IN CAMERA

- 7.1. Municipal Government Act Section 22(2)(c) – Personnel Matters - Interim Controller
- 7.2. Municipal Government Act Section 22(2)(c) – Personnel Matters – Term Position - Information Management Specialist

8. NEXT MEETING DATE – April 22, 2026

9. ADJOURNMENT

Minutes of the
MUNICIPAL SHARED SERVICES BOARD, LUNENBURG REGION
Held in the Municipality of the District of Lunenburg Council Chambers
Wednesday, February 25, 2026 6:30 pm

ATTENDANCE

MUNICIPALITY OF THE DISTRICT OF LUNENBURG

Mayor McLean-Wile
Councillor Oickle – Vice Chair
Councillor Burns
Tom MacEwan, CAO

TOWN OF BRIDGEWATER

Mayor Mitchell - Chair
Councillor Conklin
Councillor Fougere
Mark Flint, D. CAO

TOWN OF MAHONE BAY

Mayor Lohnes-Croft
Councillor Feeney
Dylan Heide, CAO (virtually)

REGRETS

Councillor Palfreyman, Town of Mahone Bay

ALSO IN ATTENDANCE WERE

Premier Tim Houston
John Feeney, Interim COO
Gabe Welsh, Director of Solid Waste Management
Jill Rafuse, COO
Tamara Fraser, Recording Secretary

1. **CALL TO ORDER**

Mayor Mitchell called the meeting to order at 6:30 pm.

He began by acknowledging that we are gathered today in Mi'kma'ki, the ancestral present and future territory of the Mi'kmaw people. Today we gather with respect, cooperation, and coexistence following the intent of the living peace and friendship treaties.

2. **APPROVAL OF AGENDA**

Mayor Mitchell advised item 4.3 Council Resolutions for PCAP Grant Application will be removed due to the province cancelling PCAP grant funding.

Having no addition/deletions to the Agenda, the Agenda was approved as amended. Carried.

3. **ADOPTION OF MINUTES OF JANUARY 28, 2026, MEETING AS PRESENTED.**

Having no additions or revisions, the Minutes of January 28, 2026, Municipal Joint Services Board were adopted as circulated.

4. **NEW BUSINESS**

4.1 Third Quarter Financial Update 2025-26

Mr. Feeney reviewed the Third Quarter Financial report. A copy of his report is attached to the agenda.

Premier Houston attended the meeting at 6:35 pm.

Mayor Mitchell introduced the Premier and invited Board members to provide input on the provincial programs that impact their municipal units.

Premier Tim Houston left the meeting at 6:54 pm.

The Board discussed the Third Quarter Financial report.

Moved by, Councillor Feeney seconded by Mayor Lohnes-Croft, that the Board accept the Third Quarter 2025 26 Financial Update as presented for information. Carried.

4.2 Office Relocation Recommendation

Ms. Rafuse reviewed the recommendation to relocate the corporate office to the WellTide facility. A copy of the report is attached to the agenda.

She noted there are several areas where the current space does not fully support modern operational, health, safety, or accessibility requirements, including:

- Observed limitations with ventilation and air movement;
- Temperature control issues related to the age of existing systems;
- Uncertainty about potable water quality, as no independent testing has been conducted;
- Limited adherence to accessibility requirements of Nova Scotia's Accessibility Act; and,
- A floor plan that lacks privacy which is critical to some of the functions of the MJSB staff.
- Insufficient space for the team.

Ms. Rafuse advised the current lease provides flexibility with a one-year cancellation clause. She added no relocation funding was included in the current budget pending further Board direction.

Ms. Rafuse explained the fit-up of the new space to the maximum upset value of \$337,675 (includes Non-refundable HST) as a one-time cost. This covers the procurement and delivery of design services, construction, and furniture, fixtures, IT equipment and associated relocation services.

Mr. McEwan confirmed MODL is a tenant of the WellTide facility and the MJSB would not be renting within the MoDL office space, therefore there is no conflict.

The Board discussed the office relocation recommendation.

It was the consensus of the Board to bring this item back at the March 25, 2026, meeting with further financial analysis of the office space.

4.3 Emergency Procurement – Biosolids Tent Cover Failure

Mr. Welsh advised this is an information item. He explained that during one of the January 19th winter storm event the biosolids tent cover failed. There is a large tear in the fabric cover at one of the structural members.

He explained quotes were solicited from three reputable fabric tent vendors in the Maritimes. Three quotes were received and are summarized below:

Vendor	Price
JL Domes and Doors	\$33,500 +HST
Britespan Atlantic	\$33,329.16 +HST
Tarprite	\$26,810 + HST

Mr. Welsh advised the cost of the contract with Tarprite will be \$26,810 +HST. This includes all necessary hardware as well as delivery and installation.

He explained this replacement was not budgeted for this year and will need to be covered from other areas of the operating budget.

Mr. Feeney noted insurance was contacted due to the \$20,000 deductible it is not advantageous for us to put through insurance.

4.4 Update of Bank Signing Authority for COO

Mr. Feeney advised this is a housekeeping item to make Ms. Rafuse a signing authority for the MJSB.

Moved by, Mayor McLean-Wile seconded by Councillor Oickle, that the Board approve updating the Company’s TD Canada Trust bank account signing authorities to include the newly appointed Chief Operating Officer, Jillian Rafuse. Carried.

5. ADDED ITEMS

Nil

6. CORRESPONDENCE / INFORMATION

6.1 Waste Management Update

The WMSS Tonnage and Revenue Report was circulated with the agenda as an information item.

6.2 Adoption of updated Logos and Templates

This was an information item showing the new waste site and MJSB logos and templates.

7. IN CAMERA

At 7:38 p.m., it was moved by, Councillor Conklin and seconded by Mayor Lohnes-Croft, that the Municipal Shared Services Board go In Camera to discuss the following item:

7.1 Municipal Government Act Section 22(2)(e) – Contract Negotiations – Waste Transfer Services Contract Extension

Carried.

Municipal Shared Services Board In Camera in session.

At 7:57 p.m.; it was moved by Mayor Lohnes-Croft, seconded by Councilor Conklin, that the Municipal Shared Services Board come out of In Camera and return to open session. Carried.

Municipal Shared Services Board in session.

8. ADJOURNMENT

There being no further business at 7:58 pm., the meeting was adjourned.

Feb. 25, 2026

Jill Rafuse

Digitally signed by Jill Rafuse
DN: cn=Jill Rafuse, c=CA,
o=Municipal Joint Services Board,
ou=Chief Operating Officer,
email=jill.rafuse@mjsb.ca
Date: 2026.03.06 13:44:30 -04'00'

MAYOR MITCHELL, CHAIR

JILL RAFUSE, COO



To: Municipal Joint Services Board
From: Jill Rafuse, COO
Date: March 25th, 2026
Subject: Agenda Item 4.1 Memo – LCLC Governance Review and Recommendations

DECISION



DIRECTION



INFORMATION



RECOMMENDATION / MOTION

That the Board accept this memo as information.

BACKGROUND

Municipal Shared Services (MJSB) for the South Shore Region was tasked with assessing how professional shared services could be provided to the Lunenburg County Lifestyle Centre (LCLC). To support this work, consultant Dan McDougall was engaged to evaluate the governance and management structure of the Lunenburg County Multi-Purpose Centre Corporation (LCMPCC), explore integration options with MJSB, and recommend an appropriate level of alignment. His mandate included reviewing organizational structures, identifying risks and opportunities, and examining how LCLC’s operations and service delivery compare with MJSB’s existing framework.

The evaluation required close collaboration with the LCLC General Manager and the MJSB Chief Operating Officer to shape recommendations for the MJSB and LCMPCC Boards and partner municipal councils. Additional responsibilities included advising on a management agreement framework—covering governance, roles, responsibilities, and financial considerations—while preparing materials to support board and council decision-making. The consultant may also be tasked to assist with transition planning.

Consultation has occurred with legal counsel, JC Reddy, and we believe his feedback has been integrated into the recommendations presented in the consultant’s report and presentation.

A draft presentation was delivered to the CAOs and their feedback was also integrated into the consultant’s report and presentation.

ANALYSIS AND FINANCIAL IMPLICATIONS

Please refer to the consultant's report and presentation for further details.

CONCLUSION / NEXT STEPS

It is recommended that the MJSB and LCMPC Boards review the materials and advise if additional information is needed. The LCLC General Manager and MJSB Chief Operating Officer will act once direction is provided by the Boards.

ATTACHMENTS

Included in the "In-Camera" MJSB and LCLC Board Packages:

- LCLC Governance Review and Recommendations – Presentation deck
- LCLC Consultant Review and Recommendations - Report



To: Municipal Joint Services Board (MJSB)
From: Jill Rafuse – Chief Operating Officer
Date: February 25, 2026
Subject: Agenda Item 4.2 – Memo – Office Relocation Recommendation

DECISION

X

DIRECTION

INFORMATION

This memo provides Board with recommendations to address the issues relating to the current office space occupied by the MJSB staff.

RECOMMENDATION / MOTION

That the Board approve the following actions:

1. Relocation of MJSB staff from their current office space.
2. Authorization for MJSB to enter into a five-year lease agreement for approximately 2000ft² of office space with the owners of the WellTide facility (option 2) as per the rates quoted in Appendix C.
3. Authorization to issue a termination notice to the current landlord to end the existing lease at 210 Aberdeen to correspond with the rent commencement date at the WellTide facility (option 2).
4. Approval of the required budget amendment to support the transition to the new facility and terms of the new lease.
5. Authorization to complete the fit-up of the new office space to the maximum upset value of \$337,675 (includes Non-refundable HST) as a one-time cost. This covers the procurement and delivery of design services, construction, and furniture, fixtures, IT equipment and associated relocation services.

BACKGROUND

Over the past year, the Board has had several discussions regarding the suitability of MJSB's current office at 210 Aberdeen and the potential need to relocate.

In March 2025, the Board directed staff to assess the operational and financial suitability of relocating to the Lumia Building, including long-term space needs and fit-up costs. In June 2025, the Board approved funding to obtain office space design recommendations and cost estimates for relocation. In December 2025, during the pre-budget strategic alignment session, the Board reviewed current challenges with the facility and potential lease options but did not make a formal commitment to proceed. Refer to Annex A of the staff report for additional details.

There are several areas where the current space does not fully support modern operational, health, safety, or accessibility requirements, including:

- Observed limitations with ventilation and air movement;
- Temperature control issues related to the age of existing systems;
- Uncertainty about potable water quality, as no independent testing has been conducted;
- Limited adherence to accessibility requirements of Nova Scotia's Accessibility Act; and,
- A floor plan that lacks privacy which is critical to some of the functions of the MJSB staff.

MODL acted to sell this building and relocate their staff given these same concerns. Reference MODL's historical building condition reports.

In addition to these concerns, the workspace is undersized for current operational needs. Staff are working in very small (6' x 7') windowless offices and in the building's lobby. Human Resources staff do not have private space for confidential conversations, and the layout makes teamwork and effective service delivery more challenging.

Under the terms of the existing "As-is" lease, any upgrades including those needed to address accessibility, upgrade mechanical systems, or workspace layout are the responsibility of the organization. Based on the building's layout and age, such upgrades would be costly, disruptive, and may not fully resolve the underlying functional limitations. Remaining in the current location presents ongoing operational, accessibility, and reputational risks.

Concerns regarding inadequate ventilation, lack of accessibility and confidentiality, poor professional image, and need adequately sized functional space needs remain unresolved and are impacting MJSB's ability to operate effectively.

The current lease provides flexibility with a one-year cancellation clause, and no relocation funding was included in the current budget pending further Board direction.

Between late 2025 and 2026, staff completed a market assessment of available office locations within proximity to municipal partners to identify feasible options for relocation.

ANALYSIS

Refer to attached Final Staff Report – Office Relocation, Appendix A - Qualitative Metrics and Appendix B – Qualitative Metrics.

FINANCIAL IMPLICATIONS

Refer to attached Final Staff Report – Office Relocation and Appendix C – Cost Comparison Summary.

CONCLUSION / NEXT STEPS

Based on the analysis presented, it is recommended that Board approve the relocation of the MJSB staff to the WellTide facility identified as Option 2, given it represents the most cost-effective and responsible solution.

Staff would proceed with negotiations and the arrangements required to secure the space, including finalizing lease terms and entering into a five-year lease agreement for approximately 2000ft² of office space with the owners of the WellTide facility at the rates identified in Appendix C of this report. The notice to terminate the lease at 210 Aberdeen would be coordinated to correspond with the move-in date for the WellTide facility to prevent any duplication of costs.

It is recommended that Board approve the budget amendment to fund the change in the cost of office accommodation and fit-up as a one-time cost.

To prevent cost escalation and operational disruption, it is recommended that Board authorize MJSB to complete the fit-up of the new space to the maximum upset value of \$337,675 (includes Non-refundable HST) as a one-time cost. This covers the procurement

and delivery of design services, construction, and furniture, fixtures, IT equipment and associated relocation services.

ATTACHMENTS

Staff Report – Office Relocation



Municipal Shared Services, South Shore Region Proposed Office Relocation

**PREPARED FOR:
MJSB**

**PREPARED BY:
Jill Rafuse, John Feeney and Renee DeMone**

**DATE:
February 20th, 2026**

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Recommendations / Motions

That the Board approve the following actions:

1. Authorize MJSB to enter into a five-year lease agreement for approximately 2000ft² of office space with the owners of the WellTide facility (option 2) as per the rates quoted in Appendix C.
2. Provide termination notice to the current landlord to end the existing lease at 210 Aberdeen to correspond with the rent commencement date at the WellTide facility (option 2).
3. Approve the required budget amendment to support the transition to the new facility and terms of the new lease.
4. Authorize MJSB to complete the fit-up of the new space to the maximum upset value of \$337,675 (includes Non-refundable HST) as a one-time cost. This covers the procurement and delivery of design services, construction, and furniture, fixtures, IT equipment and associated relocation services.

Background

Over the past year, the Board has had several discussions regarding the suitability of MJSB's current office at 210 Aberdeen and the potential need to relocate.

In March 2025, the Board directed staff to assess the operational and financial suitability of relocating to the Lumia Building, including long-term space needs and fit-up costs. In June 2025, the Board approved funding to obtain office space design recommendations and cost estimates for relocation. In December 2025, during the pre-budget strategic alignment session, the Board reviewed current challenges with the facility and potential lease options but did not make a formal commitment to proceed. Refer to Annex A for additional details.

There are several areas where the current space does not fully support modern operational, health, safety, or accessibility requirements, including:

- Observed limitations with ventilation and air movement;
- Temperature control issues related to the age of existing systems;
- Uncertainty about potable water quality, as no independent testing has been conducted;
- Limited adherence to accessibility requirements of Nova Scotia's Accessibility Act; and,
- A floor plan that lacks privacy which is critical to some of the functions of the MJSB staff.

MODL acted to sell this building and relocate their staff given these same concerns. Reference MODL's historical building condition reports.

In addition to these concerns, the workspace is undersized for current operational needs. Staff are working in very small (6' x 7') windowless offices and in the building's lobby. Human Resources staff do not have private space for confidential conversations, and the layout makes teamwork and effective service delivery more challenging.

Under the terms of the existing "As-is" lease, any upgrades including those needed to address accessibility, upgrade mechanical systems, or workspace layout are the responsibility of the organization. Based on the building's layout and age, such upgrades would be costly, disruptive, and may not fully resolve the underlying functional limitations. Remaining in the current location presents ongoing operational, accessibility, and reputational risks.

Concerns regarding inadequate ventilation, lack of accessibility and confidentiality, poor professional image, and need adequately sized functional space needs remain unresolved and are impacting MJSB's ability to operate effectively.

The current lease provides flexibility with a one-year cancellation clause, and no relocation funding was included in the current budget pending further Board direction.

Between late 2025 and 2026, staff completed a market assessment of available office locations within proximity to municipal partners to identify feasible options for relocation.

Discussion/Analysis

The purpose of relocating would be to provide a safe, legislatively compliant, operationally functional workspace that supports staff well-being, professional service delivery, continued proximity to partners and long-term sustainability.

Summary of Options Assessed

The staff followed up with local realtors and businesses to identify current/upcoming available office spaces, however, there were extremely few options identified. As per Board's request, the option to build a new office at the waste site was explored.

Option	Key Notes	5-Year Cost
Status Quo – Option 1 210 Aberdeen	Lowest cost, insufficient capacity, does not meet functional requirements, non-compliant for accessibility and other legislative requirements.	\$210,000
Recommended - Option 2 WellTide	New space, great layout, compliant to legislative requirements but rent is higher than current and requires \$337,675 (includes Non-refundable HST)	\$705,000
Option 3 Dawson Centre	Very high rent; \$700k+ Tax fit-up. Space is too large and layout not functional for needs (long and narrow).	\$1,295,345
Option 4 New Build at Waste Site	New build; highest cost; \$1.9M+ Tax for construction and fit-up + ongoing maintenance and capital needs. Location not ideal for a professional services organization.	\$2,030,000

Analysis

While the current location at 210 Aberdeen Road has a lower lease rate, its functional and accessibility limitations would require significant investment to address given all costs would be attributable to MJSB as per the “As-is” lease. There is no penalty to vacate the lease early and the landlord may be amenable to this option given they could likely charge higher rent to another tenant. Remaining at 210 Aberdeen is not a practical option because:

- Upgrading the space to meet modern accessibility, layout, and codes require major renovations to the base building that, according to the lease, all upgrades- structural, mechanical, or otherwise would be fully funded by the Board. Partners vacated and sold this asset to given capital costs of upgrades was cost prohibitive.
- Accessibility improvements may require structural changes that may not be feasible in the existing configuration.
- The space is too small and its layout limits privacy, teamwork, and day-to-day operations.

Options 3 and 4 do not provide operational advantages proportional to their substantially higher total cost and therefore have been discounted from further analysis.

The assessment of available office locations shows that the WellTide facility (Option 2) provides the best balance of cost, operational suitability, and long-term sustainability. The fit-up cost of \$337,675 (includes Non-refundable HST) is considerably lower than the amounts associated with other viable options. Option 2 provides an appropriately sized, accessible,

and functional workspace, with manageable fit-up cost and predictable long-term operating expenses, making it the most favourable choice.

Benefits and Risks of Option 2

1. Service Delivery and Organizational Benefits:

- Improved working conditions and appropriate workspaces that support recruitment, retention, morale, and employee wellbeing.
- Functional layout that promotes collaboration.
- Aligns space allocation with current and future organizational needs.
- Enhances the organization's ability to deliver professional and reliable services to partner municipalities.
- Provides private meeting areas for HR conversations, performance discussions, and sensitive intermunicipal matters.
- Provides dedicated, reliable meeting space for collaboration with partners - something often unavailable at partner sites. While staff regularly travel to work alongside partners, those organizations are not required to supply office space, making a consistent home base essential for effective service delivery.
- Maintains proximity to partner organizations.

2. Risk Reduction and Considerations:

- Option 2 provides a safe and compliant facility that aligns with modern occupational health, safety, and accessibility standards reduces potential liabilities and risks associated with the limitations of the current building, relating to ventilation, temperature control, accessibility challenges, and uncertainty about potable water.
- Minimizes operational disruptions caused by layout constraints and absenteeism.
- Provides secure storage and support areas for IT services.
- There is a potential political and public-perception risk associated with allocating funds to office space rather than to direct community services. This may create concerns about prioritization, particularly in a constrained fiscal environment, and should be managed through clear communication of the operational need and long-term value of the investment. The continuation of delivery of shared services

offered by MJSB provides value to the partner organizations and the MJSB team requires a functional and safe workspace to continue to deliver professional and quality services.

Refer to Appendices A, B and C for additional details.

Financial Implications

Operating Costs

- Current lease: \$3,500/month
 - \$43,638 (includes Non-refundable HST and Utilities)
- Option 2 lease: \$6,580 (includes Non-refundable HST and Utilities)
Annual unbudgeted increase:
 - \$35,326 monthly (includes Non-refundable HST and Utilities)

Fit-up Costs

- \$337,675 (includes Non-refundable HST)
 - Fit-up could be funded through reserve fund as a one-time cost or amortized over the five-year lease term. A sensitivity analysis showed that finance costs between 6-8% thru the Landlord would be more expensive than paying upfront and foregoing the 2-3% interest earned (based from the last 18 months).
 - Fit-up costs were estimated based on providing the minimum requirements for standard office space documented in the Government of Canada Fit-up Rate Tables and confirmed with subject matter experts including the company doing the construction for WellTide and MODL.
 - Some efficiencies would be gained given the timing of the move corresponds with the ongoing design/construction of adjacent MODL spaces, and the ability to reuse the furniture for closed offices.

Cost Rationale

Option 2 offers:

- The lowest cost among compliant options;
- Space that is compliant with health, safety, environment, and accessibility legislative requirements;

- Predictable long term operating expenses; and,
- Minimal risk of additional capital investments over the five-year term.

Governance

To support a well-managed transition and minimize operational disruption, the following oversight and coordination measures would be implemented:

- A Relocation Plan would be implemented, including timelines, move coordination, IT readiness, and communications.
- A Transition Working Group with representatives from management, HR, IT, and Occupational Health & Safety to support planning and change management with staff and partners.
- Regular reporting to the Board on progress and costs during the fit-up and move phases.
- A post-occupancy review 6-months after move-in.

Key Milestones

If Board approves the recommendations, the lease and fit-up work could commence as early as March 1st, 2026, with the earliest move-in date being June 2026, pending confirmation a fit-up schedule, furniture delivery timeframes and if the current landlord would agree to the early termination. The time to complete the fit-up would be rent-free for an agreed upon period. Rent commencement/move-in would occur once the fit-up has been completed and would be coordinated with the termination date for the current lease to prevent duplication of costs.

Conclusion

Based on the analysis presented, it is recommended that Board approve the relocation of the MJSB staff to the WellTide facility identified as Option 2, given it represents the most cost-effective and responsible solution.

If approved by Board, staff would proceed with negotiations and the arrangements required to secure the space, including finalizing lease terms and entering into the lease as per Option 2. The Board would authorize MJSB to enter into a five-year lease agreement for approximately 2000ft² of office space with the owners of the WellTide facility at the rates identified in Appendix C of this report. The notice to terminate the lease at 210 Aberdeen would be coordinated to correspond with the move-in date for the WellTide facility to prevent any duplication of costs.

It is recommended that Board approve the budget amendment to fund the change in the cost of office accommodation and fit-up as a one-time cost.

To prevent cost escalation and operational disruption, it is recommended that Board authorize MJSB to complete the fit-up of the new space to the maximum upset value of \$337,675 (includes Non-refundable HST) as a one-time cost. This covers the procurement and delivery of design services, construction, and furniture, fixtures, IT equipment and associated relocation services.

Annex A – Board Discussion History

March 26, 2025 – Lumia Opportunity Introduced

MODL’s Director of Economic Development (Dave Waters) presented the new Lumia Collaborative Health Care Centre / Community Hub as a potential office location for MJSB.

- Proposed space: approximately 2,511 sq. ft. (with potential for more if needed).
- Cost: \$26 per sq. ft. plus operating expenses.
- Term suggested: 5-year lease.
- Building completion expected between March–September 2026.

Board motion: Moved by, Mayor Lohnes-Croft seconded by Councillor Fougere that the Municipal Joint Services Board (MJSB) direct staff to review and assess preliminary operational and financial suitability for MJSB’s corporate office headquarters within the Lumia Building, including whether there is sufficient space for expansion over the next five years, along with an estimate of design and fit up cost, and return to the Board with a preliminary recommendation on suitability, including a source of funds for one time and ongoing costs, if recommended. Carried.

June 25, 2025 – Design Funding Approved

Board approved up to \$10,000 to obtain office space design recommendations.

Staff were directed to return with:

- Estimated fit-up costs,
- Ongoing lease costs,
- Relocation cost implications.

Board motion: That the Board approve the expenditure of up to \$10,000 to obtain an office space design, including recommendations as to square footage and layout, and direct staff to

return to the Board with an estimate of fit-up and ongoing costs to relocate corporate office headquarters from 210 Aberdeen to one or more appropriate facilities within the partner municipalities.

December 3, 2025 – Strategic Alignment Discussion

Issues identified with the current location (210 Aberdeen):

- Poor ventilation and inconsistent heating.
- Limited soundproofing affecting confidentiality.
- Shared building with businesses that reduce professional image.
- Not fully accessible.
- Space constraints impacting collaboration and growth.

Goal: Secure professional, accessible office space that supports employee wellness, confidentiality, and future growth.

Lease options were reviewed for comparison:

- Current location (210 Aberdeen) – 2,200 sq. ft., \$42,000/year + HST, 5-year term, 1-year cancellation clause.
- WellTide – 2,500 sq. ft., \$95,000/year + HST (escalating), 20-year term, \$150–200K in leasehold improvements.
- Dawson Centre – 3,549 sq. ft., \$119,000/year + HST, 10-year term, includes \$250K leasehold improvements.
- Bridgewater Mall – 3,500 sq. ft., \$158,000/year + HST, 8-year term, \$150–200K leasehold improvements.

Estimated impact discussed:

- Approximate annual cost increase of ~\$60,000.
- One-time leasehold improvements estimated at \$150–200K.

Attachments

APPENDIX A: Quantitative Metrics

APPENDIX B: Qualitative Metrics

APPENDIX C: Cost Comparison Summary

APPENDIX A: QUANTITATIVE METRICS

Location	210 Aberdeen	Well Tide Facility	Dawson Centre	New Build at Waste Site
Square Feet	1800 (excluding washrooms, IT closet, kitchenette etc)	2000 (excluding washrooms, IT closet etc)	3549 (excluding washrooms, IT closet etc)	2500 (including washrooms, IT closet, kitchenette etc)
Availability	Current Location	Jun-26	available now	2 years
Space Already Fitted up or requires construction/configu	Already fitted	Requires new fit-up	Requires new fit-up	New construction and fit-up
Initial Fit-up Cost	N/A	\$325,000+tax	\$700,000 +tax	\$1,900,000 + Tax
Rental Rate (\$/sq ft annually)	\$20.00	\$35	\$33.55	\$0.00
Monthly Rental Fee	\$3,500.00 + Tax	\$5833.33 +tax	\$9922.41 + tax	\$0.00
Monthly Utilities	Included	\$500 + tax	Included	\$500 + tax
Term of lease	5 years, with option to cancel without penalty	5 years + options	10 years+	Lifetime
Annual Ongoing Capital Costs and Maintenance	\$0.00	\$0.00	\$0.00	\$20,000+tax
Total Obligation over 5 years	\$ 210,000	\$ 705,000	\$ 1,295,345	\$ 2,030,000

* Assuming lessor would agree to a 5 year lease, costs would likely be higher

* While we have capital funds in reserve, this investment would impact capital funding available to manage existing assets. MJSB cannot currently incur debt

New Construction Cost Estimate - Order of Magnitude

A 2,500 ft² single-story office in Bridgewater, NS, built in 2026 with durable-but-affordable finishes.

Cost Breakdown (Turnkey, 2026 dollars)

1. Base Building Construction

Using the 2026 Canadian commercial construction range of **\$200–\$300/sq ft** for standard office space.

Low: 2,500 × \$230 = **\$575,000**

High: 2,500 × \$300 = **\$750,000** (small building penalty, tight market)

This includes: foundation, slab, framing, roof, exterior envelope, HVAC, electrical, lighting rough in, life safety systems.

2. Accessible & Inclusive Washrooms

2–3 washrooms, barrier-free, larger stalls, grab bars, accessible fixtures, basic fixtures, power door operators.

\$40,000–\$70,000

3. IT and Security Infrastructure

Network cabling, server closet, switching, Wi-Fi, security cameras, access control

\$30,000–\$60,000

4. Well & Septic

Typical rural commercial systems in Nova Scotia:

Drilled well + pump system: **\$20,000–\$40,000**

Commercial-grade septic system: **\$40,000–\$70,000**

Total: \$60,000–\$110,000

5. Environmental Assessment

Phase II given proposed location and need for well and septic: **\$20,000–\$60,000**

6. Design, Engineering & Permits

NS requires professional design for structural and certain mechanical systems under the Building Code Regulations .

Architectural, engineering and code: **\$90,000–\$150,000**

Surveying, geotech & site plan: **\$15,000–\$40,000**

Permits (development, footing, building): **\$1,000–\$3,000**

Total: \$106,000–\$193,000

7. Sitework

Driveway, parking, grading, drainage, landscaping.

\$60,000–\$110,000

8. Fit-up

Typical Interior fit-up (interior partitions, doors, ceilings, finishes, small kitchenette, medium and small boardroom, 7 offices, 15 open workstations)

[p 58 - Government of Canada Workplace Fit-up Standards - Rates](https://www150.statcan.gc.ca/n1/pub/98-643-x/2019001/article/00001-eng.htm)

All inclusive

https://wiki.gccollab.ca/images/7/7a/Workplace_Fit-up_Standards_EN.pdf

Standard fit-up rates for Halifax: \$2327-3113/m² +tax
= \$ 216.18 to \$ 289.20 /ft²

- re-use of enclosed office furniture, chairs, video conferencing equipment, shelving. (-\$30/ft²)

- efficiencies given initial fit-up of space with no demo needed (-\$30/ft²)

2000 ft² * \$156 - 229 = \$ 312,367.15 \$ 458,409.51

8. Contingency & Soft Costs

Given 2026's structural labour and supply-chain pressures :

Legal, insurance, project management (8-12%): **\$10,000–\$20,000**

Project Management (8-12%): **\$96,000–\$220,000**

Contingency (10–15%): **\$120,000–\$270,000**

Total Turnkey Cost Range

Category	Low Estimate	High Estimate
Base building	\$575,000	\$750,000
Accessible washrooms	\$40,000	\$70,000
IT infrastructure	\$30,000	\$60,000
Well & septic	\$60,000	\$110,000
Environmental	\$20,000	\$60,000
Design & permits	\$106,000	\$193,000
Sitework	\$60,000	\$110,000
Fit-up	\$ 312,367.15	\$ 458,409.51
Sub-total	\$1,203,367	\$1,811,410
Legal and Insurance	\$7,500	\$12,000
Project Management	\$96,000	\$220,000
Contingency	\$120,000	\$270,000
Total	\$1,426,867	\$2,313,410
Average	\$1,870,138	

<https://www.rsmeans.com/resources/cost-to-build-an-office>

APPENDIX B: QUALITATIVE METRICS

Strategic Factor	Weight (1-5)	210 Aberdeen	Well Tide Facility	Dawson Centre	New Build at Waste Site
Financial Obligation	45%	1	2	3	4
OHS and Accessibility Legislative Requirements	25%	4	1	2	3
Suitability of Space for Work, proximity to partners and Future Scalability / Expansion	20%	3	1	2	4
Professional image / brand to improve employee morale & retention	10%	3	1	2	4
Total Qualitative Score	100%	2.4	1.5	2.5	3.8
	Ranking of Options:	2	1	3	4

APPENDIX C: COST COMPARISON SUMMARY

Category	Current - 210 Aberdeen	Proposed - Well Tide	Change
Monthly Lease	\$ 3,500	\$ 5,833	\$ 2,333
Utilities	\$ -	\$ 500	\$ 500
Subtotal (Before HST)	\$ 3,500	\$ 6,333	\$ 2,833
Non-Refundable HST	\$ 137	\$ 247	\$ 110
Total Monthly Cost	\$ 3,637	\$ 6,580	\$ 2,944
Annual Cost	\$ 43,638	\$ 78,964	\$ 35,326
One-Time Fit-up	\$ -	\$ 325,000	\$ 325,000
Non-Refundable HST (Fit-up)	\$ -	\$ 12,675	\$ 12,675
Total One-Time Fit-up Cost	\$ -	\$ 337,675	\$ 337,675
Total Budget Impact	\$ 43,638	\$ 416,639	\$ 373,001



To: Municipal Joint Services Board (MJSB)
From: Jill Rafuse- Chief Operating Officer
Date: March 25, 2026
Subject: Agenda Item 4.3 – Memo – Signing Authority Update

DECISION

X

DIRECTION

INFORMATION

RECOMMENDATION / MOTION

That the Board approve updating the Company's TD Canada Trust bank account signing authorities to include the Director of Waste Management Shared Services Gabe Welsh.

BACKGROUND

The Company maintains an operating and capital bank account with four authorized signatories: the COO, Director of Corporate Services, Board Chair, and Board Vice-Chair. Currently, three signing officers, David Mitchell (Chair), Wendy Oickle (Vice-Chair), and Jill Rafuse (COO) are listed on the account. All expenditures require two signatures, with at least one from an elected official.

ANALYSIS

The bank records need to be updated to include the new Director of Waste Management Shared Services as an authorized signing officer. All current procedures and signature requirements will remain unchanged.

FINANCIAL IMPLICATIONS

No changes to current financial limits or signature requirements.

CONCLUSION / NEXT STEPS

Board approval is requested to update the bank signing authority to include the new Director of Waste Management Shared Services. Upon approval, the bank will be notified, and records updated accordingly.

ATTACHMENTS



Clear Button

TD Canada Trust Corporate Resolution

Resolution of the Directors of MUNICIPAL JOINT SERVICES BOARD, LUNENBURG REGION (the Corporation)
carrying on business under the name of _____ (the Business Name)

Whereas it is in the interest of the Corporation to enter into arrangements for the provision of financial products and/or services with The Toronto-Dominion Bank, TD Mortgage Corporation, TD Pacific Mortgage Corporation and The Canada Trust Company¹ (collectively, the "Bank"), therefore;

Be it resolved that:

1. The Corporation may from time to time:
 - (a) open, maintain and operate one or more accounts with the Bank and do all things in relation thereto;
 - (b) borrow money or otherwise obtain credit from the Bank in such amounts and on such terms as may be deemed appropriate, by loans, advances, overdrafts, financial leases or otherwise;
 - (c) mortgage, hypothecate, charge, pledge, assign, convey, transfer or otherwise grant a security interest in any or all of the property, real and personal, immovable and moveable, undertaking and rights of the Corporation, present and future, to secure the payment and performance of any or all of the present and future indebtedness, liabilities and obligations of the Corporation to the Bank;
 - (d) enter into further arrangements for the provision of financial products and/or services with the Bank;
 - (e) guarantee the obligations of any third party to the Bank either with or without security; and
 - (f) do all such acts and things and execute and deliver any and all agreements or other instruments as deemed necessary by the Bank to give full effect to this resolution.
2. In accordance with any restrictions set out below, the persons holding the offices listed below from time to time are authorized for and on behalf of the Corporation to:
 - (a) execute and deliver all of the documents and instruments contemplated by this resolution;
 - (b) give the Bank instructions in connection with any of the foregoing;
 - (c) conduct all aspects of the Corporation's banking relationship with the Bank;
 - (d) further delegate the authority granted hereunder to such person or persons as the authorized signing officer(s) may select at any time and from time to time; and
 - (e) appoint, add, remove and/or replace signing officers (including appointing specific signing officers in respect of specified accounts) and to establish and change the Signing Officer Requirements/Restrictions from time to time on prior written notice to the Bank.

The Bank is entitled to rely on such documents, instruments, instructions and transactions as duly and validly authorized and binding on the Corporation including, without limitation, any documents, instruments, instructions and transactions made, drawn, accepted, endorsed or signed by any delegate(s). The Bank does not need to make any further inquiry into the authority of the authorized signing officers or delegates to bind the Corporation.

Signing Officers (Identify by title and not by name)

Title: COO

Title: BOARD CHAIR

Title: BOARD VICE CHAIR

Title: DIR OF WASTE MANAGEMENT SHARED SERVICES

Title: _____

Title: _____

The persons holding the corresponding offices, as of the date hereof, are:

Name: JILL RAFUSE

Name: DAVID MITCHELL

Name: WENDY JOANNE OICKLE

Name: GABE WELSH

Name: _____

Name: _____

Any titled officer or signing officer of the Corporation is authorized to certify to the Bank the names of those persons who are holders from time to time of the positions authorized as signing officers, and such certification, when received by the Bank, shall be binding on the Corporation.

Signing Officer Requirements/Restrictions

Record the signing requirements, using titles only and not names, e.g. "any one to sign", "the President to sign alone", the President and the Secretary to sign together.

ANY TWO TO SIGN

Certified a true copy of a Resolution duly passed by the Board of Directors of the Corporation and that this Resolution is now in full force and effect and unamended.

Dated this 25 day of MARCH, 20 26

X _____
Name: JILL RAFUSE

X _____
Name: DAVID MITCHELL

Note: This form must be signed by the Corporation's titled officer(s), e.g. President, Secretary, Treasurer, Vice-President or signing officer(s) of the Corporation.

¹ TD Mortgage Corporation and TD Pacific Mortgage Corporation are loan companies incorporated under the *Trust and Loan Companies Act* of Canada, and member institutions of the Canada Deposit Insurance Corporation. The Canada Trust Company is a trust company incorporated under the *Trust and Loan Companies Act* of Canada, and a member institution of the Canada Deposit Insurance Corporation.



To: Municipal Joint Services Board (MJSB)
From: Gabe Welsh - Director of Waste Management
Date: March 25, 2026
Subject: Agenda Item 4.4 - Memo – Waste Transfer Services Contract Extension

DECISION

X

DIRECTION

INFORMATION

RECOMMENDATION / MOTION

That the MJSB extend the existing Waste Transfer Services contract with GE Environmental Ltd (GE), for an additional two-year term ending on March 31, 2028.

BACKGROUND

The existing waste transfer contract with GE began in December 2021 and will expire March 31, 2026. The agreement includes an option for us to inform GE that we are extending the contract, for an additional two-year term ending on March 31, 2028.

The contract includes provisions for hauling landfill, construction and demolition debris, asphalt shingles, oversize compost and wood waste from the South Shore Waste Solutions site to Kaizer Meadow Landfill.

ANALYSIS

The current contractor, GE, has provided consistent, high-quality service and has developed a strong working relationship with the organization. Pickups have been reliable, communication has been responsive, and the contractor has demonstrated a clear understanding of our operational, safety, and regulatory requirements. This continuity is important given the critical role hauling plays in maintaining site capacity and service delivery to partner municipalities.

Exercising the extension also provides cost certainty during a period of market volatility in fuel, labour, and equipment costs. The extension pricing was established through the original competitive procurement process and remains fair and predictable.

Given the contractor’s strong performance, operational reliability, and the financial stability provided through the extension terms, management believes exercising the two-year option is in the best interest of the organization.

FINANCIAL IMPLICATIONS

The contract rates were established through a competitive procurement process in 2021 and have increased at an average annual rate of 2.89%. The proposed two-year extension would maintain this same escalation structure, providing predictable and manageable increases.

Based on the 2024–2025 contract value of approximately \$403,000, this would result in an approximately \$12,000 annual increase, not accounting for any increase in tonnage.

Material	Unit	2025-26	2026-27	2027-28
Landfill	tonnes	\$ 18.95	\$ 19.50	\$ 20.06
C&D	tonnes	\$ 21.60	\$ 22.22	\$ 22.86
Shingles	tonnes	\$ 21.60	\$ 22.22	\$ 22.86
Oversize Compost	tonnes	\$ 21.60	\$ 22.22	\$ 22.86
Oversize Wood	tonnes	\$ 44.89	\$ 46.19	\$ 47.53
Wood	tonnes	\$ 21.60	\$ 22.22	\$ 22.86
Wood Chips	hourly	\$ 171.90	\$ 176.87	\$ 181.98

CONCLUSION / NEXT STEPS

If the Board is in agreement, MJSB staff will work with GE Environmental to extend the contract for an additional two-year term ending March 31, 2028 as per the pricing table in the contract.

ATTACHMENTS

Nil



To: Municipal Joint Services Board (MJSB)
From: Jim Gomm, Waste Site Manager
Date: March 25, 2026
Subject: Agenda Item 6.1 – Memo – Wheeled Loader Repairs

DECISION **DIRECTION** **INFORMATION**

RECOMMENDATION / MOTION

That the Board accept this memo as information.

BACKGROUND

The hydraulic system on the Cat 938 loader failed on Feb 3, 2026 and the machine was sent to Toromont CAT on Feb 18, 2026 for diagnosis. A repair of \$61,677.48 is required to replace the main hydraulic pump and two hydraulic drive pumps. This loader is critical to daily compost processing. Delaying repairs would further disrupt operations, reduce efficiency, and increase operational risk, particularly as we approach the peak period.

To minimize disruption, the COO approved awarding the repair to Toromont Cat in accordance with the MJSB Procurement Policy.

Section 19. Alternative Procurement Practices

19.1.5 – *To ensure compatibility with existing products, to recognize exclusive rights such as exclusive licenses, copyright and patent rights or to maintain specialized products that must be maintained by the manufacturer or its representative*

19.1.6 – *Where there is an absence of competition for technical reasons and the goods or services can be supplied only by a particular supplier and no alternative or substitute exists*

ANALYSIS

The wheel loader has approximately 8,000 hours of use, placing it mid-life within a typical 10,000–15,000-hour lifespan, with several thousand hours of service remaining.

A comparable new unit would cost approximately \$350,000–\$450,000 CAD, while similar used machines are currently listed at around \$260,000. The proposed repair represents roughly 15% of the cost of a new replacement, which is well within accepted fleet management thresholds. Industry practice generally supports repairs below 25–30% of replacement cost, with replacement typically considered at 40–50% or at end of life.

Based on these benchmarks, the repair is a cost-effective option to extend the equipment’s useful life.

Attempts were made to solicit quotes for the repairs through local vendors, including Gerhardt’s Fleet Tech Services. However, due to the complexity of the work, it was determined that the repairs must be completed by the manufacturer.

FINANCIAL IMPLICATIONS

The estimated \$61,677.48 repair cost represents a significantly lower capital expenditure compared to replacement options.

<u>Option</u>	<u>Estimated Cost</u>
Repair existing loader	\$61,677.48
Purchase used equivalent loader	~\$260,000
Purchase new equivalent loader	\$350,000 – \$450,000

Assuming the repair provides an additional 4,000–7,000 operating hours, the cost per hour is significantly lower than immediate replacement. The work includes a two-year warranty, reducing risk and supporting continued reliable operation.

The repair aligns with the current five-year capital plan, which schedules replacement in 2029/30 based on lifecycle projections and total cost of ownership.

The 2025/26 maintenance budget for this unit is \$16,000. While \$30,000 was forecasted for this repair in Q4, any additional costs are expected to be managed within the overall maintenance budget.

CONCLUSION

The repairs to the 2018 CAT 938K loader are necessary to maintain reliable safe operations at the waste site, particularly with compost processing. Completing this work now will

support operational continuity, maintain the useful life of the asset within the existing capital replacement plan, and protect the potential resale value of the asset.



To: Municipal Joint Services Board (MJSB)
From: Gabe Welsh - Director of Waste Management
Date: March 25, 2026
Subject: Agenda Item 6.1 – Waste Management Update

DECISION



DIRECTION



INFORMATION

X

TONNAGE REPORT UPDATE

Material volumes for the 2025–26 fiscal year remain consistent with both budget expectations and historical trends, with February continuing the patterns observed in prior months. Overall activity levels are stable, with total volumes remaining in line with both budget and the previous year.

Recycling volumes continue to perform strongly, with additional material from Circular Materials (CM) contributing to exceeding both budget and prior year levels.

Wood waste volumes remain generally stable. While February activity was in line with expectations, total C&D tonnage continues to trend below both budget projections and the same period last year.

Septage volumes have continued to trend downward, primarily due to the late-January mechanical breakdown at the wastewater treatment plant, which limited material acceptance. Repairs were completed in early February, and volumes are expected to recover moving forward.

FINANCIAL IMPLICATIONS

Overall financial performance remains aligned with the approved budget, with February results continuing the trends seen in prior months. Increased revenues from strong recycling volumes are offsetting lower activity in the C&D and septage streams, and no significant financial risks have been identified at this time.

WASTE COLLECTION ROUTES

New collection routes in the District of Lunenburg and Town of Bridgewater will begin on March 30, 2026. These changes are being implemented as part of the new curbside collection contracts to improve route efficiency.

Collection will shift from a 5-day schedule to a 4-day schedule with no regular collection taking place on Mondays. This will result in less rescheduling of holiday collections as well as reduced frequency of weekend collections due to cancellations or storm events.

In coordination with MJSB partner communications staff, South Shore Waste Solutions (SSWS) will be advertising regularly over the coming weeks to remind the public of these changes. New collection routes can be found on the SSWS website.

SCALE SOFTWARE UPDATE

MJSB staff have been working closely with StrongData to advance the implementation of the new scale software program, with a planned go-live date of May 4, 2026. The project is progressing well, with configuration, testing, and staff training currently underway to support a smooth transition.

Once implemented, the new system is expected to improve operational efficiency across the waste management shared service, particularly within the scalehouse and accounting functions. Enhancements will include more streamlined transaction processing, improved data accuracy, and better integration with financial systems, ultimately supporting more timely reporting and improved overall service delivery.

Communication of these changes will be sent to account holders in the coming weeks.

ATTACHMENTS

6.1.1 WMSS Tonnage & Revenue Report – Feb 2026

**Municipal Joint Services Board
Lunenburg Regional Community Recycling Centre
February 2026**



	YTD		YTD		#	YTD		YTD		YTD		YTD		YTD		YTD		YTD		YTD						
	2025-26	2024-25	2025-26	2024-25		2025-26	2024-25	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25			
Curbside Recyclables	467	458	88	88	#	1,285	1,177	1,840	1,723	284	-	2,123	1,660	1,723	463	400	\$	826,563	\$	761,233	\$	748,343	\$	65,330	\$	78,220
ICI Recyclables	213	157	27	21	#	151	102	391	280	61	54	452	365	334	86	118	\$		\$		\$		\$		\$	
GE Cardboard	732	821	66	24	#	300	243	1,097	1,088	4	-	1,101	1,100	1,088	1	13	\$		\$		\$		\$		\$	
Total Recyclables	1,411	1,436	181	133		1,736	1,523	3,328	3,091	349	54	3,676	3,125	3,145	551	531	\$	826,563	\$	761,233	\$	748,343	\$	65,330	\$	78,220
Curbside Organics	1,011	1,014	166	142	#	2,374	2,334	3,551	3,490	-	-	3,551	3,523	3,490	28	62	\$	411,969	\$	408,700	\$	392,601	\$	3,269	\$	19,368
Billable Organic	636	540	61	60	#	157	160	854	760	1,664	1,745	2,518	2,402	2,505	116	13	\$	299,092	\$	292,386	\$	287,347	\$	6,706	\$	11,745
Bio Solid	483	414	-	-	#	65	41	549	454	208	239	756	793	693	37	63	\$	142,038	\$	155,278	\$	107,478	-\$	13,240	\$	34,560
Total Organics	2,130	1,967	228	202		2,596	2,535	4,954	4,704	1,872	1,984	6,826	6,718	6,688	107	137	\$	853,099	\$	856,364	\$	787,427	-\$	3,265	\$	65,672
Billable Waste	2,483	2,430	166	194	#	2,050	2,152	4,699	4,776	396	308	5,096	5,114	5,085	18	11	\$	1,063,199	\$	1,079,331	\$	1,007,993	-\$	16,132	\$	55,206
Curbside Landfill	929	970	157	136	#	3,697	3,405	4,784	4,511	-	-	4,784	4,548	4,511	236	273	\$	923,233	\$	877,694	\$	844,651	\$	45,539	\$	78,582
C & D	779	919	169	72	#	2,235	2,364	3,184	3,355	239	292	3,423	3,580	3,647	157	224	\$	457,711	\$	505,941	\$	462,060	-\$	48,230	-\$	4,350
Asphalt	80	167	7	15	#	365	556	452	739	22	30	475	766	768	292	294	\$	39,706	\$	62,492	\$	62,060	-\$	22,786	-\$	22,354
Clean Wood	213	286	38	53	#	516	723	767	1,063	21	21	788	976	1,084	187	296	\$	36,296	\$	44,852	\$	49,631	-\$	8,557	-\$	13,335
Painted / Ply Wood	120	146	38	24	#	449	363	607	533	15	18	622	566	551	56	71	\$	61,992	\$	55,621	\$	55,595	\$	6,372	\$	6,397
Pressure Treated Wood	76	53	19	14	#	186	200	281	267	34	12	315	280	279	35	36	\$	67,064	\$	59,077	\$	56,492	\$	7,987	\$	10,571
Wood Clean Up	29	31	4	3	#	127	134	161	168	-	-	161	153	168	8	7	\$	22,031	\$	21,003	\$	21,806	\$	1,028	\$	225
Drywall	22	66	3	6	#	88	112	112	185	-	-	112	130	185	18	72	\$	12,803	\$	14,745	\$	20,885	-\$	1,942	-\$	8,082
Curbside Metal Clean Up	5	3	1	0	#	20	23	26	26	-	-	26	23	26	3	1	\$	-	\$	-	\$	-	\$	-	\$	-
Metal	27	23	3	3	#	150	134	180	159	3	4	183	159	163	24	20	\$	-	\$	-	\$	-	\$	-	\$	-
FireSmart Brush	73	-	30	-	#	324	-	428	-	-	-	428	-	-	428	428	\$	23,532	\$	-	\$	-	\$	23,532	\$	23,532
Total Other	4,837	5,095	637	521		10,207	10,165	15,681	15,781	731	686	16,412	16,295	16,467	117	55	\$	2,707,566	\$	2,720,755	\$	2,581,174	-\$	13,189	\$	126,392
Septic/Treatment Plant	191	71	10	52	#	10,982	11,907	11,183	12,031	686	1,379	11,870	12,424	13,410	554	1,540	\$	466,713	\$	497,309	\$	520,470	-\$	30,595	-\$	53,756
Sub Totals	8,570	8,570	1,056	908		25,521	26,130	35,146	35,608	3,638	4,102	38,784	38,562	39,710	222	926	\$	4,853,942	\$	4,835,661	\$	4,637,414	\$	18,281	\$	216,528