

## **AGENDA**

**Wednesday February 25<sup>th</sup>, 2026 at 6:30 PM**

**MODL Council Chamber**

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 AND ADDED ITEMS**
- 3. APPROVAL OF MINUTES OF PREVIOUS MEETING, [JANUARY 28<sup>th</sup>, 2026](#), AS CIRCULATED.**
- 4. NEW BUSINESS:**
  - [4.1 Third Quarter Financial Update 2025-26](#)
    - [4.1.1 Third Quarter Financial Report 2025-26](#)
  - 4.2 Memo – [Office Relocation Recommendation](#)
  - 4.3 Memo – [Council Resolutions for PCAP Grant Application](#)
  - 4.4 Memo – [Emergency Procurement for Biosolids Tent Cover Failure](#)
  - 4.5 Memo – [Update of Bank Signing Authority for COO](#)
- 5. ADDED ITEMS:**
- 6. CORRESPONDENCE / INFORMATION**
  - [6.1 Waste Management Update](#)
    - [6.1.1 WMSS Tonnage and Revenue Report – Jan 2026](#)
  - 6.2 Adoption of updated logos and templates
- 7. IN CAMERA:**
  - 7.1 Municipal Government Act Section 22 (2)(e) - Contract Negotiations
- 8. NEXT MEETING DATE** – March 25<sup>th</sup>, 2026

## 9. ADJOURNMENT



**To:** Municipal Joint Services Board (MJSB)  
**From:** John Feeney, Director of Corporate Services  
**Date:** February 25, 2026  
**Subject:** Agenda Item 4.1 – Third Quarter Financial Update 2025-26

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**DECISION**

**X**

**DIRECTION**

**INFORMATION**

### **RECOMMENDATION / MOTION**

That the Board accept the Third Quarter 2025 26 Financial Update as presented for information.

### **BACKGROUND**

The second quarter financial update presented in December showed that all services were tracking in line with the approved 2025–26 budget and there were no significant financial concerns at that time.

Third quarter results remain consistent with the second quarter update. Overall, revenues and expenses continue to align with the approved budget and there are no major pressures identified at this point in the year.

In December, the Province’s Extended Producer Responsibility (EPR) program came into effect. As a result, responsibility for funding residential recycling has shifted from the partner municipalities to a provincially managed, producer-funded program and has been reflected in monthly billings.

### **ANALYSIS**

#### **Waste Management:**

Waste Management operating surplus is currently trending ahead of budget. Revenues are higher than expected due to \$75,000 in grant funding received through the PCAP program to support the compost tipping floor replacement project.

Operating expenses are lower than budget, primarily due to staff vacancies and savings in benefit rates.

As a result, the service is projecting an operating surplus of approximately \$209,000 compared to budget. This allows the organization to fully fund the planned \$609,000 in capital investments without drawing on the \$175,000 reserve contribution that had been included in the approved budget.

### **Information Technology (IT) Shared Service:**

IT remains on track and currently ahead of budget due to lower-than-expected costs. Savings are mainly the result of:

- Moving further to cloud systems, which means the planned server replacement is no longer needed this year.
- Lower cybersecurity insurance costs following a competitive RFP process.
- Delayed timing of new staff hires, resulting in lower personnel costs.
- A \$50,000 contingency included in MODL's budget that was not required.

As a result, partner contributions are expected to be reduced. Forecasting savings of approximately \$86k for MODL, \$61k for TOB and \$12k for TOMB.

### **Human Resources, Occupational Health & Safety, and Procurement:**

No significant changes since the second quarter. All services remain on track and within the approved 2025/26 budget, with minor reductions in partner contributions.

Procurement costs are slightly lower than budget due to the service starting later than originally planned. No financial risks have been identified.

### **FINANCIAL IMPLICATIONS**

No significant financial risks have been identified. The approved budget planned to fund \$602,000 in capital investments through \$427,000 in operating surplus and a \$175,000 withdrawal from reserves. Due to favorable financial performance, the capital plan can now be fully funded from operating surplus, eliminating the need to draw from reserves.

## **CONCLUSION / NEXT STEPS**

The Board is asked to receive and accept the third quarter financial update. Staff will return with the year-end preliminary results in June and the audited financial statements in September.

## **ATTACHMENTS**

4.1.1 Third Quarter 2025-26 Financial Report

**Municipal Joint Services Board**  
Third Quarter 2025/26 Financial Report  
April 1 to December 31, 2025

**Waste Management Shared Service  
Third Quarter 2025/26 Financial Report  
April 1 to December 31, 2025**

	YTD Prior Year 2024-25	YTD Actuals 2025-26	YTD Budget 2025-26	YTD Variance 2025-26	Forecast 2025-26	Annual Budget 2025-26	Variance 2025-26
<b>Revenue</b>							
User Fees:							
Municipality of District of Lunenburg	1,140,601	1,264,393	1,173,449	90,943	1,507,589	1,499,637	7,952
Town of Bridgewater	539,942	561,954	579,595	(17,642)	694,348	749,606	(55,258)
Town of Mahone Bay	65,087	80,004	63,390	16,614	93,889	82,420	11,468
Billable - Internal	1,911,487	1,899,603	1,974,745	(75,142)	2,306,846	2,412,719	(105,873)
Billable - Outside	399,720	424,875	402,898	21,978	521,854	499,877	21,978
Extended Producer Responsibility Funding	-	30,302	-	30,302	136,008	-	136,008
RRFB grant	50,177	38,075	34,929	3,146	303,033	299,887	3,146
Other fees/expense recovery	340,760	313,459	247,638	65,820	438,733	337,243	101,490
Gain on sale of capital assets	-	-	-	-	55,800	80,000	(24,200)
	<u>4,447,774</u>	<u>4,612,664</u>	<u>4,476,645</u>	<u>136,019</u>	<u>6,058,100</u>	<u>5,961,389</u>	<u>96,711</u>
<b>Expenses</b>							
Contract Fees	1,288,162	1,418,444	1,353,885	64,558	1,807,047	1,760,139	46,908
Education and Enforcement	14,171	16,769	34,913	(18,143)	28,407	46,550	(18,143)
Equipment Maintenance	134,717	105,918	153,750	(47,832)	213,168	205,000	8,168
General Site Maintenance	126,776	126,538	135,769	(9,230)	215,736	181,025	34,711
Human Resources	20,991	14,412	24,627	(10,215)	28,762	32,836	(4,074)
Information Technology	55,627	72,992	74,572	(1,579)	89,195	99,429	(10,234)
Insurance	118,684	104,223	130,552	(26,329)	104,223	130,552	(26,329)
Lab Supplies and Chemicals	55,283	34,343	56,625	(22,282)	46,043	91,700	(45,657)
Occupational Health & Safety	2,680	12,957	14,014	(1,057)	17,459	18,686	(1,227)
Office	70,647	80,675	95,862	(15,187)	121,913	126,750	(4,837)
Personnel Services	1,402,677	1,354,753	1,513,962	(159,208)	1,924,134	2,016,121	(91,987)
Power	59,005	67,333	72,969	(5,637)	102,193	109,390	(7,197)
Procurement	-	6,377	8,416	(2,038)	8,944	11,221	(2,276)
Professional Services	34,472	68,876	78,500	(9,624)	150,976	151,400	(424)
Site Monitoring	16,146	29,384	20,000	9,384	40,384	40,000	384
Trucking Contract	396,818	396,051	385,192	10,859	551,058	513,590	37,468
	<u>3,796,856</u>	<u>3,909,915</u>	<u>4,153,609</u>	<u>(243,693)</u>	<u>5,449,512</u>	<u>5,534,389</u>	<u>(84,878)</u>
<b>Operating Surplus/(Deficit)</b>	<b>650,918</b>	<b>702,749</b>	<b>323,036</b>	<b>379,713</b>	<b>608,588</b>	<b>427,000</b>	<b>181,589</b>
Add: Financing and Transfer from Capital Reserves	-	-	-	-	-	175,000	(175,000)
Less: Investment in Tangible Capital Assets	250,522	557,589	590,000	(32,411)	608,589	602,000	6,589
<b>Total Surplus/(Deficit)</b>	<b>400,396</b>	<b>145,160</b>	<b>(266,964)</b>	<b>412,124</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Capital Program Update**  
**Third Quarter 2025/26 Financial Report**  
**April 1 to December 31, 2025**

<b>Project</b>	<b>Original Budget</b>	<b>Full-Year Projections</b>	<b>Variance vs. Budget</b>	<b>Status</b>	<b>Status Indicator</b>	<b>Notes / Actions</b>
Track Excavator Replacement	275,000	196,187	(78,813)	Complete	●	
Compost Tipping Floor Replacement	150,000	229,622	79,622	On Track	●	RFP 2025-002 awarded at June Board Meeting, work is 95% complete
Biosolids Pad Expansion	75,000	-	(75,000)	Delayed	●	On hold pending review of long-term biosolids management options
Lagoon Capacity Restoration Work	50,000	-	(50,000)	Delayed	●	On hold pending consultant's review of alternatives and cost estimates
Loader Plow Blade Replacement	40,000	27,621	(12,379)	Complete	●	RFP to be issued in early September - Delivered
Scale Software Replacement	12,000	12,000	-	On Track	●	Project kicked off plan completion in Q4
Compost Door & Building Project	-	95,293	95,293	Complete	●	Carry over to replace compost doors approved Feb 26th
Security Camera System Upgrade	-	47,866	47,866	Complete	●	Budget increase of \$10K and carry in approved Feb 26th. Additional increase of \$4K approved June 25th.
	<b>602,000</b>	<b>608,589</b>	<b>6,589</b>			





**Occupational Health & Safety Shared Service  
Third Quarter 2025/26 Financial Report  
April 1 to December 31, 2025**

	YTD Prior Year 2024-25	YTD Actuals 2025-26	YTD Budget 2025-26	YTD Variance 2025-26	Forecast 2025-26	Annual Budget 2025-26	Variance 2025-26
<b>Revenue</b>							
Municipality of District of Lunenburg	3,963	22,736	24,303	(1,567)	30,628	32,788	(2,160)
Town of Bridgewater	6,315	25,996	27,788	(1,792)	35,019	37,489	(2,470)
Town of Mahone Bay	2,375	14,587	15,593	(1,005)	19,649	21,036	(1,387)
Municipal Joint Services Board	2,680	12,957	13,850	(893)	17,456	18,686	(1,230)
Non-Partners	-	-	-	-	-	-	-
	<u>15,333</u>	<u>76,277</u>	<u>81,534</u>	<u>(5,257)</u>	<u>102,753</u>	<u>110,000</u>	<u>(7,247)</u>
					438,733		
<b>Expenses</b>							
Personnel services	10,875	72,666	76,704	(4,038)	97,006	103,560	(6,554)
Office & Administration	4,458	3,611	4,830	(1,219)	5,747	6,440	(693)
	<u>15,333</u>	<u>76,277</u>	<u>81,534</u>	<u>(5,257)</u>	<u>102,753</u>	<u>110,000</u>	<u>(7,247)</u>
<b>Surplus/(Deficit)</b>	-	-	-	-	-	-	-

**Procurement Shared Service  
Third Quarter 2025/26 Financial Report  
April 1 to December 31, 2025**

	YTD Prior Year	YTD Actuals 2025-26	YTD Budget 2025-26	YTD Variance 2025-26	Forecast 2025-26	Annual Budget 2025-26	Variance 2025-26
<b>Revenue</b>							
Municipality of District of Lunenburg	-	39,089	49,425	(10,335)	54,821	68,796	(13,975)
Town of Bridgewater	-	18,628	23,573	(4,945)	26,123	32,812	(6,689)
Town of Mahone Bay	-	9,795	12,337	(2,542)	13,742	17,173	(3,431)
Municipal Joint Services Board	-	6,378	8,060	(1,682)	8,944	11,219	(2,275)
Non-Partners	-	-	-	-	-	-	-
	-	73,890	93,395	(19,505)	103,630	130,000	(26,370)
					438,733		
<b>Expenses</b>							
Personnel services	-	69,847	85,895	(16,048)	98,207	120,000	(21,793)
Office & Administration	-	4,043	7,500	(3,457)	5,423	10,000	(4,577)
	-	73,890	93,395	(19,505)	103,631	130,000	(26,369)
<b>Surplus/(Deficit)</b>	-	-	-	-	-	-	-



**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

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**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 2000ft<sup>2</sup> 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 2000ft<sup>2</sup> 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 2000ft<sup>2</sup> 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
<b>Status Quo – Option 1 210 Aberdeen</b>	Lowest cost, insufficient capacity, does not meet functional requirements, non-compliant for accessibility and other legislative requirements.	\$210,000
<b>Recommended - Option 2 WellTide</b>	New space, great layout, compliant to legislative requirements but rent is higher than current and requires \$337,675 (includes Non-refundable HST)	\$705,000
<b>Option 3 Dawson Centre</b>	Very high rent; \$700k+ Tax fit-up. Space is too large and layout not functional for needs (long and narrow).	\$1,295,345
<b>Option 4 New Build at Waste Site</b>	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 Council 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 Council 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 Council, 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. Council would authorize MJSB to enter into a five-year lease agreement for approximately 2000ft<sup>2</sup> 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 Council 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 Council 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



**To:** Municipal Joint Services Board (MJSB)  
**From:** Mark Dauphinee – Environmental Services Supervisor  
**Date:** February 25, 2026  
**Subject:** Agenda Item 4.3 – Memo – Council Resolutions for PCAP Grant Application

---

**DECISION**



**DIRECTION**



**INFORMATION**



### **RECOMMENDATION / MOTION**

That the Board direct staff to request resolutions from the individual municipal councils supporting the submission of a Provincial Capital Assistance Program (PCAP) funding application to offset portions of two projects for Fiscal Year 2026-27 for the Secondary Dome Panel Replacement project and Site Chip Sealing project.

### **BACKGROUND**

A project for \$48,300 for Site Chip Sealing was approved as part of the MJSB 2026-27 Capital Budget.

The Site Chip Sealing project proposes chip sealing selected gravel/dirt roads and operational areas at the waste management facility to improve safety and reduce long-term maintenance costs. Chip sealing provides a cost-effective method to stabilize these surfaces, reduce dust generation, and extend road life with significantly lower lifecycle costs compared to asphalt.

A project for \$116,000 for Secondary Dome Panel Replacement was approved as part of the MJSB 2026-27 Capital Budget.

A total of 5 out of 10 structural panels have separated at the seams and can no longer be repaired. Full panel replacement is required to restore structural integrity and ensure ongoing safe operation of the composting operations.

### **ANALYSIS**

PCAP supports investment in high priority municipal infrastructure projects to help reduce the cost of infrastructure projects.

Under the MJSB Agreement, the Board has the ability to apply for grants that will reduce the net cost of the services provided.

PCAP supports projects which include solid waste management, providing the potential to offset up to 50% of the project costs. Two of the program's objectives are to promote collaboration between multiple municipalities and to reduce potential environmental issues.

The application must be accompanied by resolutions from each of the MJSB municipal partners

### **FINANCIAL IMPLICATIONS**

The Board approved \$48,300 in the MJSB 2026-27 Capital Budget for the Site Chip Sealing project.

The Board approved \$116,000 in the MJSB 2026-27 Capital Budget for the Secondary Dome Panel Replacement project.

If the PCAP application is approved, MJSB's overall costs for these projects will be reduced by up to \$82,150.00 compared with the budget.

### **CONCLUSION / NEXT STEPS**

If the Board is in agreement with our recommendation, MSJB staff will prepare memos for each individual MJSB partner council for approval of the application.

Once resolutions are received, MJSB staff will submit the PCAP application for the above mentioned projects. .

### **ATTACHMENTS**

Nil

**To:** Municipal Joint Services Board (MJSB)  
**From:** Mark Dauphinee – Environmental Services Supervisor  
**Date:** February 25, 2026  
**Subject:** Agenda Item 4.4 - Memo – Emergency Procurement for Biosolids Tent Cover Failure

---

**DECISION**



**DIRECTION**



**INFORMATION**



### **RECOMMENDATION / MOTION**

That the Board accept this memo as information.

### **BACKGROUND**

During one of the latest winter storm events this past January 19th the biosolids tent cover failed. There is a large tear in the fabric cover at one of the structural members.

Staff have made operational adjustments to help ensure the safety of the staff and contractors prior to the installation of the new fabric cover.

A contract of this value is generally required to go to public tender and be accepted by the Board prior to award. Due to the nature of the damage and the possibility of further failure it was important to move forward quickly to replace the cover.

The following is from the Boards' Procurement Policy and was the guidance for this procurement.

*19.1 In certain circumstances described in this section, the Municipal Joint Services Board may purchase goods or services without using one of the options set out above. An alternative procurement purchase may occur only:*

*19.1.1 Where an unforeseeable situation of urgency exists and the goods, services or construction cannot be obtained in time by means of open procurement procedures.*

## **ANALYSIS**

The biosolids tent was installed in 2015. The fabric cover has been showing signs of wear and was identified in our five-year capital plan for replacement as part of our fiscal year 27-28 capital projects.

The fabric cover is in production as of February 13 and should be completed within 4-6 weeks.

## **FINANCIAL IMPLICATIONS**

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

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

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

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

## **CONCLUSION / NEXT STEPS**

MJSB staff has issued a PO to Tarprite and the repair work is scheduled for March 2026.

## **ATTACHMENTS**

Nil



**To:** Municipal Joint Services Board (MJSB)  
**From:** John Feeney, Director of Corporate Services  
**Date:** February 25, 2026  
**Subject:** Agenda Item 4.5 – Memo – Update of Bank Signing Authority for COO

---

**DECISION**

**X**

**DIRECTION**

**INFORMATION**

### **RECOMMENDATION / MOTION**

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.

### **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 John Feeney (Director of Corporate Services) 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 COO 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 COO. Upon approval, the bank will be notified, and records updated accordingly.

### **ATTACHMENTS**

4.6.1 MJSB\_Corp Res J Rafuse COO Feb 2026



Resolution of the Directors of \_\_\_\_\_ (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 Company<sup>1</sup> (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: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

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

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

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.*

\_\_\_\_\_

\_\_\_\_\_

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 \_\_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_\_

X \_\_\_\_\_  
Name: \_\_\_\_\_

X \_\_\_\_\_  
Name: \_\_\_\_\_

**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.

<sup>1</sup> 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:** February 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 continue to align closely with both budgeted expectations and historical patterns. January results show stable activity, with total billable waste slightly below both the prior year and budget.

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

Wood waste volumes continue to remain relatively stable overall. Activity in January was as expected, however, total C&D tonnage coming remains below both budget projections and the levels recorded during the same period last year.

Septage volume continue to trend down as there was a mechanical breakdown at the wastewater treatment plant that meant material could not be accepted for the later part of January. Repairs were completed in early February.

Overall performance remains consistent with seasonal expectations.

### **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.

### **FINANCIAL IMPLICATIONS**

Overall financial results are tracking in line with the approved budget. Higher revenues generated from increased recycling volumes are helping to balance lower activity in the C&D and septage streams, and there are no significant financial concerns identified at this time.

### **ATTACHMENTS**

6.1.1 WMSS Tonnage & Revenue Report – Jan 2026

**South Shore Waste Solutions  
December 2025**



	Town of Bridgewater		Town of Mahone Bay		District of Lunenburg		Total Partners Tonnage		Outside Tonnage		Total Tonnage					Total Revenue							
	YTD 2025-26	YTD 2024-25	YTD 2025-26	YTD 2024-25	YTD 2025-26	YTD 2024-25	YTD 2025-26	YTD 2024-25	YTD 2025-26	YTD 2024-25	YTD 2025-26	YTD BU 2025-26	YTD 2024-25	vs. BU	vs. LY	YTD 2025-26	BU 2025-26	YTD 2024-25	vs. BU				
Curbside Recyclables	391	372	72	77	1,078	987	1,541	1,436	92	-	1,633	1,390	1,436	243	197								
ICI Recyclables	179	135	26	17	136	89	340	242	47	47	387	323	289	64	98	\$	671,208	\$	641,954	\$	627,456	\$	29,255
GE Cardboard	605	699	59	22	265	189	929	910	1	-	930	912	910	18	20								
<b>Total Recyclables</b>	<b>1,175</b>	<b>1,207</b>	<b>157</b>	<b>116</b>	<b>1,480</b>	<b>1,265</b>	<b>2,811</b>	<b>2,588</b>	<b>140</b>	<b>47</b>	<b>2,951</b>	<b>2,626</b>	<b>2,635</b>	<b>325</b>	<b>316</b>	\$	671,208	\$	641,954	\$	627,456	\$	29,255
Curbside Organics	884	888	147	118	2,024	2,025	3,055	3,031	-	-	3,055	3,058	3,031	-3	23	\$	354,332	\$	354,693	\$	341,016	-\$	360
Billable Organic	543	450	52	54	136	140	731	644	1,455	1,483	2,186	2,084	2,128	102	59	\$	261,794	\$	253,656	\$	249,002	\$	8,138
Bio Solid	395	333	-	-	55	35	451	369	166	208	616	603	577	14	40	\$	116,694	\$	117,036	\$	88,631	-\$	342
<b>Total Organics</b>	<b>1,822</b>	<b>1,672</b>	<b>199</b>	<b>172</b>	<b>2,215</b>	<b>2,200</b>	<b>4,237</b>	<b>4,044</b>	<b>1,620</b>	<b>1,691</b>	<b>5,857</b>	<b>5,745</b>	<b>5,735</b>	<b>113</b>	<b>122</b>	\$	732,820	\$	725,385	\$	678,649	\$	7,436
Billable Waste	2,109	2,059	142	166	1,728	1,885	3,979	4,111	334	247	4,313	4,329	4,358	-17	-46	\$	928,075	\$	918,252	\$	874,317	\$	9,823
Curbside Landfill	783	829	134	110	3,181	2,915	4,099	3,854	-	-	4,099	3,864	3,854	235	245	\$	791,059	\$	745,664	\$	721,656	\$	45,395
C & D	653	765	151	66	1,980	2,150	2,785	2,982	212	247	2,997	3,203	3,229	-206	-232	\$	408,227	\$	452,144	\$	411,950	-\$	43,917
Asphalt	77	166	7	15	360	545	444	726	22	30	467	753	755	-286	-289	\$	39,076	\$	61,380	\$	61,069	-\$	22,303
Clean Wood	187	259	31	36	495	689	713	985	17	20	731	902	1,005	-172	-274	\$	33,967	\$	41,571	\$	46,154	-\$	7,604
Painted / Ply Wood	115	121	33	21	421	342	569	484	13	18	582	532	502	50	80	\$	58,134	\$	52,363	\$	49,723	\$	5,770
Pressure Treated Wood	72	46	11	14	182	194	265	254	34	5	299	256	259	43	41	\$	64,727	\$	53,606	\$	52,781	\$	11,121
Wood Clean Up	29	31	4	3	127	134	161	168	-	-	161	153	168	8	-7	\$	22,031	\$	21,003	\$	21,806	\$	1,028
Drywall	20	57	2	6	74	97	96	161	-	-	96	110	161	-13	-64	\$	11,166	\$	12,398	\$	17,991	-\$	1,233
Curbside Metal Clean Up	5	3	1	0	20	23	26	26	-	-	26	23	26	3	-1	\$	-	\$	-	\$	-	\$	-
Metal	25	20	3	2	139	122	167	145	3	4	170	144	149	27	22	\$	-	\$	-	\$	-	\$	-
FireSmart Brush	68	-	27	-	314	-	408	-	-	-	408	-	-	408	408	\$	22,445	\$	-	\$	-	\$	22,445
<b>Total Other</b>	<b>4,143</b>	<b>4,357</b>	<b>548</b>	<b>441</b>	<b>9,022</b>	<b>9,097</b>	<b>13,713</b>	<b>13,895</b>	<b>635</b>	<b>571</b>	<b>14,348</b>	<b>14,269</b>	<b>14,466</b>	<b>79</b>	<b>-118</b>	\$	2,378,906	\$	2,358,381	\$	2,257,447	\$	20,525
Septic/Treatment Plant	159	71	10	52	10,346	11,302	10,515	11,425	680	1,129	11,195	11,648	12,554	-453	-1,359	\$	445,033	\$	466,483	\$	489,995	-\$	21,450
<b>Sub Totals</b>	<b>7,299</b>	<b>7,306</b>	<b>914</b>	<b>781</b>	<b>23,063</b>	<b>23,865</b>	<b>31,276</b>	<b>31,951</b>	<b>3,075</b>	<b>3,439</b>	<b>34,351</b>	<b>34,287</b>	<b>35,390</b>	<b>64</b>	<b>-1,040</b>	\$	4,227,968	\$	4,192,203	\$	4,053,546	\$	35,766