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Municipal Council Meeting Agenda

Tuesday, April 14, 2026 - 6:00 p.m.

MODL Council Chambers – 10 Allée Champlain Drive, Cookville

- 1. Call to Order**
 - 1.1 Mi'kma'ki Territorial Acknowledgement
- 2. Announcements, Acknowledgements, Recognition**
- 3. Public Input (15 Minutes)**
- 4. Changes/Approval of Agenda (as circulated)**
- 5. Approval of Minutes - Council March 24, 2026
Special Council March 31, 2026**
- 6. Business Arising from Minutes**
- 7. Awarding of Tenders/RFPs**
 - 7.1 Award of RFP 2025-01-005 Sludge Removal – Wastewater Treatment Facilities..... 1-3
 - 7.2 Award of RFQ 2025-05-301 Wheelchairs for Parasport 4-6
 - 7.3 Award of Community Hub Door System & Security System Equipment Contract..... 7-9
 - 7.4 Award of Community Hub Fitup Tender – Program Space and Business Hub 10-12
- 8. Presentations/Scheduled Times - Nil**
- 9. Consideration of Correspondence - Nil**
- 10. Recommendations from Committees & Boards**
 - 10.1 Finance Committee** **13**
 - 10.1.1 Cost Share J Class Road Paving 2026-2027 – Darby's Head Road 14-18
 - 10.2 Audit Committee**
 - 10.2.1 Letter to Municipal Affairs - Financial Condition Indicator Results..... 19-21
 - 10.3 Nominating Committee**
 - 10.3.1 2026 Provincial Volunteer..... 22
- 11. Staff Reports**
 - 11.1 Planning & Development**
 - 11.1.1 Osprey Village Rezoning – PID 60631009 23-26

11.2 Recreation, Parks & Tourism

11.2.1 Designated Community Project Fund – Lunenburg Yacht Club..... 27-29

11.3 Administration

11.3.1 Active Transportation Fund Agreement – Osprey Village Sidewalk Project 30-31

11.3.2 Regional Anti-Racism & Anti-Discrimination Committee 32-48

12. Mayor’s/Deputy Mayor’s/Councillors’ Matters

12.1 MJSB Update

12.2 Deputy Mayor’s Update

12.3 Mayor’s Update

13. Added Items

14. In Camera

14.1 Land Negotiations under Section 22(2)(a) of the MGA

15. Adjournment

Council
Item 7.1
April 14, 2026
T. MacEwan



The Municipality of the District of Lunenburg

Request for Decision

Report to: Council

Submitted by: Larry Feener P.Eng., Senior Municipal Engineer
Tyler Richardson P.Eng., Municipal Engineer

Date: April 14, 2026

Re: Award of Tender 2025-01-005 Sludge Removal – Wastewater Treatment Facilities

Recommendation

That Council authorize staff to award Tender 2025-01-005 Sludge Removal - Wastewater Treatment Facilities to Winchester Disposal Service Limited in the estimated amount of \$130,917.60, excluding HST for a 3 (three) year term.

Executive summary

N/A

Background

The Municipality owns and operates three wastewater facilities: Cookville, Conquerall Bank, and New Germany. As part of regular maintenance and operations, various tanks need sludge removed on a regular basis. The Municipality issues a Tender for these services. The current contract expires at the end of March 2026 creating the need for a new Tender which was issued in March 2026. Four (4) bids were received for Tender 2025-01-005 Sludge Removal – Wastewater Treatment Plants for a 3 (three) year term from April 2026 - March 2029.

Discussion

The Tender was issued on March 4, 2026 and closed on March 18, 2026 at 2:00pm local time. Four (4) bids were received by the Tender deadline. This Tender will provide sludge removal services for all three Municipal Wastewater Treatment Plants (Cookville, New Germany, and Conquerall Bank). The received and accepted bids are summarized in the table below:

Contractor	Total Estimated Price (excl. HST) over 3 years
Winchester Disposal Service Ltd.	\$130,917.60
Dalton Jodrey Plumbing and Heating Ltd.	\$222,775.21
GFL Environmental Services Inc.	\$661,512.13
Loomers Pumping Service Ltd.	\$216,300.00*

(*Note: This does not include disposal fees of \$40/ton (estimated \$43,743.50))

Strategic Focus

This work would align with Council’s Strategic Priority of Infrastructure Upgrades, Expansion, and Management.

Budget/Financial Implications

Allowance for the cost of this Tender has been included in the Operating Budget for each facility. The previous awarded Tender included a 3-year estimated cost of \$180,497.91 compared this Tender with an estimated 3-year total of \$130,917.60 for this work. This difference (\$49,580.31) represents a 27% decrease in cost from the previous tender.

Climate Change/Sustainability

N/A

Inclusion Diversity Equity and Accessibility (IDEA@MODL)

N/A

Strategic Communications

N/A

Work plan

N/A

Alternatives

N/A

Conclusion

Four (4) submissions were received for Tender 2025-01-005 Sludge Removal - Wastewater Treatment Facilities. The lowest submission received was from Winchester Disposal Services Ltd.

Report Preparation	
Department	Engineering and Public Works
Report Prepared by	Larry Feener, P.Eng. and Tyler Richardson, P.Eng.
Report Approved by	Stephen W. Pace, MBA, P.Eng.
Date Reviewed by C.A.O.	

Council
Item 7.2
April 14, 2026
T. MacEwan



Municipality of the District of Lunenburg

Request for Decision

Report to: Municipal Council
Submitted by: Tissy Bolivar, Program Coordinator
Date: April 14, 2026
Re: RFQ Award 2025-05-301: Wheelchairs for Parasport

Recommendation

That Municipal Council award RFQ 2025-05-301: Wheelchairs for Parasport to Harding Medical in the amount of \$29,700 + HST.

Executive summary

The Municipality of the District of Lunenburg received grant funding to advance parasport programming throughout the district. This will allow us to continue creating accessible, inclusive environments for both residents and visitors.

Discussion

A Request for Quotation (RFQ) was issued March 3, 2026, and closed on March 24, 2026. The RFQ was to supply and deliver six (6) wheelchairs for parasport programming. Three (3) quotations were received and reviewed, and two (2) met all requirements outlined in the RFQ.

Supplier	Cost	Delivery
Harding Medical	\$29,700 + HST	Free
9195-664 Quebec Inc. (EMRN)	\$42,206.58 + HST	\$3510.66

Budget implications

Funding was received through a Sport Nova Scotia Equity, Diversity, Inclusion, and Accessibility (EDIA) Grant in the amount of \$39,666 to purchase six (6) wheelchairs for parasport. While this was not a budgeted expense, staff presented to Council on February 24, 2026 seeking approval to purchase the wheelchairs, funded in full by Sport NS.

Res #2026-025

“that Municipal Council approves the purchase of six (6) parasport wheelchairs, funded entirely through a grant from Sport Nova Scotia”.

Strategic plan

Active Living Strategy:

1. Strategic Direction 4: Social Environments and Inclusion
 - a. 4.2 Reduce barriers to participation in active living and daily movement to help ensure equitable access
 - i. Identify and use an equity lens in consultation with stakeholders in planning and programming to support inclusion, diversity, and accessibility

IDEA @ MODL:

1. Mission - MODL will work to achieve an inclusive, diverse, equitable, and accessible place to live and work.
2. 4.2 Accessibility
 - a. 4.2.1 Invest in initiatives that promote equitable access to working and living at MODL.

Lunenburg County Accessibility Plan:

1. Goods and Services: residents and visitors with disabilities have equitable access to goods and services provided by our municipalities.
 - a. Programs: Deliver programming to people of all ages and abilities and commit to training all program delivery staff.

Work plan

Inclusive programming is part of staffs workplan.

Conclusion

All requirements set out in the RFQ were met by the respondent. It would be staff's recommendation to award RFQ 2025-05-301: Wheelchairs for Parasport, to Harding Medical in

the amount of \$29,700, + HST. This company had the lowest bid, is local to Nova Scotia, has provided previous parasport wheelchairs for MODL, and includes delivery.

Report Preparation	
Department	Recreation, Parks, and Tourism
Report Prepared by	Tissy Bolivar
Report Approved by	
Date Reviewed by C.A.O.	

Council
Item 7.3
April 14, 2026
T. MacEwan



The Municipality of the District of Lunenburg

Request for Decision

Report to: Council

Submitted by: Dave Waters Director of Economic Development

Date: April 14, 2026

Re: Door system and Security

Recommendation

That Council authorizes staff to award Atlantic Alarm & Sound the door system and security system equipment contract for the Community and Business Hub in the amount of \$52,497.55 not including HST.

Executive summary

The door and security systems are an important element of the community and business hub. The district received quotes from two suppliers: Atlantic Alarms and Johnson Controls. The quote amount is shown below. Although Johnson Controls was cheaper, staff are recommending Atlantic Alarms because they use the same system that is currently used in the Municipal Services Building, and this would allow a seamless connection for staff and council. Staff and Council know how the system works and would only require one fob, not two, which could get complicated and difficult. The Municipal Joint Services Board IT Department also recommended the use of Atlantic Alarms due to compatibility and ease of management.

MJSB IT Department Comments -

“ Alarms is using Kantech software which is compatible with our current systems, and integrates well with other 3rd party systems (i.e. easier integration of combined Alarm system with Door access controls) – Kantech is the same system in place at LCLC, Town of Bridgewater, and MODL main office – so will be easier to manage\troubleshoot\repair along the way.

Additionally, should allow SAME cards to be programmed across locations for access (so staff would not need multiple cards for MODL versus Welltide for example). Additionally, from a “future” long term perspective, there is potential to interconnect systems at some point if it makes sense to do it (for example – single entity or person managing multiple sites can more easily be accomplished as they are all on the same base system).

So, although the price is higher, it would be a better long-term fit and have less learning curve for management (Staff at MODL, TOB, and LCLC are all familiar with it and use it daily).”

Door System and Security System

Atlantic Alarms	Johnson Controls
\$52,497.55	\$42,276.00

To facilitate this project, the District of Lunenburg applied Article 19.1.5 of Policy No. 033 – Purchasing and Tendering Policy, which permits work to be performed that ensures compatibility with existing products, to recognize exclusive rights, such as exclusive licenses, copyright and patent rights, or to maintain specialized products that shall be maintained by the manufacturer or its representative:

Background

Council approved the Community Hub project in the 2023/24 budget which was part of a partnership with WellTide Health to bring a new Collaborative Healthcare / Community Hub facility to the area and would see the development of a farmers’ market, commercial kitchen, event space, boardroom, café and offices. The overall budget was set at \$3,000,000 over three years. Earlier in 2025 council went back out for additional public consultation and shifted the Community Hub away from the farmers market but felt the community would benefit greatly from a community hub with an event space, café, kitchen, boardroom, programming space and offices.

Strategic Focus

The project aligns itself with Council’s Strategic Directions of Quality of Life, Affordability and Social Inclusion.

Budget/Financial Implications

The door system and security system for the community and business hub fit within the overall budget for completion.

Climate Change/sustainability

N/A

Inclusion, Diversity, Equity and Accessibility (IDEA@MODL)

N/A

Strategic Communications

N/A

Work plan

This project is part of the Department of Economic Development current 5-year Strategic Plan.

Alternatives

The District of Lunenburg could decide to use Johnson Controls under the Kinetic GPO Standing offer, but staff Acknowledges the lack of compatibility.

Conclusion

Staff recommend awarding the door system and security system for the community hub and business hub to Atlantic Alarms due to the compatibility and ease of use for staff and council.

Report Preparation	
Department	Economic Development
Report Prepared by	Dave Waters Director of Economic Development
Report Approved by	
Date Reviewed by C.A.O.	

Council
Item 7.4
April 14, 2026
T. MacEwan



The Municipality of the District of Lunenburg

Request for Decision

Report to: Council

Submitted by: Dave Waters Director of Economic Development

Date: April 14, 2026

Re: Community Hub Fitup – Program Space and Business Hub

Recommendation

That Council authorizes staff to award RCS Construction Inc. the Fitup Tender for completion of the program space and business hub in the amount of \$909,310.00 not including Cabinetry and HST.

Executive summary

The Fitup Tender was issued to complete the program space and business hub of the Community Hub that involved most of the District of Lunenburg committed 13,500 sq feet.

Community Hub Construction Cost

RCS Construction Inc.
\$909,310.00 less Cabinetry and HST
\$976,800.00 with Cabinetry and HST

The cabinetry amount was suggested to be very high, and we are seeking alternative option. Staff feel confident based on preliminary costing that we could save significant dollars with an alternative supplier but that the general Fitup is very much in line with the expected cost and feel it is the best option for the Municipality.

To facilitate this project, the District of Lunenburg applied Article 19.1.9 of Policy No. 033 – Purchasing and Tendering Policy, which permits work to be performed on or around a leased building or its portions exclusively by the lessor.

The current overall project is on budget.

Background

Council approved the Community Hub project in the 2023/24 budget which was part of a partnership with WellTide Health to bring a new Collaborative Healthcare / Community Hub facility to the area and would see the development of a farmers' market, commercial kitchen, event space, boardroom, café and offices. Earlier in 2025 council went back out for additional public consultation and shifted the Community Hub away from the farmers market but felt the community would benefit greatly from a community hub with an event space, café, kitchen, boardroom, programming space and offices. Council adjusted the office space to a business hub with 4 other partners on board and ready to go in the business hub.

Strategic Focus

The project aligns itself with Council's Strategic Directions of Quality of Life, Affordability and Social Inclusion.

Budget/Financial Implications

The fit-up cost for the Program Space and Business hub less the cabinetry and HST is \$909,310.00 and will work with the overall Community Hub budget.

Climate Change/sustainability

N/A

Inclusion, Diversity, Equity and Accessibility (IDEA@MODL)

N/A

Strategic Communications

N/A

Work plan

This project is part of the Department of Economic Development current 5-year Strategic Plan.

Alternatives

Not proceed with the award and re-evaluate delivery options. However, this would involve a min 15% management oversight fee by leaser and significant delays.

Conclusion

Staff recommend awarding the Fitup sub-tender for the program space and business hub not including the cabinetry to RCS Construction Inc. And will bring back the cabinetry for council approval.

Report Preparation	
Department	Economic Development
Report Prepared by	Dave Waters Director of Economic Development
Report Approved by	
Date Reviewed by C.A.O.	

Council
Item 10.1
April 14, 2026
T. MacEwan



Memorandum

To: Mayor McLean-Wile and Councillors

From: Councillor Reinhardt & Members of the Finance Committee

Date: April 7, 2026

Re: Recommendation of the Finance Committee

The Finance Committee, in session on Tuesday, April 7, 2026, made the following recommendation to Council:

1. That Municipal Council accept the cost sharing opportunity, as presented by Nova Scotia Department of Public Works (NSDPW), for the paving of Darbys Head Road, a J Class Road, in the amount of \$100,000.; and further, direct the Mayor to execute the Notice of Acceptance.

Respectfully submitted,

Chair and Members of the Finance Committee

/laa

Attachment

Council
Item 10.1.1
April 14, 2026
T. MacEwan



The Municipality of the District of Lunenburg Request for Decision

Report to: Councillor Reinhardt, Chair and Members of the Finance Committee
Submitted by: Jamie Burgess P. Eng
Date: April 7, 2026
Re: Cost Shared Program for Paving of J Class Roads for 2026-2027
Darbys Head Road

Recommendation

It is recommended that the Finance Committee recommends to Municipal Council to accept the cost sharing opportunity, as presented by Nova Scotia Department of Public Works (NSDPW), for the paving of Darbys Head Road, a J Class Road, in the amount of \$100,000.; and further, direct the Mayor to execute the Notice of Acceptance.

Background

Darby's Head Road has been submitted multiple times to the province for participation in the J Class Road cost sharing program. This is the opportunity to have this work completed through the cost sharing agreement.

Discussion

The Province has advised us of the following cost:

Road Name	Description	Length	Total Cost Estimate (Excludes HST)	Cost Share Estimate (excludes HST)
Darbys Head Road	Blue Rocks Road to end of listing, paving	0.45 Km	\$200,000	\$100,000

Strategic Focus

Infrastructure upgrades and expansion and management.

Budget/Financial Implications

Sufficient funds have been included in the approved 2026/2027 budget for this J Class Road improvement project.

Climate Change/sustainability

N/A

Inclusion Diversity equity and Accessibility (IDEA@MODL)

N/A

Strategic Communications

Signs will be posted to make the public aware this project is partially funded with Gas Tax funds.

Work plan

This work is scheduled to be completed in the 2026/2027 construction season.

Alternatives

The alternative is not to approve this spending and lose this cost sharing opportunity to pave Darbys Head Road.

Conclusion

Council direct staff to notify NSDPW that the Municipality accepts the Darbys Head Road paving project at the estimated cost of \$200,000 + HST with the Municipality's share estimated at \$100,000.

Attachment

Signed Minister Letter

Report Preparation	
Department	Engineering and Public Works
Report Prepared by	Jamie Burgess, Senior Municipal Engineer

Report Approved by	Stephen W. Pace, Director of Engineering and Public Works
Date Reviewed by C.A.O.	

Copy



**Public Works
Office of the Minister**

PO Box 186, Halifax, Nova Scotia, Canada B3J 2N2

MAR 24 2026

Her Worship Elspeth McLean-Wile
Mayor of Municipality of the District of Lunenburg
210 Aberdeen Road
Bridgewater, NS B4V 4G8

Dear Mayor McLean-Wile:

Re: Cost Shared Program for Paving of Subdivision (J Class) Streets for fiscal year 2026-27.

Thank you for your Municipality's submission under the Cost Shared Program for Paving of Subdivision (J Class) Streets for fiscal year 2026/27.

We are pleased to inform you that the road listed below has been approved under this program:

Road Name	Description	KM's	Total Cost Estimate (excludes HST)	Cost Share Estimate (excludes HST)
Darbys Head Road	from Blue Rocks Road to end of listing, paving	0.45	\$200,000	\$100,000
Total		0.45	\$200,000	\$100,000

Under the terms of Cost Share Agreement 2023-015, the Municipality has agreed to notify the Department within 20 Business Days from the time of receipt, whether it accepts the list of approved projects and the cost estimates. If a notice of acceptance is not received within this time, the Municipality is deemed to not accept the list of approved projects and the cost estimates, and the Province will proceed no further with these projects.

Mayor Elspeth McLean-Wile
Page 2

If you choose to accept the list and cost estimate, please complete, and sign the attached Notice of Acceptance and return to the attention of Laura Cunningham, Capital Program Administration Officer.

Due to program limits, the Department will not be able to proceed with St. Augustine Road, Riverside Heights Road, Freeman Crescent, Riverview Drive and Church Road. The Municipality may wish to re-submit these candidates for the 2027-28 program under the terms outlined in the Cost Share Agreement.

Yours sincerely,



Fred Tilley
Minister of Public Works

- c: Tom MacEwan, Chief Administrative Officer
Mitchell Conrad, District Director, Western
Craig Smith, Construction Manager, Western
Laura Cunningham, Capital Program Administration Officer

Council
Item 10.2
April 14, 2026
T. MacEwan



Memorandum

To: Mayor McLean-Wile and Councillors

From: Councillor Reinhardt & Members of the Audit Committee

Date: April 7, 2026

Re: Recommendation of the Audit Committee

The Audit Committee, in session on Tuesday, April 7, 2026, made the following recommendation to Council:

- 1. That Municipal Council authorize the Mayor to write a letter to Honourable John A. MacDonald, Minister responsible for the Department of Municipal Affairs asking that the Annual FCI reporting timeline from the province be accelerated so that the data can be utilized by municipalities**

Respectfully submitted,

Chair and Members of the Audit Committee

/laa

Council
Item 10.2.1
April 14, 2026
T. MacEwan



The Municipality of the District of Lunenburg Information Report

Report To: Audit Committee
Submitted By: Elana Wentzell, CPA, CMA, Director of Finance
Date: April 7, 2026
Re: 2023-24 Financial Condition Indicator Results

The Province of Nova Scotia released the 2023-24 Financial Condition Indicator (FCI) results for municipalities on December 17, 2025.

The Audit Committee is required to review the FCI's as legislated in the Financial Reporting and Accounting Manual (FRAM).

The 2023-24 FCI report is enclosed. The report is separated in 4 Chapters – Municipal Economic Profile & Demographics; Assessment Information; Financial Revenues & Expenses, and Financial Condition Model & Indicators.

All Municipalities are required by legislation to submit specific financial information to the Province by certain deadlines. As noted on page 11 of the report, MODL has submitted all required financial information before the required deadlines.

The financial condition indicators provide a risk-based approach to evaluating municipalities and are presented in a house format graph. This visual focuses on key performance indicators, leading financial indicators and potential internal and external factors that could have an impact on a municipality's financial results. The risk thresholds are colored: yellow indicates medium risk, red indicates high risk and green, low risk. The enclosed report indicates that the overall financial condition risk assessment for our municipality is green, which means that it is considered low risk for fiscal instability (page 21).

Looking at the indicator highlights on pages 22 & 23: MODL has green indicators for all categories.

Based on the indicators related to municipal revenues (Base), MODL's general operating revenue is stable: the 3-year change in tax base is keeping up with inflation and there is a low reliance on a single business. The residential tax effort has increased slightly from 2.2% to 2.5%; the benchmark for this indicator is 4%.

Based on the indicators related to general operating expenses and management of those expenses (Structure), uncollected taxes are at 5.7% well under the 10% benchmark; operating reserves increased based on the 5-year financial strategy and careful capital planning while maintaining capital assets with 73% useful life remaining; all outstanding debt has been paid.

The roof indicators show that MODL has been able to meet its needs in a balanced manner. MODL is not dependent on another level of government to meet service obligations and is setting aside sufficient funds to help mitigate any unforeseen risks. MODL continues to have healthy combined reserves which is important to help address unexpected events and provide flexibility to address future project needs.

Please refer to the enclosed report for more detailed information.

Report Preparation	
Department	Finance
Report Prepared by	Elana Wentzell
Report Approved by	
Date Reviewed by C.A.O.	

Council
Item 10.3.1
April 14, 2026
T. MacEwan



Municipality of the District of Lunenburg

Report To: Mayor & Council
Submitted By: Councillor Oickle, Chair, Nominating Committee
Date: April 14, 2026
Re: 2026 Provincial Volunteer Representative

The Nominating Committee met on March 24, 2026, to review nominations for the Provincial Volunteer who will represent the Municipality of the District of Lunenburg at the annual provincial awards ceremony.

The following recommendation was made by the committee:

“That Municipal Council accept the recommendation of the Nominating Committee and approve the nomination of Mike Wilson of New Germany as the 2026 Provincial Volunteer representative for the Municipality of the District of Lunenburg.”

Respectfully submitted,

Councillor Oickle, Chair
Nominating Committee

Council
Item 11.1.1
April 14, 2026
T. MacEwan



The Municipality of the District of Lunenburg

Request for Decision

Report to: Municipal Council

Submitted by: Rosemary Young, Planner 1

Date: April 14, 2026

Re: Osprey Village 60631009 Rezoning

Recommendation

That Municipal Council direct staff to hold a public information session and direct the Planning Advisory Committee to review the proposed amendments to Osprey Village Secondary Planning Strategy and Land Use By-law.

Executive summary

N/A.

Background

This report aims to inform Council of the potential planning amendments to Osprey Village's Secondary Planning Strategy (SPS) and Land Use By-law (LUB) and the necessary steps to proceed with these amendments.

Discussion

There is a municipally owned parcel of land in the Osprey Village Planning Area that is designated and zoned for high-density residential development. The property in question is PID 60631009, located behind the developing Welltide Health Centre. There has been recent interest to develop the property for a commercial use. However, the property falls within the High-Density Residential Zone (R-3) of the Residential Designation. The parcel was initially

Discussion

There is a municipally owned parcel of land in the Osprey Village Planning Area that is designated and zoned for high-density residential development. The property in question is PID 60631009, located behind the developing Welltide Health Centre. There has been recent interest to develop the property for a commercial use. However, the property falls within the High-Density Residential Zone (R-3) of the Residential Designation. The parcel was initially intended to be serviced by municipal water and sewer following Phase 3 of the Cookville Wastewater Facilities Expansion Project and was slated to accommodate some of the 500 additional rental units that were projected for the Municipality.

Recent findings, however, demonstrated that the same level of investment towards the Town of Bridgewater's wastewater facility upgrades could support the creation of upwards of 5000 additional residential units in Hebbville and Dayspring.

With central servicing no longer a priority for this parcel, commercial uses would complement the existing character of the community. However, there are two main constraints that currently limit such a development. First, Section 8.2.4 of the Osprey Village Land Use By-law states that lots in the High-Density Residential Zone shall be serviced with both Central Sewer and Water. Secondly, the High-Density Residential Zone only permits small-scale home-based businesses. As such, to allow for a commercial use, parcels of the parent PID 60631009 need to be redesignated in the Secondary Planning Strategy and rezoned in the Land Use By-law. Staff recommends that Council direct staff to hold a public information session and direct the Planning Advisory Committee to review the proposed amendments to the Osprey Village Secondary Planning Strategy and Land Use By-law.

Strategic Focus

The Osprey Village Secondary Planning Strategy and Land Use By-law will be amended to rezone parcels within the parent PID of 60631009 to allow for commercial development and open space.

Budget/Financial Implications

N/A.

Climate Change/sustainability

N/A.

Inclusion, Diversity, Equity and Accessibility (IDEA@MODL)

N/A.

Strategic Communications

Engagement will follow Policy-066 Public Engagement Policy.

Work plan

Table 1 shows a tentative work schedule for the proposed amendments process.

Table 1: Tentative* work schedule for Osprey Village 60631009 Rezoning

Legislative authority	Provision	Scheduled date
MGA s. 205(1)	Council initiates a by-law amendment	April 14, 2026
MGA s. 205(4) Policy 66	Staff holds a public information session	April 22, 2026, 6-8 pm
Policy 90	Planning Advisory Committee recommendation to Council	May 28, 2026
MGA s. 205(2)	Council passes a first reading	June 9, 2026
MGA s. 205(2)	Council holds a public hearing	July 14, 2026
MGA s. 205(8)	Council passes a second reading	July 14, 2026
MGA s. 208(10)	Clerk publishes a notice of approval	TBD

Alternatives

Municipal Council may defeat the recommended motion for staff to hold a public information session and for the Planning Advisory Committee to review the proposed amendments to the Osprey Village Secondary Planning Strategy and Land Use By-law.

Conclusion

Council may direct staff to hold a public information session and direct the Planning Advisory Committee to review the proposed amendments to Osprey Village Secondary Planning Strategy and Land Use By-law.

Report Preparation		
Department	Planning & Development Services	
Report Prepared by	Rosemary Young, Planner 1	2026-03-27
Report Approved by	Jeff Merrill, Director	2026-03-27
Date Reviewed by C.A.O.		

Council
Item 11.2.1
April 14, 2026
T. MacEwan



Municipality of the District of Lunenburg

Request for Decision

Report to: Council
Submitted by: Trudy Payne, Director of Recreation, Parks, & Tourism
Date: April 14, 2026
Re: Lunenburg Yacht Club – Designated Community Project Fund

Recommendation

That Municipal Council approves establishing a Designated Community Project Fund, pursuant to Policy MODL-048, for the Lunenburg Yacht Club, to assist them in fundraising capital funds to purchase boats that will enhance their Learn to Sail Program.

Executive summary

The Lunenburg Yacht Club has made application under Policy-MDL 48, the Designated Community Project Fund, to help them raise funds to purchase additional participants and coaches' boats for the Learn to Sail program at an estimated cost of \$150,000. This fund-raising campaign is scheduled to be undertaken until September 2030. The purchasing of these boats will help expand the Learn to Sail program which is much needed as the Club has been dealing with a waiting list for this program.

The Lunenburg Yacht Club is a not-for-profit society, registered under the NS Society Act. They are not a registered charity. The Designated Community Project Fund was established as a tool by the Municipality to assist non-profit groups who do not have charity status, to fund raise for capital projects by providing the ability of the Municipality to issue the donors a tax receipt, and then by motion of Council, approving the funds back to the group via grants.

The Club is currently working with members, past and current participants in the Learn to Sail Program and launching both a public and corporate campaign to raise funds. They also plan to have the youth in the program raise funds by creating items to sell and participating in other fund-raising events.

Discussion

The Yacht Club has been in existence for a number of years and is located on a 1.3-acre waterfront property on the shores of Prince's Inlet. The Clubhouse was built in 1947. The Club offers a variety of programs, including Learn to Sail and a SailAble program.

The Club is an internationally recognized yacht club which has hosted a number of local, national and international sailing events. The Club is a popular destination for boaters, welcoming travelers and visitors from all over the world. They are a designated Point of Entry for the Canada Border Services Agency. They dispense fuel and diesel, operate a restaurant that is open to the public, and offer a Clubhouse facility for use as a venue for community gatherings.

The Lunenburg Yacht Club has applied three times in the past under the Designated Community Fund Policy and has been approved. In 2024 the Designated Community Fund assisted the Club in raising funds that saw their clubhouse deck replaced, making it accessible. The deck was ready in time for the 2024 Mobility Cup – Canada's International Accessibility Regatta.

Budget implications

As per the policy MODL "will charge a 5% administrative fee up to a maximum of \$5.00 per contribution, and this amount will be deducted from the initial contribution..."

Strategic plan

Supporting the Yacht Club in their initiative to raise funds to purchase boats for participants and coaches to expand their Learn to Sail Program for youth, aligns with a number of Council's strategic priorities:

1. Regional Economic Development – this would be supporting an initiative that helps regional economic development as the Yacht Club is known to attract people all over the world for the many events they host.
2. Infrastructure upgrades, Expansion and Management – this initiative would be an investment in recreational assets that provide access to water.
3. Quality of Life – expanding the Learn to Sail Program will not only teach more youth how to sail, but this recreational activity also provides a venue for people to connect and to socially interact.

Work Plan

Staff would work with the Club by issuing tax receipts and bringing reports to Council to approve funds raised by the Club to be granted back to them.

Alternatives

The alternative is not to approve a Designated Community Project fund application for the Lunenburg Yacht Club.

Conclusion

The recommendation being brought forth would help the Lunenburg Yacht Club fundraise to purchase additional participants and coaches' boats that will greatly enhance the Learn to Sail program for youth, helping them to teach more youth how to sail, while decreasing the number of youths on a waiting list. Being surrounded by water in the Municipality, learning to sail is a great life skill set to teach our youth, not to mention the other benefits that come from such a recreational activity such as teamwork, decision making, problem solving and just being connected to nature.

Report Preparation	
Department	Recreation, Parks, & Tourism
Report Prepared by	Trudy Payne, Director of Recreation, Parks & Tourism
Report Approved by	
Date Reviewed by C.A.O.	

Council
Item 11.3.1
April 14, 2026
T. MacEwan



The Municipality of the District of Lunenburg

Request for Decision

Report to: Municipal Council

Submitted by: Amy Wamboldt, Grant Coordinator

Date: April 14, 2026

Re: Active Transportation Fund Agreement – Osprey Village Sidewalk Project

Recommendation

“Municipal Council confirms that the Municipality of the District of Lunenburg meets the requirements of the Government of Canada Active Transportation Fund for the Osprey Village Sidewalk project” and,

“Municipal Council authorizes the Chief Administrative Officer to execute the Active Transportation Fund agreement and related documents on behalf of the Municipality of the District of Lunenburg.”

Background

Council has approved a \$5.25 million investment in sidewalks in Osprey Village. The project includes approximately 0.61 kilometres of new concrete sidewalk, as well as curbs and gutters, marked pedestrian crossings, intersection traffic lights and other improvements. Because the work extends along both Nathan Cirillo Road and Pine Grove Road, implementation requires coordination on both municipal and provincial road corridors.

The Osprey Village Sidewalk project will improve pedestrian connectivity in a growing service area of the municipality. The proposed sidewalk will link École de la Rive-Sud, the future Community Hub/ Welltide Heath, the MODL Municipal Services Building, and Stonemont Retirement Living with the commercial section of Osprey Village.

This investment is intended to provide safer, more direct, and more accessible pedestrian connections between public institutions, residential uses, and commercial destinations in Osprey Village. The project supports active transportation by making walking a more practical and attractive option for residents, students, seniors, staff, and visitors.

Discussion

The Osprey Village Sidewalk project has three funders. One of those funding partners is the federal Active Transportation Fund, which is contributing \$504,000 toward the project. Execution of the funding agreement requires a formal delegation of authority from Council authorizing the Chief Administrative Officer to sign on behalf of the Municipality of the District of Lunenburg.

Approval of the requested resolution will allow staff to satisfy the federal program requirement and proceed with the agreement documentation for the Osprey Village Sidewalk project. The project is planned for completion by March 2027.

Budget/Financial Implications

Council has approved this project in the 2026/27 capital budget. The funding for this project consists of:

- Federal ICIP - \$989,611
- Provincial ICIP - \$824,593
- Provincial Municipal Capital Growth Program - \$1,136,973
- AT Fund - \$504,000

Report Preparation	
Department	Administration
Report Prepared by	Amy Wamboldt, Grant Coordinator
Report Approved by	
Date Reviewed by C.A.O.	

Council
Item 11.3.2
April 14, 2026
T. MacEwan



The Municipality of the District of Lunenburg

Request for Decision

Report to: Mayor & Municipal Council
Submitted by: Tom MacEwan, CAO
Date: April 14, 2026
Re: Anti-Racism & Anti-Discrimination Committee

Staff Recommendation

Given the challenges experienced by the Anti-Racism and Anti-Discrimination Advisory Committee and the challenges identified with the Regional Structure by the two (2) Regional Coordinators that have held the position, it is recommended that Municipal Council pass a motion to dissolve the ARADAC.

It is further recommended that if a majority of the participating Councils do not support the dissolution of the ARADAC then Council pass a motion to withdraw from the ARADAC with an effective date of May 1, 2026.

Go Forward Plan

If Council supports the recommendation to dissolve or withdraw from the Anti-Racism and Anti-Discrimination Advisory Committee then Staff would focus our efforts on advancing our internal Plan (IDEA at MODL) while exploring possible options on how MODL should approach the mandated update of the Action Plan (which is required to be completed prior to April 1, 2028).

Anti-Racism & Anti-Discrimination Advisory Committee Recommendation

The ARADAC is aware that the CAOs of the participating units are bringing reports and recommendations regarding the future of the Committee to their respective Councils. On this issue, the ARADAC has passed the following motion:

“That the committee recommend that a regional approach structure continues in a resource and advisory capacity, with individual units creating their own anti-racism plans as mandated by the province.”

While we certainly appreciate the Committee’s willingness to continue to service is a resource and advisory capacity, for the issues more fully described below, Staff do not support the proposal put forward by the Committee to continue with the regional approach structure.

Regional Approach

The Regional Approach that has been adopted by the participating Councils includes an Inter-Municipal Agreement, the Terms of Reference of the Anti-Racism and Anti-Discrimination Committee, an Anti-Racism and Diversity Coordinator and the Anti-Racism & Diversity Action Plan.

Inter-Municipal Agreement

On January 12, 2024, MODL, MODC, TOB, TOL and TOMB entered into an Inter-Municipal Regional Anti-Racism and Diversity Agreement to provide for coordinated Anti-Racism and Diversity services including the creation of the Anti-Racism & Anti-Discrimination Advisory Committee as well the creation of position of Anti-Racism and Diversity Coordinator. The Agreement had a scheduled end date of April 1, 2026 which was later extended to September 30, 2026.

Anti-Racism and Anti-Discrimination Advisory Committee

The Lunenburg County Anti-Racism and Anti-Discrimination Advisory Committee (hereinafter the “Committee”) was established by the 5 municipal units in Lunenburg County (MODL, MODC, TOB, TOL, and TOMB) and, among other things, is responsible for advising Municipal Councils on identifying and addressing systemic racism and inequity in municipal government policies, by-laws, programs and services.

The Terms of Reference provide that the Committee may be dissolved by way of resolution of the majority of the participating Councils,

Anti-Racism and Diversity Coordinator

The Anti-Racism and Diversity Coordinator (hereinafter the “Regional Coordinator”) serves as the coordinator and administrative support for the Committee providing anti-racism and diversity expertise to the Committee, Municipal Councils and municipal administrators.

The Regional Coordinator has been on leave since the late fall 2025 and will continue to be on leave until the end of the contract being September 30, 2026.

Anti-Racism & Diversity Action Plan

The current Regional Coordinator prepared, and the participating Councils adopted, the Lunenburg County Strategy for Belonging: Anti-Racism & Diversity Action Plan (hereinafter the “Action Plan”) by the April 1, 2025 provincial deadline.

The Action Plan recognizes that the Committee was established by the five municipalities in Lunenburg County and is responsible for advising municipal councils on identifying, preventing, and removing barriers to people underserved and underrepresented groups in municipal programs, services, initiatives, and facilities.

The Action Plan was created and adopted prior to the establishment of the Committee with the intention that the Committee was to review the Action Plan and make recommendations to the participating Councils.

For instance, as it relates to the Proposed Actions referenced in the Action Plan, it states: “through initial engagement we have developed some draft action items, but are subject to committee review and submission to council for final reviews.”

In addition, the Action Plan states in the Next Steps & Action Items section includes: “conduct committee review of draft action items for final plan development, then submit final plan for Council approval.”

There are approximately 50 Action Items or Activities listed in the Action Plan that are to be reviewed by the Committee for final plan development.

Anti-racism Plans must be updated every three (3) years with the first update due by April 1, 2028. There is a statutory requirement that requires municipal units to engage with underrepresented and underserved communities when preparing and updating plans but there is no legislative requirement to have an Advisory Committee.

Challenges

The regional structure that has been adopted by the participating Councils has proved problematic and it has impacted both the ability of the Regional Coordinator and the Committee to perform their duties and meet their responsibilities.

Issue #1: Challenges with the Regional Approach & Impact on the Regional Coordinator Position

There have been and continue to be challenges with staffing the Regional Coordinator position which can, at least in part, be attributed to the challenges associated with the regional approach adopted by the 5 municipal units.

The first Regional Coordinator that was hired for the position resigned offering that the position and the work serving five (5) municipal units was excessively difficult and unworkable.

The second Regional Coordinator also shared similar thoughts with respect to the challenges of the position and the work serving 5 municipal units.

While efforts were made to advance this regional initiative, our experience suggests that the Regional Approach creates an untenable and unworkable employment situation for the Regional Coordinator.

Issue #2: Challenges with the Anti-Racism & Anti-Discrimination Advisory Committee particularly in the Absence of the Regional Coordinator

One of the key responsibilities of the Committee is to develop and recommend to municipalities a regional plan which will provide regional-level guidance and coordinated approaches and strategies on actions that can be taken by the municipalities.

For a variety of reasons, the Committee has not yet had the opportunity to review and make recommendations to the participating Councils on the Action Plan.

As indicated above, the intention was for the Committee to work with the Regional Coordinator (who authored the Action Plan) to review the Action Plan and make recommendations to the participating Councils.

As the Regional Coordinator is on leave until the end of the contract, the Committee no longer has access to the author of the Action Plan which significantly impacts the ability of the Committee to review the Action Plan and make recommendations.

The inability of the Committee to discuss the Action Plan and the 50 Action Items or Activities with the Regional Coordinator significantly impacts the ability of the Committee to conduct the review and make recommendations.

The ability of the Committee to review and make recommendations on the Action Plan is also significantly impacted by the absence of the Regional Coordinator and the anti-racism and diversity expertise that the position was to provide to the Committee.

The subject matter expert that was intended to assist the Committee in performing its duties is no longer available and the absence of this critical support creates additional challenges for the Committee and its ability to meet its responsibilities.

Conclusion

Given that the Committee is unable to discuss the Action Plan and its 50 Action Items with the author of the Plan as contemplated coupled with the Committee's loss of its subject matter expert staff support, we question the ability of the Committee to meet its responsibilities including the review of the Action Plan and the Action Items and submitted recommendations to the participating Councils within the remaining six (6) month term.

Recommendation

The Staff recommendation is as follows:

Given the challenges experienced by the Anti-Racism and Anti-Discrimination Advisory Committee and the challenges identified with the Regional Structure by the two (2) Regional Coordinators that have held the position, it is recommended that Municipal Council pass a motion to dissolve the ARADAC.

It is further recommended that if a majority of the participating Councils do not support the dissolution of the ARADAC then Council pass a motion to withdraw from the ARADAC with an effective date of May 1, 2026.

Go Forward Plan

If Council supports the recommendation to dissolve or withdraw from the Anti-Racism and Anti-Discrimination Advisory Committee then Staff would focus our efforts on advancing our internal Plan (IDEA at MODL) while exploring possible options on how MODL should approach the mandated update of the Action Plan (which is required to be completed prior to April 1, 2028).

MODL Continued Support for Anti-Racism and Anti-Discrimination Initiatives

The Recommendation to dissolve or withdraw from the Committee is based on the recognition that the regional approach that we have adopted is not working but it should not be interpreted as a lack of support by MODL Council or Staff for Anti-Racism and Anti-Discrimination Initiatives.

Rather, the Recommendation represents an acknowledgement that the current system is flawed and not capable of achieving the results that were set out in the Agreement and the Terms of Reference for the Committee.

IDEA at MODL

MODL is committed to making our community more inclusive, diverse, equitable and accessible. IDEA at MODL reflects the commitment to advance inclusion, diversity, equity, and accessibility of equity-deserving groups. The plan incorporates the principles of the Accessibility for Nova Scotians Act, the Dismantling Racism and Hate Act, Count Us In: Nova Scotia's Action

Plan in Response to the International Decade for People of African Descent and the Truth and Reconciliation Calls to Action.

The IDEA at MODL Plan aims to advance an environment with a fundamental shared commitment to respectful engagement and human dignity. This strategic plan seeks to establish and affirm an inclusive, diverse, equitable and accessible workplace culture, from the grassroots to the senior-most levels. It sets out strategic directions and senior-level accountabilities intended to empower employees and departmental units to engage and assist in the advancing of IDEA at all levels.

Staff will continue to advance the IDEA at MODL Plan (a copy of which is attached to this Report).

Report Preparation	
Department	Administration
Report Prepared by	Tom MacEwan, CAO
Report Approved by	
Date Reviewed by C.A.O.	



IDEA AT MODL

(Inclusion, Diversity, Equity, and Accessibility)

2024-2028 Strategic Plan

Land Acknowledgement¹

We acknowledge that we are located in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq people, who, in 1725 first signed the Treaties of Peace and Friendship with the British Crown. Those treaties did not deal with the surrender of lands and resources, but instead recognized Mi'kmaq title and negotiated a path toward an ongoing relationship between nations. We acknowledge we carry out our daily work in Mi'kma'ki.

We convey our respect to all indigenous peoples living in this region, to the knowledge keepers, and to their brave and resilient leaders, past and present.

At the Municipality of the District Lunenburg (MODL), we recognize that the work towards creating a fairer and more just workplace for more people, and the efforts we make to recognize and ameliorate the conditions that perpetuate injustices among us, must begin by also recognizing the injustice that lies at the base of the place we live and work. And then, together, we move towards a more just world for all of us.

Introduction

MODL is committed to making our community more inclusive, diverse, equitable and accessible. **IDEA at MODL** reflects the commitment to advance inclusion, diversity, equity, and accessibility of equity-deserving groups. The plan incorporates the principles of the **Accessibility for Nova Scotians Act, the Dismantling Racism and Hate Act, Count Us In: Nova Scotia's Action Plan in Response to the International Decade for People of African Descent and the Truth and Reconciliation Calls to Action**.

Goals

The **IDEA at MODL** Plan aims to advance an environment with a fundamental shared commitment to respectful engagement and human dignity. This strategic plan seeks to establish and affirm an inclusive, diverse, equitable and accessible workplace culture, from the grassroots to the senior-most levels. It sets out strategic directions and senior-level accountabilities intended to empower employees and departmental units to engage and assist in the advancing of IDEA at all levels.

It includes a set of proposed structures and approaches with explicitly desired outcomes that will support efforts across our community as we seek to become more inclusive, diverse, equitable and accessible. However, this is not a top-down plan. Every employee has a role to

¹ A territorial or land acknowledgement involves making a statement recognizing the traditional territory of the Indigenous people(s) who called the land home before the arrival of settlers, and in many cases still do call it home. Indigenous peoples have been acknowledging the land at the start of gatherings, ceremonies, and events for time immemorial.

play in achieving our collective goals. We must take deliberate action informed by promising practice and institutional data. Working together, we can ensure IDEA thrives in our workplace and enriches the lives of all.

Timeline

IDEA at MODL intends to generate lasting transformation for employees and residents. To this end, the Plan uses a phased approach to set the groundwork for change. It adopts a continuous improvement approach – building on successes and drawing on lessons from less successful initiatives.

Year One: Foundation Building

The first phase of the Plan lays the foundation for IDEA. The foundational step includes:

- assigning a staff member with an add on responsibility for IDEA at MODL
- putting personnel policies in place,
- developing accountability and governance models,
- making connections and,
- collecting data.

The first phase involves planning and allocating resources for future IDEA investments and ongoing expenditures of new programs and initiatives. The outcome for this phase is an increased awareness in the workplace and promotion of the benefits and values of IDEA.

Year Two and Three: Investment and Implementation

The second phase prioritizes the investment and implementation of the Plan. This is the phase where the planned programs and activities are carried out (listed in the **Action Plan**).

Year Four and Five: Monitoring, Evaluating, Adapting

The Plan's final phase involves evaluating and improving the IDEA policies, procedures, and initiatives.

We will build upon successes and improve areas where we fell short of reaching our goals. We will also evaluate social changes and opportunities for new approaches to the Plan.

Vision

MODL is committed to cultivating a culture that values, supports, and promotes equity, human rights, respect, and shared accountability. Our workplace encourages and supports individual and collaborative efforts to identify and address inequities. We welcome and enable contributions of all voices as we engage with diverse ideas, knowledge, and perspectives to pursue inclusive service delivery.

Mission

MODL will work to achieve an inclusive, diverse, equitable, and accessible place to live and work. We are committed to achieving equitable access and opportunities in employment, retention, and advancement; and to a working environment free from discrimination, bullying, and harassment.

We envision—and will cultivate—a community that recognizes equity and diversity as fundamental to achieving inclusive excellence in service and community engagement. We acknowledge that this commitment requires identifying and addressing obstacles, barriers, and biases that limit equitable and accessible opportunities. We will intentionally pursue and implement system-wide equity and access initiatives and embed diversity and inclusion in all MODL structures, programs, policies, and practices. Determined to influence those formal and informal structures and mechanisms that limit access and equity, we will use principles of fairness and evidence-based policies and practices to support decision-making; collect and analyze disaggregated data; establish equity goals and benchmarks; and develop and implement policies.

Recognizing that achieving IDEA goals requires responsible and accountable leadership at all levels, we will regularly evaluate and report on progress towards achieving inclusion, diversity, equity, and accessibility.

Principles

Diversity: We commit to increasing diversity, expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socioeconomic status, language, culture, national origin, religious commitments, age, or (dis)ability status.

Equity: We commit to working actively acknowledging the systemic power and privilege and distribution of resources to enhance access and inclusive outcomes for equity-deserving groups. We will create spaces that value, celebrate, amplify our diversity. We are committed to a policy of equal opportunity for all persons.

Inclusion: We commit to pursuing deliberate efforts to ensure that our workplace embraces difference, and that every individual feels a sense of belonging. By building a critical mass of diverse groups in our workplace and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.

Accessibility: We commit to removing barriers to full and equitable access to participation in work and community life. We recognize that accessibility involves removing all obstacles and addressing social and attitudinal barriers to inclusion.

Human Rights: We are committed to promoting the dignity of all persons and taking focussed actions to prevent discrimination and hate for equity-deserving groups.

Continuous Improvement and Evaluation: We are committed to centering IDEA in all aspects of our work at MODL. We acknowledge that IDEA requires ongoing effort, reflection, and adaptation. We commit to engagement with the MODL community to ensure that our actions are meaningful in meeting our IDEA vision and goals.

IDEA at MODL Action Plan

This Action Plan is a comprehensive approach to IDEA at MODL. It includes five core categories: IDEA centered Employment practices, Leadership and Accountability, Community and Culture, Service Delivery, and Learning and Development.

We identified dimensions of IDEA under each of the broad categories and have developed activities, initiatives, and timelines to achieve long-term goals.

1. IDEA Employment

The goal for employment at MODL is to maintain equitable and inclusive recruitment and retention practices, advancement, and compensation practices which value diverse perspectives. It also cements the commitment for leaders at MODL to model and promote IDEA. We have considered dimensions of recruitment, candidate selection, onboarding and orientation, assessment and advancement, personnel review committee plan and workplace policies.

1.1 IDEA Personnel

- 1.1.1 MODL will hire a .2 FTE IDEA Coordinator, responsible for overseeing the implementation of the plan, advise leadership, and plan champions. This will be an add-on responsibility for a current MODL employee.
- 1.1.2 Enrol MODL staff member responsible for IDEA in EDI Certificate at Dalhousie University.

1.2 Workplace Census

- 1.2.1 Research best practices and respectful terminology (Employment Equity Act) to create baseline workplace census.
- 1.2.2 MODL will regularly administer workplace census.
- 1.2.3 MODL will use the results of the census to create a responsive recruitment plan to attract employees from equity-deserving groups.

1.3 Recruitment

- 1.3.1 Review job descriptions to identify on the job training versus skills the candidates must already possess.
- 1.3.2 Develop employment equity statement and include on all job postings. Encourage applicants to self-identify and provide designated groups first consideration for roles.
- 1.3.3 Develop list of community partners that can assist in recruiting from designated groups.
- 1.3.4 Share all new job postings with community partners from equity-deserving communities. Provide partners with information to assist candidates to successfully apply and demonstrate key competencies.
- 1.3.5 Identify new markets to advertise employment at MODL.

1.4 Candidate Selection

- 1.4.1 Develop standard interview questions and consistent scoring to ensure applicants are measured based on the same criteria. Circulate interview questions prior to enable candidates prepare answers.

1.5 Onboarding and Orientation

- 1.5.1 Continue to engage in social onboarding (e.g., assign a buddy outside training and management staff, welcome from management and staff).
- 1.5.2 Continue to schedule new employee orientations to assist employees in completing tax and benefits documentation, provide overview of corporate policies and introduce departmental leads and management team.

1.6 Employee Assessment and Advancement

- 1.6.1 Ensure employees are aware of the skills that will be measured, the performance standard and enable self-measurement opportunities.
- 1.6.2 Review career pathways to advancement at MODL to identify and remove identity related barriers.
- 1.6.3 Explore ways to prioritize advancement to equity-deserving candidates in middle and upper management.
- 1.6.4 Ensure external recruitment of senior leadership positions prioritize finding candidates from equity-deserving groups.

1.7 Social Equity Policy Review

- 1.7.1 Develop Social Equity Policy Review framework which considers who is impacted by each policy and potential risks to inequitable application.
- 1.7.2 Prioritize policy review according to their impact on IDEA at MODL. Develop a schedule for review and amendments to policies, and schedule for routine reviews of policies.
- 1.7.3 Based on results of review, internal IDEA committee will recommend amendments to and introduction of IDEA personnel policies.

2 Leadership and Accountability

Transparency and accountability are important levers to drive IDEA. Accountability towards IDEA ensures ownership and defines answerability, liability, and reporting. MODL will develop monitoring systems to hold leadership accountable for meeting IDEA commitments.

Inclusive leadership and accountability are crucial to achieving the IDEA goals and targets. This section focuses on three critical dimensions of this category: leadership commitment and business case, consensus building, committees, and reporting structure.

2.1 Leadership Commitment and Business Case

- 2.1.1 Leadership will draft a statement of commitment to achieving the goals set forth in IDEA at MODL.
- 2.1.2 Leaders will demonstrate their commitment to IDEA by sponsoring initiatives, participating in events, inviting IDEA conversations, and articulating how they are advancing IDEA at the departmental level with accountabilities with the Champion of IDEA at MODL.
- 2.1.3 Leaders and decision makers will include IDEA targets in their departmental business plans and projections through the Annual Budget document.

2.2 Consensus Building

- 2.2.1 Develop internal and external communications plan restating commitment and encourage employees and residents to participate in achieving IDEA goals.
- 2.2.2 Establish a variety of methods to collect disaggregated data of the MODL staff complement and external community. Disaggregated data is information that has been broken down by detailed sub-categories, for example by marginalised group, gender, region or level of education.
- 2.2.3 Use results from data collection to address the concerns and issues identified. Plans may include education and awareness campaigns, communications plan that addresses and discredits common myths about IDEA and creating welcoming communities.

2.3 Committees and Reporting Structure

- 2.3.1 Ensure recruitment plan for Accessibility Committee (NS Accessibility Legislation requirement) is intersectional to attract representations from diverse equity-deserving communities.
- 2.3.2 Establish internal IDEA committee to collaboratively identify steps towards creating an inclusive and welcoming MODL.
- 2.3.3 Departmental managers will provide regular updates to IDEA initiatives and targets. Leadership performance evaluations include metrics of IDEA.

3 Community and Culture

We aim to embed IDEA within MODL policies, practices, and formal and informal gatherings. MODL will systemically involve community involvement in decision-making and prioritize initiatives that promote IDEA and sustainability.

3.1 IDEA Branding

- 3.1.1 Identify successful IDEA brand campaigns, consult with graphic designers, and gather community feedback that highlights key components of IDEA.

- 3.1.2 Create an accessible design that highlights aspirational elements of IDEA in MODL (e.g., eye catching logo, easy to read promotion materials, fact sheets).
- 3.1.3 Ensure that IDEA logo and "more information" links are included in all communications and publications, featuring IDEA logo and information on promotional material including tourism guides.

3.2 Community Outreach and Partner Engagement

- 3.2.1 Create more opportunities for solutions-based community gatherings with question-based agendas (e.g., ask residents, "What can we do to improve housing equity in MODL?")
- 3.2.2 Identify community leaders within equity-deserving communities and plan opportunities for consultation/engagement (e.g., a series of townhalls, round tables and one on one meetings) to seek feedback and build consensus for MODL IDEA initiatives.
- 3.2.3 Create awareness of IDEA at Council and invite presentations from equity-deserving groups and organizations. Reserve time on agenda for IDEA-specific presentations.
- 3.2.4 Raise Mi'kmaq, African Nova Scotia, Rainbow, and Trans Flags. Ensure diverse and respectful representation in décor, statues, and tributaries, etc.

3.3 IDEA Workplace Culture and Employee Engagement

- 3.3.1 Continue to provide regular opportunities to enable employees to interact socially (e.g., monthly lunch or potluck, games and sports, group wellness activities).
- 3.3.2 Co-create annual calendar of cultural observances/days of significance and recognize holidays or significant dates through a variety of ways (e.g., host celebrations to commemorate holidays and significant dates and serve culturally appropriate foods sourced from local vendors).
- 3.3.3 Develop a policy for Land Acknowledgement, Equitable and Accessible Meeting Practices, IDEA sourced refreshments and gifts.

3.4 Truth and Reconciliation

- 3.4.1 Plan to implement the Truth and Reconciliation Commission of Canada's Calls to Action with focus on Professional Development and Training for Public Servants.

4 Service Delivery

MODL aims to create IDEA policies and practices to equitably serve an increasingly diverse community.

4.1 Policies and Procedures

- 4.1.1 MODL will become a signatory in the Recreation Nova Scotia Anti-Racism Charter.

- 4.1.2 Create outcomes-based decision making/risk assessment model when developing services and initiatives (e.g., ask “what are the possible implications for the populations served?”).
- 4.1.3 Contact customers/residents/organizations that have identified poor service delivery to understand what went wrong and how can we do better.
- 4.1.4 Update the Customer Complaints Handling Policy 092 to include citizens rights to be treated fairly, free from discrimination and to produce equitable outcomes. This document will outline expectations for citizens to refrain from abusive or offensive behaviours, and potential consequences from violations. It should allow customers to report incidents of discrimination, bias, or unequal outcomes. Develop process to address incident (e.g., complainant directed approach), examine what conditions needed to prevent similar incidents (e.g., education, policy changes).

4.2 Accessibility

- 4.2.1 Invest in initiatives that promote equitable access to working and living at MODL. Make accessibility a standing agenda item for Senior Management Team meetings.

4.3 Safer Spaces

- 4.3.1 MODL will create guidelines for MODL staff posting on public forums.
- 4.3.2 Review signage, online information, physical spaces, for ease of understanding, variety of formats, use of images and symbols, ensure language is not out-dated or offensive.

5 Learning and Development

MODL will provide ongoing learning and development resources to employees and prioritize ongoing collective awareness and growth on IDEA related topics. MODL is committed to provide opportunities for employees to learn and grow together.

5.1 Onboarding Education

- 5.1.1 All employees are provided with information about IDEA policies and goals and are required to routinely review and acknowledge they have reviewed and understand the policies.
- 5.1.2 Employees are routinely provided with engaging education to describe key IDEA concepts and expectations for inclusive behaviours in the workplace.

5.2 Employee Development

- 5.2.1 Research educational suppliers, internal resources, speakers, workshops, seminars, and the resources needed to acquire/develop learning tools.

- 5.2.2 Job-relevant learnings (managers, customer service); mandatory education, incentivized opportunities to participate in external IDEA education. Employee training and education review schedule to ensure training consistent with best practices.
- 5.2.3 Develop framework for managers and employees to identify learning resources that will improve their IDEA awareness and skills. Create policy to ensure employees have paid time to attend self-identified and performance related educational programs.

Summary

We recognize that making MODL a more inclusive, diverse, equitable, and inclusive community will require participation and engagement from leaders, employees, residents and local organizations and businesses. We would like to thank the significant contribution of employees and residents in creating this plan and their IDEA efforts in everyday life. Although we acknowledge there is much left to be done, we are excited to begin the journey towards **IDEA at MODL**, together.