
Committee of the Whole Meeting

March 28, 2023

Berwick Town Hall Council Chambers

6:30pm

AGENDA

- 1. Call to Order**
- 2. Approval of the Agenda**
- 3. Approval of the Minutes**
 - a. February 28, 2023**
- 4. Department Reports**
 - a. BDVFD**
 - b. Community Development**
 - c. Public Works**
 - d. Finance**
 - e. CAO**
- 5. Regional Committee Reports**
 - a. AREA Board (verbal)**
 - b. Interim IMSA Board**
 - i. Kings Transit Authority**
 - ii. Valley Waste Resource Management**
 - c. Kings Point-to-Point Transit (handout)**
- 6. Committees Of Council Reports**
 - a. Community Development Committee (verbal)**
 - b. Planning Advisory Committee**
 - i. Planning**
 - c. Police Services Advisory Committee**
 - i. RCMP**
- 5. New Business**
 - a. RFD006-2023: 2023/24 Operating Plan**
 - b. RFD007-2023: Compensation Policy and Plan**
- 6. Deputy Mayor's Report**
- 7. In-Camera**
 - a. Personnel**
 - b. Land & Property**
- 8. Adjournment**

Berwick & District Vol. Fire Dept. CoTW Report for Mar. 2023

Eight alarms to report from Feb. 14– Mar.17

Training: We have our officer training course from fire school being delivered in May. This will align our officers with the recent contract signed last year.

We also have 3 members that are training in the Pump Operations course.

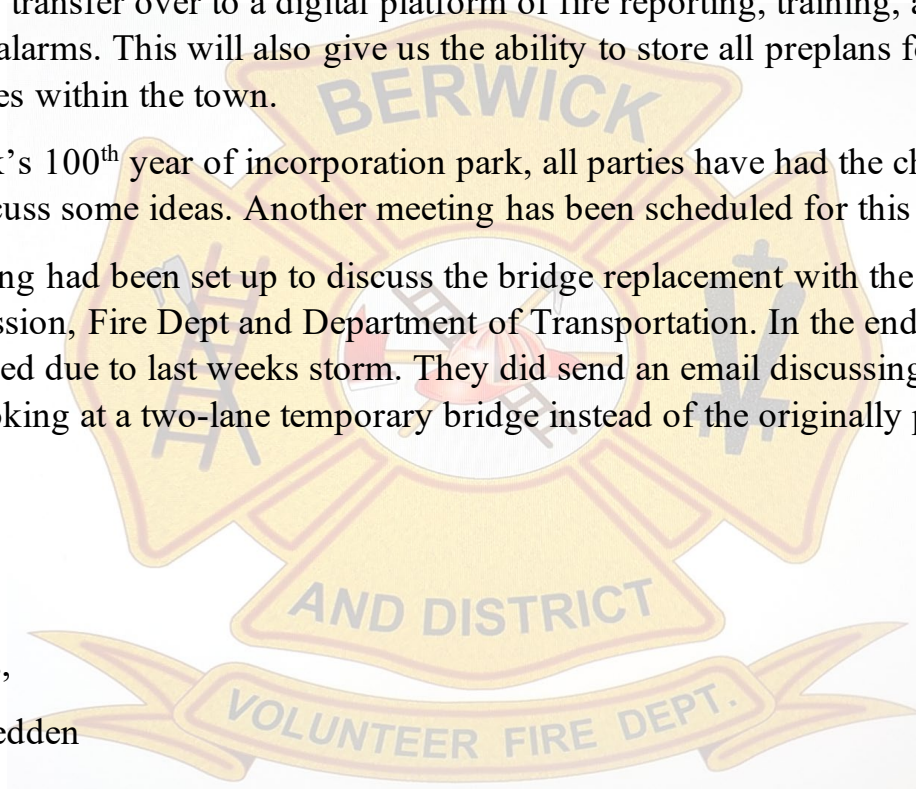
Equipment/ Repairs: We recently have purchased six tablets for our trucks to begin to transfer over to a digital platform of fire reporting, training, and mapping for our alarms. This will also give us the ability to store all preplans for certain structures within the town.

Berwick's 100th year of incorporation park, all parties have had the chance to meet and discuss some ideas. Another meeting has been scheduled for this group.

A meeting had been set up to discuss the bridge replacement with the Fire Commission, Fire Dept and Department of Transportation. In the end this was postponed due to last weeks storm. They did send an email discussing that they are now looking at a two-lane temporary bridge instead of the originally proposed one-lane.

Regards,

Luke Redden



Department: Community Development

Date: March 21, 2023

Key highlights

- Fitness Centre membership is sitting at 446 as of March 21, 2023. Staff are seeing an uptake in membership from people outside of the Berwick Area. In the past, membership has declined in March, this year it has remained consistent.
- An engineered deck plan for the Boxcar project was received and sent to interested parties for a revised quote.
- We have requested and received an extension on our provincial Beautification grant allowing us to purchase and install additional signage in the month of April. We have submitted our final report for the ACOA Streetscaping Program which covered our Evening Market and Self-Guided Tour.
- Summer student positions have been posted. Without a programmer position in place we will shift to our traditional staff structure and hire a Summer Intern to support summer programming and events. We anticipate receiving word in April regarding student grant funding.
- Full Moon Fest was a huge success. All events were well attended and the feedback from the community and attendees has been astounding.
- J. Hebb continues to work on the Active Living Strategy. Having completed the information gathering process he is now working on finalizing goals. The Active Communities Fund, which provides financial support to programs and events, is due in April.
- N. Palmer has organized a seed starting workshop on April 13th in partnership with the Community Garden Group and the Berwick and District Library. All supplies have been locally sourced and donated by Shur-Gain and Valley Peat Moss.
- The department is designing a large scavenger hunt around the Towns' Parks and Trails system in celebration of the Easter Weekend.
- The RFP for the Spicer Park playground is in process with the intention of having it posted the first week in April.
- Staff have transitioned into Microsoft 365 and find communications more efficient. We will continue to work on transitioning our files from the common drive over to the new system.
- LuPe leather has designed and created Centennial Key Tags. We have shared their business and contact info via social media. Cost of the keychain is \$15, with \$5 of the \$15 dollars being donated back to the Town of the Berwick Apple Fund.

Next Month Priorities:

- Securing summer staffing positions
- Easter Events
- Transitioning files to Sharepoint
- Completing signage design and installation for Beautification Grant



TOWN OF
berwick

14FT X 70FT RAILWAY DECK
PRESENTATION VIEWS




PALMER & DOHERTY
CONSULTING INC.



NOTES:

NO.	DESCRIPTION:	DATE:

LOGO:



PROJECT:		TOB- RAILWAY		DWG.
TITLE:		PRESENTATION VEIWS		ISSUE:
SCALE:	DATE:	DRAWN:	CHECKED:	JOB NO.
	03-03-2023	K.M		

Committee of the Whole Monthly Report



Department: Public Works Report.
Date: March 13, 2023

Key highlights

- Team helped Berwick Electric Friday March 10TH close the road and replace a Pole on the Corner of Union St. and Foster St. from 5:00 pm to 12:30 am.
- The team completed doing traffic signing and doing cleanup on the broken pole on Foster St. on Monday March 13th.
- Keith has been working nonstop on machinery to make sure it is ready to go for the next snow event.
- We had two team members work to keep traffic closed off at the farm market on Thursday, and to help with what needed to be done.
- I have been going over the budget numbers to make sure it is correct.
- We are salting and sanding each day for ice, water is coming off the snow banks in higher temperatures and freezing across the sidewalk later, in different places.
- We are working each day keeping the wastewater collection pumps and other machinery working.
- On Wednesday March 8th Public works attended a First Aid Course at Town Hall.
- We had smell from the lagoon two different days in March between the 5th and the 10th.

Next Month Priorities:

- Working on Tree cleanup with Berwick Electric, on different trees around Town.
- Working on a few trails, brush, and tree limbs clean up.
- Filling pot holes with cold pack asphalt.
- Rebuild a wastewater pump at 216 main St. Pump Station.
- Tender for patching and paving and parks mower.

Committee of the Whole Monthly Report



Department: Finance
Date: March 2023

Key Highlights

- The BEC commission approved staff's recommendation for the rate application. The consultants are finishing up the application process and we expect to file very soon.
- Work continued on the 2023/24 Operating and Capital budgets, which have been approved.
- Staff completed the first session with Central Square (Diamond) for implementation of the payroll/time entry system, where it became realized that Berwick's original Diamond implementation in 2018 did not include the payroll module. As there is a significant cost to implement this module, staff is now sourcing alternative options to move forward with the payroll/time entry project.
- Property tax section of the website has been updated with current information.
- Several meetings were held with AON, BEC's insurance provider, regarding renewal of the Equipment Breakdown Policy and the recommendations from BI&I regarding the insurance claim for the Generator. Favorable renewal terms are in place for the upcoming year and we will follow up with BI&I with actions items pertaining to their recommendations.
- Finance Director attended the AREA Board meeting on March 10, 2023.

Next Month Priorities:

- Working toward completion of the 21/22 Audited Financial Statements and auditor plans to be back on-site this week.
- Staff begins preparation for 22/23 financial audit.
- GIS training is still pending for staff.
- Source alternative options for payroll/time entry project.
- Work with BEC staff on finalizing Factorydale insurance claim submission.
- Property Tax bills will be prepared and sent prior to April 15th.

Committee of the Whole Monthly Report



Department: CAO
Date: March 2023

Key Highlights

- Migration of Office 365 is completed. Staff will proceed with transferring documents to a central management system, making it easier to work collaboratively and remotely, when necessary.
- The Berwick Electric Commission approved an application to the Nova Scotia Utility and Review Board. Staff are finalizing all documents with the consultants and preparing a press release and flyer for public distribution when the application is officially filed.
- The CAO continues to work with the planning and engineer consultants on planning applications.
- The new Planning and Bylaw Administrative Coordinator will start on March 27. Together with our Finance Administration Coordinator, Executive Coordinator and Finance Clerk, they will make up our customer service team and provide varying levels of support at the front counter/main phone line to ensure that all employees have uninterrupted time to complete critical tasks.
- Recruitment for a new Director of Public Works has started and competition closes April 6. The new Director will work with the current Director, as well as provide additional capacity to implement priorities identified in the Operating Plan and budget.
- The Interim IMSA Board has approved the Kings Transit Authority and Valley Waste Resource Management Authority 2023/24 Operating and Capital budgets. They will be considered by Council on April 11.
- Together with AREA, the CAO and BEC Superintendent and working on transitioning the StorHub battery assets to the Town. There are still a couple of outstanding items that need to be finalized before ownership is transferred.
- The CAO attended the AREA Board meeting on March 10.

Next Month Priorities:

- Set date for MPS Review public workshop.
- Spring Newsletter
- Performance Management Policy and Procedures



Kings Transit Authority

General Manager's Report

As presented at the March 15, 2023 Board Meeting

Garage and Fuel Prices

Buses

We currently have one bus out of service due to an accident in the Clementsport. The insurance company has agreed to repair the bus and this repair has been started.

We continue to have operational issues with the buses and the plan is to maintain the current fleet for the next 24 months until the Phase 1 and 2 ICIP reports are completed.

Fuel

Our per unit cost for Diesel this week is \$1.29 per litre. With a total YTD fuel consumption of \$643,144 for 2022-23, we are \$208,861 over in the fuel budget. This equates to a 48.1% overage in the complete fuel budget for KTA.

Ridership and Revenue

Ridership

Ridership numbers for 2023 in the month of February have seen a 63% increase across the entirety of the KTA system compared to 2022. In February 2022, KTA had ridership of 14,380 and in February 2023 ridership of 23,432.

Current month over previous month in 2023 we experienced a slight decline, January was 25,548 riders versus February being 23,432 riders. February has only 28 days and we lost two days of operations due to weather.

Year-to-Date ridership for February 2022 was at 181,130 boardings. We currently are at 278,088 at the end of February 2023. Ridership numbers YTD 2023 have increased by 54%.

Currently there are 219 One-Year Passes in circulation provided to Ukrainian refugees by KTA after being settled by the "YReach" Program.

Revenue

Total fare revenue for the month of February 2022 was \$41,129, compared to the revenue for February 2023, which was \$59,394. This represents a 44% increase in fare revenue.

The year to date fare revenue for 2022 was \$468,634. The year to date for 2023 was \$661,290. This represents a 41% increase in fare revenue.

Human Resources

We are investigating the option of hiring a full time spare driver who will be on call to fill vacancies when they occur and to assist with other roles such as cleaning and servicing ticket agents.

Two new drivers have been hired and trained for the routes in the west. This now provides us with a full compliment in our workforce.

Kings Transit and Valley Waste has commenced the recruitment of the Director of Finance position.

Monthly Activities

Those following is the list of actions and activities from the previous meeting up until the current one:

1. Preparing information for RFP for Phase 1 study
 2. Continual review of the scope for study in order to expedite any transit study progression after Phase 1 approval
 3. Day to day operations of the business
-

Valley Region Solid Waste-Resource Management Authority
Report to the Authority

Agenda Item No. _____

Subject: Valley Waste Management Authority – General Managers Report

From: Andrew Wort

Date: March 10, 2023

Health and Safety

Statistics for the month and year to date are attached. The reporting of near misses and incidents even most are minor allows management to review safety policies and practises and target programs to improve worker safety.

Month	Reports Filed	Reports Closed from Previous Year	Reports Closed	Injury to Person	Damage to Equipment (Property)	Damage to Material	Damage to Environment	First Aid Only	Medical Treatment	Lost Time	Critical Injury	Near-Miss	Motor Vehicle Accident	Injury to person - no first aid or medical treatment	Fire	Incident at Scotia Recycling	Incident at Nonhobe Farms	Theft	Straps	Other Potentially dangerous item	Complaint	Unwashed Site Visitor	SPILL	Site Visitor	Report to NS Labour	WCB Claim Filed	Violence in the Workplace
March-23	1		1					1																			
Totals 2022 -23	59	6	56	17	10	5	1	10	3	3	0	15	13	5	1	1	0	0	0	1	0	0	1	9	0	4	2

Incidents were:

The only incident this month was a cut finger.

Financial Report

Attached is a financial report to end of January.

Construction and Demolition Waste Regulations

Draft guidelines were issued in the fall for upgraded rules for C&D sites. The review of the propNSCEE has rescheduled meeting

Extended Producer Responsibility or EPR.

Extended Producer Responsibility is where the manufactures of goods provide for the aftermarket management of waste materials. There are two additions to EPR programs planned in Nova Scotia.

PPP – Paper and packaging: NSECC staff indicated that regulations were still under review, primarily with legal. These are regulations so they can be introduced by the government without going to the house.

The Producer organisation has hired a CAO to implement the program based on NB initiating their EPR program last year.

Batteries, Lighting and additional Electronics

The regulations to expand products covered under the Electronics program are pending.

Capital Projects

An RFP for new public drop containers is under development and is the key step to removing the roll off fleet from service. It is anticipated that this will be completed late fall.

Specifications for the compaction equipment and RFP are under development.

Electric Car Upgrade

The Kona Electric has been received.

The Mazda 3 (2011) that it replaces has been sold by bid for 4651.00 plus HST 697.65 for a total of 5348.65.

Roll Off Truck Disposal

The first Roll Off truck (2016) has been delivered to Ritchie Brothers auction with three containers that are sold separately. Four lots are listed. The next auction is March 27th, 2023.

Scale Program Upgrade

Upgraded scale software a key financial management has been implemented. The scale house transactions are working very well. Billings are issued electronically although process refinements are under development. Month end reports are currently being finalized.

Annapolis County

Staff met with Annapolis County's acting CAO and Dir of Public Works regarding extension of their service agreement.

Communication and Education

Curbside Collection

Curbside collection has gone well so far this winter with only a few days where weather has caused some roads to be unserviceable. In such cases, residents receive increased limits the following regular collection day. The contractor is however operating with a reduced workforce so collection often runs later into the day than usual.

Cost Accounting

Cost Accounting Management staff have met with MNP to discuss plans to track a variety of costs. Staff have provided the consultants with spreadsheets currently used by the organization for budget preparation and provincial reporting.

Respectfully submitted,
Andrew Wort
General Manager
Valley Waste Management Authority.



Valley Region Solid Waste-Resource Management Authority
Statement of Revenue and Expenditures
For the 10 Months Ended January 31, 2023

	10 Months Ended			
	January 31	2023 YTD Budget	2023 YTD Variance	2023 Budget
Revenues				
West Management Centre	448,007.66	485,908.33	-37,900.67	583,090.00
East Management Centre	2,249,790.82	1,935,016.67	314,774.15	2,322,020.00
Conditional Transfers - Administration	1,267,294.28	1,017,391.67	249,902.61	1,220,870.00
RRFB Approved Programs	50,100.00	67,083.33	-16,983.33	80,500.00
Communications and Enforcement	164,689.18	184,191.67	-19,502.49	221,030.00
Wind Turbine	32,800.28	35,833.33	-3,033.05	43,000.00
Total Program Revenues	4,212,682.22	3,725,425.00	487,257.22	4,470,510.00
Municipal Parties Contributions ¹	5,429,900.00	5,429,900.00	0.00	6,515,880.00
Municipal Parties Contribution-Reserve Fund ²	0.00	416,666.67	-416,666.67	500,000.00
Total Revenues, Contributions & Transfers	9,642,582.22	9,571,991.67	70,590.55	11,486,390.00
Expenses				
Residential Collection	2,337,909.30	2,186,100.00	151,809.30	2,623,320.00
Residual Transportation and Disposal	1,765,727.70	1,888,741.67	-123,013.97	2,266,490.00
Organics Processing and Transportation	854,473.36	829,700.00	24,773.36	995,640.00
Recyclable Processing and Transportation	537,707.91	626,966.67	-89,258.76	752,360.00
Construction & Demolition Debris Processing	213,362.18	114,308.33	99,053.85	137,170.00
East Management Centre Operations	951,377.84	1,110,458.33	-159,080.49	1,332,550.00
West Management Centre Operations	523,023.01	560,916.67	-37,893.66	673,100.00
Household Hazardous Waste	160,651.43	164,750.00	-4,098.57	197,700.00
Communications and Enforcement	402,700.42	454,975.00	-52,274.58	545,970.00
Wind Turbine	17,098.18	13,375.00	3,723.18	16,050.00
General Administration	526,450.64	608,383.33	-81,932.69	730,060.00
Financial Services	93,626.41	84,583.33	9,043.08	101,500.00
Information Technology	51,802.56	44,016.67	7,785.89	52,820.00
Transfer to Capital Reserve Fund(s) ²	562,590.34	884,716.67	-322,126.33	1,061,660.00
Total Expenses	8,998,501.28	9,571,991.67	-573,490.39	11,486,390.00
Net Surplus (Deficit)	644,080.94	0.00	644,080.94	0.00



Municipality of the County of Kings

181 Coldbrook Village Park Drive
Coldbrook NS B4R 1B9

Tel: (902) 690-6152

Fax: (902) 679-0911

Tel: 1-888-337-2999

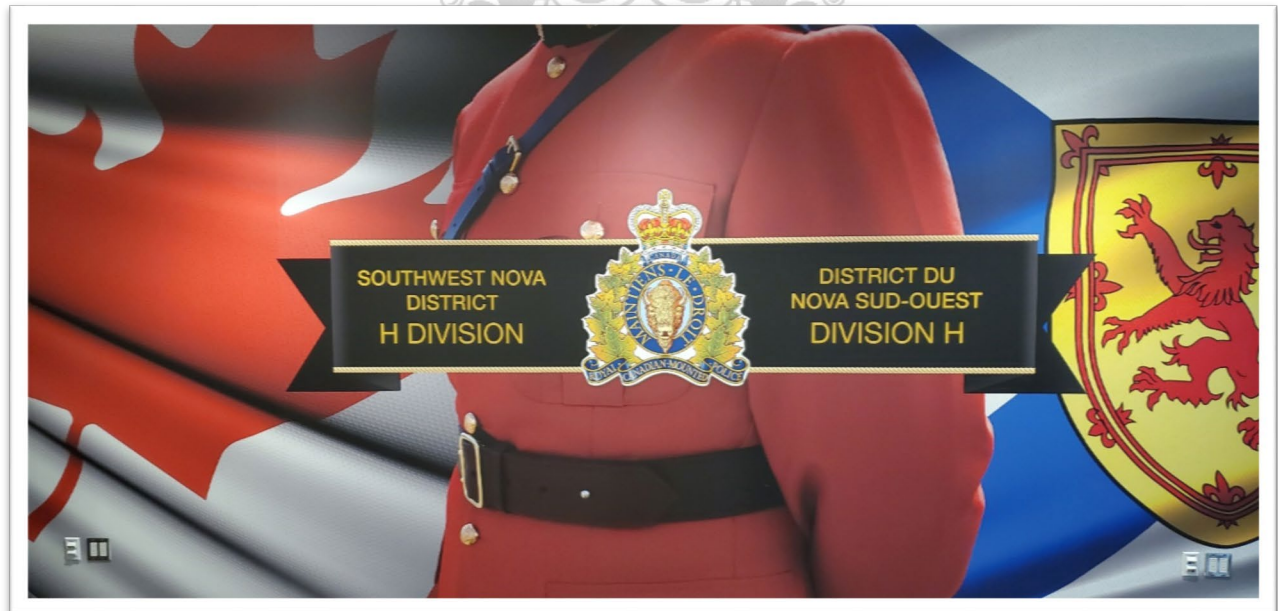
www.countyofkings.ca

Land of Orchards, Vineyards and Tides

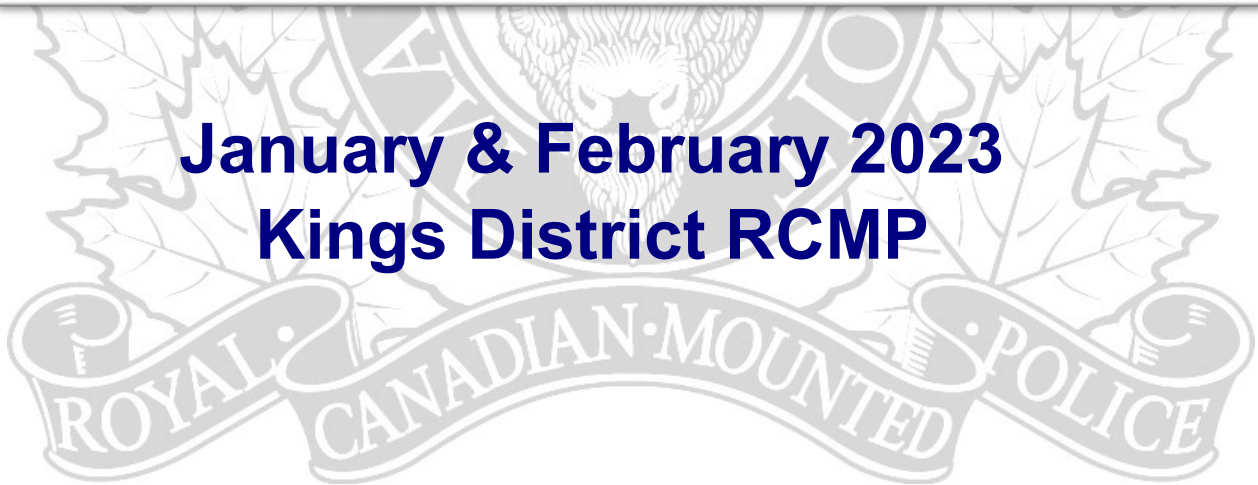
Town of Berwick Activity Report - February 2023

	Last Fiscal Year		This Fiscal Year	
	Total For February 2022	Total For Year to Date	Total For February 2023	Total For Year to Date
<u>PERMIT COUNTS</u>				
Building Permits	3	35	0	38
Development Permits	0	0	0	0
Demolition Permits	0	2	0	1
Sign Permits	0	0	0	0
Total Permits	3	37	0	39
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TOTAL BUILDING VALUE	\$294,175	\$4,783,888	0	\$5,016,444
PERMIT VALUE	\$459	\$6,378	0	\$6,398
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<u>NUMBER OF UNITS</u>				
One Unit	1	13	0	12
Two Unit	0	8	0	8
Multi Unit	0	0	0	0
Townhouse	0	0	0	0
Farm Dwelling	0	0	0	0
Mobile Home	0	0	0	0
Farm Tenement	0	0	0	0
Total Residential	1	21	0	20
Recreational Cabins	0	0	0	0
<u>SUBDIVISIONS</u>				
Total Plans Approved	0	0	0	0
Total Lots Approved	0	0	0	0

Berwick Policing Report



**January & February 2023
Kings District RCMP**



RCMP·GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

Kings District Employees

Inspector Kurtis Kamotzki, Kings District Commander.

Forty general duty constables police Kings District as first responders. These officers are supervised by 8 corporals, 2 sergeants, and 1 staff sergeant.

The Kings East School Safety Resource Officer is Cst. Jennifer Britton, and the Kings West School Safety Resource Officer is Cst. Jeff Wilson.

Our Kings District General Investigation Section members are Cpl. Glenn O'Halloran, Cst. Kelly McPherson, and Cst. Chris Jones.

Our Kings District Street Crime Enforcement Unit members are Cst. Andrew Waters of Kentville Police Service, Cst. Josée Lagace of Kings District RCMP and one temporary vacancy.

The Kings District Community Policing, Victims Services Officer and Domestic Violence/Sexual Assault investigator is Cst. Kelli Gaudet.

Kings District has 10 Detachment Service Assistants who perform administrative functions at the 3 Kings District offices.



School Safety Resource Officers

School Safety Resource Officers work as a resource to our local schools. Members provide presentations to every grade level from P-12 on current topics such as human trafficking, fentanyl, cybercrime, bullying, drug awareness and appropriate use of social media. Schools often request other presentations, which are customized to meet their needs. SSROs update the National SafePlan every year for each Kings County School. SSROs do the initial investigation in cases that stem from schools. SSROs also provide support for school events that occur after traditional school hours.

Cst. Wilson's service area is from Annapolis County line to Coldbrook and District School, encompassing 12 schools. Cst. Britton's service area is from Aldershot Elementary School to LE Shaw Elementary, encompassing 11 schools.

Distracted driving presentations, human trafficking awareness presentations, and lock down safety drills have been ongoing at several schools throughout the reporting period.

Both district SSRO's continue to work closely with the schools within the entire district. Both Cst. Wilson and Cst. Britton remain heavily involved in the delivery of the mandated objectives while assisting other investigations that require their skills and experience with youth.

Top Ten Tips for Safe Winter Driving

1. **Pre-trip preparations.** Take the time to brush the snow from all of the windows, side mirrors, headlights and tail lights. Not having these items properly cleaned is dangerous for vehicle occupants and for everyone else on the road. Failing to do this is also something police can issue a ticket for. It's also important to clear the snow from the hood and the roof. If not, there is a very real chance it will blow off on the highway and create hazardous conditions for anyone travelling behind.

2. **Plan ahead.** Before heading out, check to see what the current road conditions are and what type of weather you should expect. In Nova Scotia, motorists can call 511 for a list of current road conditions, or they can find them online at www.511.gov.ns.ca/map/ through the Department of Transportation and Infrastructure Renewal.

3. **Drive according to road conditions.** If the roads are slippery it will take more time and distance to stop. The simplest solution is to slow down. It is also important to leave a safe amount of distance between vehicles, especially on the highway. That way, in the event of an emergency stop, there will be more time to do so.

4. **Know the limits of your vehicle.** Many times, motorists driving four-wheel drive or all-wheel drive vehicles feel safer because of the improved traction and additional ground clearance. It's important to keep in mind that stopping ability is not improved. Four and all-wheel drive vehicles can reduce your chances of getting stuck, but they won't help you stop any better during slippery conditions.

5. **Weigh the importance of the trip against the current weather conditions.** When the weather is really bad, police often advise motorists to avoid traveling if possible.

6. **Tires.** When it comes to winter driving, good winter tires are one of the most important investments a motorist can make. The rubber used to make winter tires is specially designed for cold conditions. It's softer, which allows



the tires to maintain better contact with the road. As well, the treads are designed to grip the road better by displacing slush and snow.

7. **Buckle up.** A seatbelt will help keep you in your seat if the car does slip on the roadways, and it will help protect you at the moment of impact.

8. **Contact capability.** Another safety device to take with you is a cell phone in case of emergency.

9. **Winter safety kit.** A winter emergency kit for your vehicle should include a cell phone, flash light and batteries, emergency food, bottled water, candles, blankets, booster cables, sand or kitty litter for traction, tow cables, and road maps.

10. **Vehicle maintenance.** Ensure your windshield wiper fluid is a winter variety that will not freeze, and keep it topped up. Have a mechanic check on the condition of the and if it's old, have it replaced. Keep the gas tank topped up with fuel.



RCMP Representation at Special Olympics Opening Ceremonies

On February 10th, Kings West SSRO, Cst. Jeff Wilson, attended the Maritime Winter Special Olympics opening ceremony event at the community hall at 14 Wing Greenwood. Below are some pictures taken with the community and competitors.



RCMP·GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

Annual Performance Plan

The Kings District Annual Performance Plan runs from April 1st, 2022 to March 31st, 2023. Objectives of Kings District Annual Performance Plan are:

- **Safe Roads and Safe Highways in Nova Scotia**
To date, Kings District members have charged 63 people with impaired driving, issued 19 roadside suspensions for alcohol consumption, issued 1136 traffic enforcement charges and conducted 80 check stops.
- **Reduction of Cybercrime in Nova Scotia**
Community resource officers and Senior Safety Coordinator continue to educate students and seniors on Cybercrime.
- **Reduce Crime Against People**
Members continue to conduct physical checks on offenders/accused who are on court ordered curfews or house arrest with the goal to prevent recidivism.
- **Intelligence-Led Policing**
As this is a National Policing Strategic priority, Kings District officers continue to advance challenging investigations by cultivating and managing confidential human sources.

Traffic Enforcement and Proactive Patrols Update

In addition to the above, there were 3 violation tickets issued on Highway 101 near Berwick and 6 violation tickets issued on Highway 1 near Berwick.

Members continue to conduct traffic enforcement on the main streets and other areas of high traffic volume. 2 other motor vehicle associated traffic tickets were enforced, plus 6 others regarding ATVs. There was no impaired operation of motor vehicle violation in this period and 1 checkpoint was conducted.

There were 662 patrols conducted with 16 foot patrols done in the parks and various sidewalks in the community. Police visibility continues to be high resulting in a reduction in offences.



Calls for Service

In January and February, Kings District responded to 2,094 service calls. There were 100 service calls in Berwick during this reporting period. See the attached chart for breakdown of the service calls.

Type of Crime & Occurrence Type	Jan Berwick	Jan Kings	Feb Berwick	Feb Kings
Crimes Against Persons				
Offences Related to Death	0	1	0	2
Sexual Offences	0	14	0	9
Assault	3	26	1	33
Kidnapping/Hostage/Abduction	0	0	0	0
Robbery	0	0	0	0
Extortion / Intimidation	0	4	0	2
Criminal Harassment	2	8	1	7
Indecent Harassing Comm.	0	10	0	4
Uttering Threats	5	22	0	11
Property Crime				
Arson	0	0	0	0
Break and Enter	0	10	0	3
Unlawfully in a Dwelling House	0	1	0	0
Theft Over	0	2	0	0
Theft of Motor Vehicle	0	1	0	2
Theft of Other MV / Motorcycle	0	1	0	1
Take MV w/o Consent	0	1	0	0
Theft Under	5	27	6	23
Shoplifting	2	19	1	14
Theft (mail, bicycle, et al)	0	10	0	5
Theft from Motor Vehicle	1	6	0	3
Possession of Stolen Goods	0	4	0	0
Fraud	0	24	1	31
Identity Theft	0	1	0	0
Mischief	2	47	0	26
Drug Enforcement				
Possession	0	1	0	1
Trafficking	0	1	0	6
Import/Export	0	0	0	0
Production	0	0	0	0
Other	0	1	0	0
Traffic				
Dangerous Op of MV	0	0	0	0
Impaired by Alcohol	0	18	1	8
Impaired by Drug	0	0	0	0
Failure/Refusal	0	0	0	0
Driving while Disqualified	0	3	0	5
Fail to Stop or Remain	0	15	0	12
Seatbelt Violation	0	1	0	0
Intersection Violation	0	7	1	7
Speeding Violation	0	25	2	50
Insurance Violation	0	3	1	4
Road Side Suspension (Alcohol)	0	0	0	1
Road Side Suspension (Drug)	0	0	0	0
Collision - Fatal	0	0	0	0
Collision - Non - Fatal Injury	0	10	0	7
Collision - Reportable	2	52	2	49
Collision - Non Reportable	2	42	0	30
Off-Road Vehicle Collision	0	0	0	3
Municipal By-laws	0	0	0	0
Other Traffic Offence/Violation	3	171	12	112
Other Traffic Related Duties	0	10	0	5
Checkstop	0	7	0	6
Other				
911 Call	3	35	2	22
Breach of Court Order	0	19	0	12
Liquor Act	0	8	0	1
Mental Health Act	5	59	3	69
Missing Person	0	17	0	26
Municipal Bylaw - Other	0	2	0	6
Other	13	230	4	229
Suspicious P V P	4	36	1	28
Trespass At Night	0	0	0	1
HPA (COVID-19) - Offences only	0	0	0	0
HPA (COVID-19) - Other activities	0	0	0	0
QUA (COVID-19) - Offences Only	0	0	0	0
QUA (COVID-19) - Other Activities	0	0	0	0
Total Founded & SUI Occurrences	52	1038	40	903
Total Occurrences*	56	1130	44	964



Significant Investigations

Members have been very busy with responding to various types of calls yet continue to be proactive with traffic enforcement limiting the serious incidences.

Domestic Dispute Results in Choking Charges

File: 2023-97619

On January 22nd, 2022, just past midnight, a report was received of a domestic dispute and assault in Berwick. Police attended the scene and were informed of a domestic confrontation earlier in the night in which a male grabbed his partner by the throat and repeatedly assaulted her following an argument.

As a result, the 27-year-old Berwick man was arrested for Assault and Assault while Choking, Suffocating, or Strangling. He is due to appear in Kentville Provincial Court on March 14th, 2023.

Arrest Made After Stalking Concerns

File: 2023-140833

On January 31st, at approximately 3 pm, Kingston RCMP were dispatched to a call at Eden Valley Poultry, where the complainant reported that his ex had been threatening and stalking him and his new partner for weeks, and was currently waiting outside. The subject of the complaint had previously taken violent actions towards the complainant, and ultimately the file was treated as a case of domestic violence.

As a result of the investigation RCMP have charged a 25-year-old Berwick woman with two counts of Criminal Harassment, two counts of Uttering Threats, one count of Possession of a Weapon for a Dangerous Purpose, and one count of Assault with a Weapon. She was due to appear in Kentville Provincial Court on March 8th, 2023.

RCMP·GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

Harassment Concerns lead to Prohibition from Premises

File: 2023-205477

On February 14th, at approximately 9 am, RCMP received a request to serve a PPA against a Berwick individual who had been a source of harassment for another community member. Charges were originally not being requested, until the extent of harassment was revealed through statements and were found to be sufficient enough to be considered Criminal Harassment.

As a result, a 43-year-old Waterville man has been prohibited from the premises and charged with Criminal Harassment. He is due to appear in Kentville Provincial Court on April 25th, 2023.

Theft of Cigarettes

File: 2023-235134

On the afternoon of February 20th, Kingston RCMP received several back-to-back reports of thefts of cigarettes from convenience stores around the Berwick area. In each instance, the situation was the same: a person would come in asking to purchase cigarettes, once the cigarettes were on the counter and the cashiers back was turned, the subject would flee on foot without paying.

Videos from the locations quickly helped to identify an individual known to police. As such, a 29-year-old Greenwood woman was located and arrested on Theft Under \$5000 and Failure to Comply with a Release Order. She is due to appear in Kentville Provincial Court on March 28th, 2023.

Should you have any questions or concerns regarding this report or any other community matters, please feel free to contact the undersigned.

Sgt. H. V. PRIME
Acting District Commander
Kings District RCMP
Telephone: 902-765-3317

RCMP·GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

REQUEST FOR DECISION
RFD006-2023
2023/24 Operating Plan



To: Town Council
From: Management
Date: March 28, 2023
Subject: 2023/24 Operating Plan

References/Attachments

- 2023/24 Operating Plan
- 2023/24 Operating Budget
- 2023/24 Capital Investment Plan

Legislation

N/A

Recommendation

That Council approve the 2023/24 Operating Plan.

Background

The Operating Plan is a supporting document to the Town’s annual Operating and Capital Budgets. The Operating Plan provides detailed information to communicate the Town’s annual priorities.

The plan will include quarterly priority charts that will communicate where staff priorities will be directed during each quarter and status updates will be provide at the end of each quarter.

The attached plan does not include the first quarter priority chart at this time, but will be provided by April 11 for approval of the plan.

Financial Implications

N/A

Priority Alignment

Check Applicable	Strategic Priority Area	Comments
x	Economic	
x	Environmental	

REQUEST FOR DECISION
RFD006-2023
2023/24 Operating Plan



x	Social	
x	Cultural	

Alternatives

Council can provide direction on the quarterly priorities.

Community Engagement/Communication

The Operating Plan will be available on the Town’s website and the quarterly reports will provide information to Council, staff, and the public on the priorities progress.

CAO Comments

The Operating Plan for 2023/24 will provide a foundation to build a four-year plan that supports Council’s strategic plan and priorities.

CAO Initials: JB

Target Decision Date: April 11, 2023

TOWN OF BERWICK

2023/24 Operating Plan

APRIL 1, 2022 – MARCH 31, 2023



DRAFT

Table of Contents

Message from Chief Administrative Officer	5
Budget Highlights 2023/24	6
Operating Budget.....	6
Capital Budget.....	7
Organization and Resourcing	7
Departments.....	9
Legislative Services	9
General Government.....	10
Protective Services	12
Public Works	14
Environmental Services - Sewer.....	15
Planning and Development.....	16
Community Development – Economic Development	18
Implementation	21
Appendix A	22

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Message from Chief Administrative Officer

To be provided for final draft – April 11.

DRY

Budget Highlights 2023/24

Operating Budget

Revenue

Capped residential assessments increased 15.8% and commercial assessments increased by 4.7% over the previous year. Of the 1,110 taxable dwellings in Berwick, 811 (73%) fall under capped assessment.

Council approved an operating budget with a one cent decrease to both the residential and commercial rates.

Revenue highlights include:

- Revenue from taxation increased by \$404,331;
- Deed Transfer Tax revenue was decreased by \$40,000 to reflect historical revenue levels of deed transfer tax actually received. The hot real estate market of the past couple of years is not expected to continue.
- Administration fees for Berwick Electric Commission and the Town's sewer have increased by over \$90,000 to reflect compensation adjustments due to a compensation review and actual time dedicated to the two utilities.
- Other revenue increases are a result of new grant opportunities, and increased fitness centre membership sales.

Expenses

Capital Budget

Year 1 of the 2023/24 Five-Year Capital Investment Plan includes an investment of \$12,335,010.

Eighty-seven percent of the 2023/24 capital budget is dedicated to the completion of the Community Solar Garden that will come online this fall. The Town will own the asset and sell power to the Berwick Electric Commission.

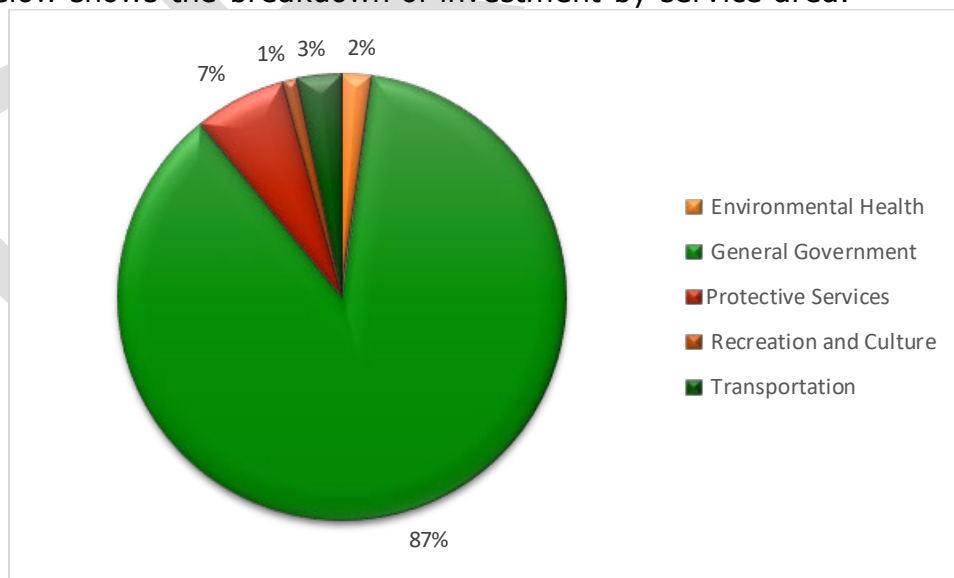
The Town is also preparing for significant upgrades to the Wastewater Treatment Plant (WWTP), completing a detailed design for a filter and blower, that will assist with increasing capacity that will be necessary as development interest increases and Berwick continues to see significant growth.

The Town will be updating a 2004 Stormwater Management Study to help inform future infrastructure projects and mitigate localized flooding, as well as begin investing in an annual sidewalk replacement plan based on asset management data. Over \$200,000 will be invested in fleet upgrades and two more crosswalk flashing light units will be installed to increase pedestrian safety.

Over \$100,000 will be invested in recreation and cultural assets, including the Mill St. Trailhead, Spicer Park and direction signage. The Town will also update a park design for future upgrades to Centennial Park to improve accessibility and replace key assets such as a storage shed and gazebo.

In partnership with the Berwick and District Fire Commission and Berwick and District Volunteer Fire Department, the purchase of a truck body to support the replacement of a portable pumper truck over the next two years, and fire resecure tools will be purchased this year. The partners have also agreed to constructing a water storage shed to improve water availability for filling trucks.

The table below shows the breakdown of investment by service area.

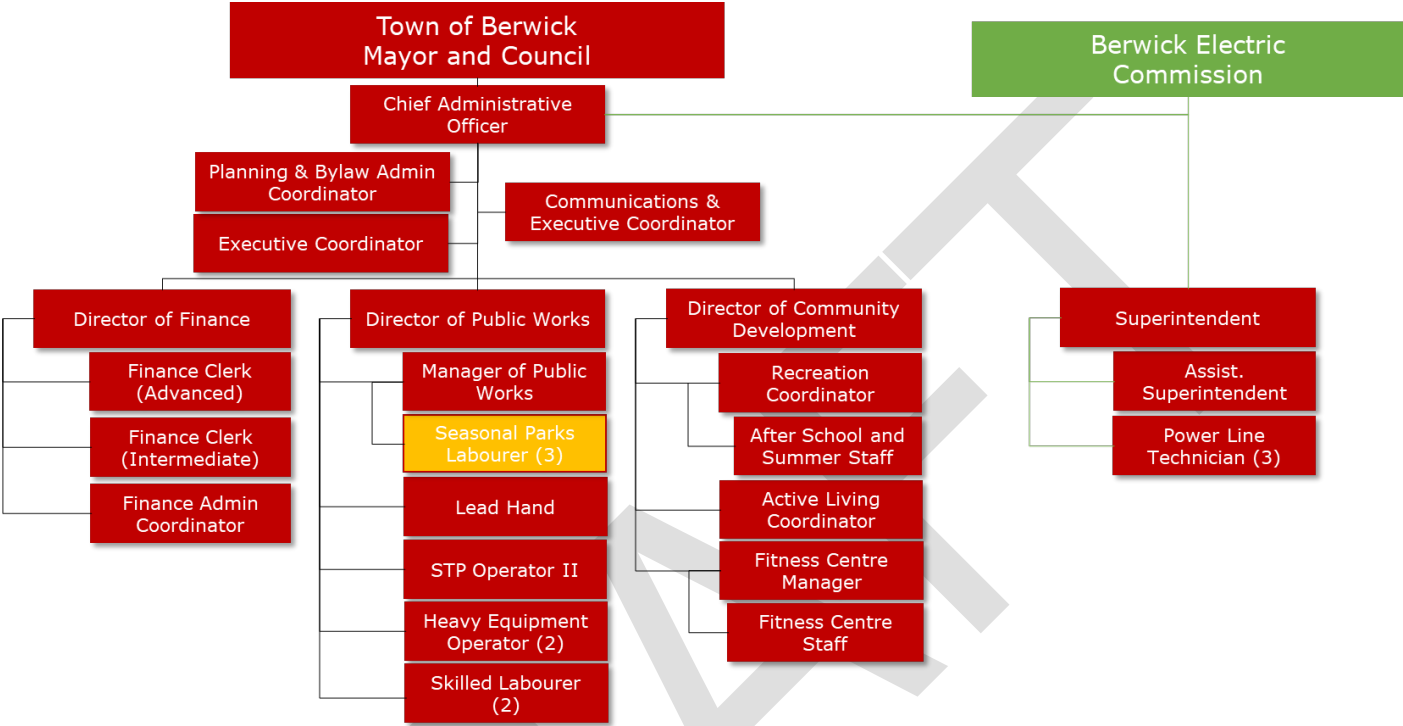


Organization and Resourcing

The Town of Berwick is governed by a Council of one mayor and six councillors. Elections are held every four years, the next one being in 2024.

The Chief Administrative Officer (CAO) is the sole employee of Council and is responsible for the administration and operation of the Town.

There are 20.63 Full-time Equivalent permanent employees of the Town, and increase of 3 over last year. This increase will help the Town build capacity and prepare for nearing retirements. There are approximately 15 casual program staff per year.



Departments

Legislative Services

Legislative Services represents the governance body of the Town of Berwick. There are seven elected officials: one Mayor and five Councillors.

Council	Areas of Responsibility
<ul style="list-style-type: none">• 1 Mayor (elected at-large)• 1 Deputy Mayor (elected by Council)• 5 Councillors	<ul style="list-style-type: none">• Provides governance and sets Town Bylaws and Policies.• Provides strategic direction, oversight, and guidance of the entire organization.

2023/24 Priorities

COMMITTEES OF COUNCIL

- Review Committees of Council mandates and ensure proper resourcing is assigned to each Committee.

CORPORATE STRATEGY REVIEW

- Partner with Annapolis Royal and Annapolis County to investigate climate change considerations, impacts and actions.

General Government

General Government includes five (6.65) full-time equivalent (FTE) administrative and finance staff.

Administration	Areas of Responsibility
<ul style="list-style-type: none">• CAO• 0.80 Executive Coordinator• 0.85 Communications & Special Projects Coordinator (NEW)	<ul style="list-style-type: none">• Overall administration and operation• Bylaw and Policy development• Council and Committee resourcing• Human Resources• Communications• Special Projects• IT

2022/23 Operational Priorities

COMMUNICATIONS

- Develop and implement a communications plan, including significant updates to the Town's website.

BYLAW & POLICY REVIEW

- Conduct and audit of all Town Bylaws and Policies, including a schedule for updating and appealing outdated documents and ensure procedures are in place for proper implementation.

IT UPGRADES

- Roll out Office 365, which includes records management infrastructure and access to records across devices. Ensure employees have the proper equipment to do their jobs effectively.

RECORDS MANAGEMENT

- Implement the AMANS Records Management manual and transfer of records into a central electronic management system.

Finance Staff	Areas of Responsibility
<ul style="list-style-type: none">• Director of Finance• Accounting Clerk• Receptionist & Utilities Clerk	<ul style="list-style-type: none">• Property taxation• Utility billing• Capital asset management• Payroll and benefit administration• Accounts payable and accounts receivable• Customer services

2022/23 Operational Priorities

- ASSET MANAGEMENT**
 - Utilize plan to drive optimum, fiscally responsible capital planning.
- ELECTRONIC PURCHASE ORDERS**
 - Develop electronic purchase order process within the Town and BEC operations.
- NEW PAYROLL SYSTEM**
 - Implementation of an in-house, computerized time entry system and payroll function for both the Town and BEC.
- SEWER RATE REVIEW**
 - Review and update the Town's sewer rates.

Protective Services

Protective services include 0.5 FTE staff. All other services are contracted or provided by volunteers.

Bylaw	Areas of Responsibility
<ul style="list-style-type: none">0.5 Planning & Bylaw Administrative Coordinator	<ul style="list-style-type: none">Administer bylaw complaints, including dangerous and unsightly.

2023/24 Priorities

ADMINISTRATIVE SUPPORT FOR BYLAW COMPLAINTS

- Formalize a process to handle bylaw and general complaints, including documenting the issue, educating the public and followin gup on remedies with all parties involved.

Police	Areas of Responsibility
<ul style="list-style-type: none">RCMP Contract	<ul style="list-style-type: none">Provide police services to the Town as part of a regional district model for Kings County

2022/23 Operating Priorities

LEVEL OF SERVICE ENGAGEMENT

- Engage the community in discussion to understand the level of service needs regarding policing services.

POLICING SERVICES REVIEW FOLLOW-UP

- Gather information from on-going policing services reviews in the province, as well as the provincial review and keep Council and the Police Services Advisory Committee updated on the progress.

Emergency Management	Areas of Responsibility
-----------------------------	--------------------------------

- | | |
|--|---|
| <ul style="list-style-type: none">• Regional Emergency Management Organization Coordinator | <ul style="list-style-type: none">• Provide Regional Emergency Management Organization (REMO) |
|--|---|

Fire	Areas of Responsibility
-------------	--------------------------------

- | | |
|--|---|
| <ul style="list-style-type: none">• 46 Volunteer Members | <ul style="list-style-type: none">• Provide Regional Emergency Management Organization (REMO) |
|--|---|

2022/23 Operating Priorities

CAPITAL EQUIPMENT AND WATER STORAGE

- Purchase truck bed for portable pump truck replacement and purchase new rescue tools.
- Explore potential partnership for water storage options. In none, proceed with installation of new water storage system at fire hall.

Public Works

Public works includes seven 7.63 FTE staff.

Public Works	Areas of Responsibility
<ul style="list-style-type: none">• 0.75 Director of Public Works• Manager of Public Works• Lead Hand• 2 Heavy Equipment Operators• 2 Skilled Labourers• 2 Crossing Guards	<ul style="list-style-type: none">• Maintain, repair, and operate water, wastewater, storm and transportation infrastructure.• Maintain Town owned facilities (with exception of parks).

2022/23 Operational Priorities

ASSET MANAGEMENT - PAVING MAINTENANCE PLAN

- Establish and implement a paving maintenance plan and sidewalk replacement plan using the asset management data.

ASSET MANAGEMENT - FLEET & EQUIPMENT MAINTENANCE PLAN

- Implement a Fleet & Equipment Maintenance and Replacement plan using the asset management data.

PUBLIC WORKS BUILDING UPDATES

- Implement recommendations from the QUEST/Equilibrium energy audits.

STORM WATER MANAGEMENT

- Review and update the 2004 Storm Water Management Study and develop an implementation plan based on the recommendations.

Environmental Services - Sewer

Public works includes seven (1.25) FTE staff.

Public Works	Areas of Responsibility
<ul style="list-style-type: none">• 0.25 Director of Public Works• Wastewater Treatment Operator	<ul style="list-style-type: none">• Collection and treatment of wastewater.• Maintenance and operation of the sewer infrastructure and Wastewater Treatment Plant.

2022/23 Operational Priorities

DETAILED DESIGN - FILTER & BLOWERS

- Complete detailed design/construction ready documents for a new filter and blowers for the WWTP. These upgrades will work towards meeting NSE levels and increase capacity.

NEW DIFFUSER SLEEVES

- Replace diffuser sleeves in cell #1.

I&I AND GIS

- Develop and begin an Infiltration and Inflow (I&I) assessment of the sewer system by videoing pipes. Use information to update Asset Management data and GIS.

WWTP OPERATIONS & MAINTENANCE MANUAL

- Continue updating the Operating and Maintenance Manual including contingency plans and Standard Operating Procedures.

Planning and Development

Planning includes 0.5 FTE staff.

Planning	Areas of Responsibility
<ul style="list-style-type: none">• 0.5 Planning & Bylaw Administrative Coordinator• Contract building and fire inspection services• Contract planning services	<ul style="list-style-type: none">• Planning and development services – building permits, development permits, zoning confirmation certificates, etc.• Building inspection services• Fire inspection services

2022/23 Operational Priorities

MUNICIPAL PLANNING STRATEGY REVIEW

- Work with property owners in the Northwestern area of the Town to develop a Secondary Plan.

PROCESS REVIEW AND IMPROVEMENTS

- Focus on documenting and reviewing current processes for planning, building and fire inspections to improve efficiencies and access to information, while working with our contracting partners.

Community Development – Parks & Facilities

Community Development	Areas of Responsibility
<ul style="list-style-type: none">• 3 summer students	<ul style="list-style-type: none">• Park, trail and property maintenance and beautification.• Facility and sport field maintenance.

2023/24 Operational Priorities

BEAUTIFICATION

- Additional flowers (hanging baskets), banners and attention to public gardens.

CENTENNIAL PARK PLAN

- Update existing Centennial Park Plan to include new/upgrades to accessible trail and walkway, accessible washrooms, gazebo and parks shed.

MILL ST TRAILHEAD

- Focus on rollout of the Trailhead Plan created from community consultation last fall. Create accessible, community focused recreation hub/park with safe parking and access.

SPICER PARK NATURAL PLAYGROUND

- Continue to add natural playground elements to Spicer Park per existing Park Plan.

Community Development – Economic Development

There are 0.5 FTE staff.

Recreation and Parks	Areas of Responsibility
<ul style="list-style-type: none">• 0.5 Manager• VIC and summer staff	<ul style="list-style-type: none">• Business engagement• Marketing and events• Beautification and streetscaping• Tourism

2022/23 Operational Priorities

ACCESSIBILITY

- Implement "immediate" action items from the Town's Accessibility Plan and review/develop policies to ensure an accessibility lens is applied to all Town operations and services.

BUSINESS ENGAGEMENT

- Provide opportunities for business engagement through promotions, networking and communications.

DIVERSITY, EQUITY & INCLUSION

- Establish, recommend and ensure a diversity, equity and inclusion lens is applied to all Town operations and services.

MARKETING & PROMOTIONS

- Focus on building Centennial brand through partnerships with Community Celebrations and events.

SIGNAGE

- Continue to work on implementing the Town's Signage Plan.

Community Development – Recreation

There are 2.5 FTE and approximately 12 casual/summer students.

Recreation Programming	Areas of Responsibility
<ul style="list-style-type: none">• 0.5 Manager• Active Living Coordinator• Recreation Coordinator• Afterschool Coordinator• Program Leaders• Rec Interim• Day Camp Coordinator• Day Camp Counsellors	<ul style="list-style-type: none">• Recreation Administration• Municipal Physical Activity Leadership (MPAL)• Day Camp, Afterschool, March Break and other programming.• Diversity, Equity, and Inclusion.• Accessibility• Festivals and Events

ACTIVE LIVING & OTHER STRATEGIES REVIEW

- Complete consultations for Active Living Strategy review and gather, review and update all community development strategies and develop a five-year plan.

PARTNERSHIPS

- Establish better lines of communication and contract with community groups and organizations and increase capacity for resource navigation.

PROGRAMMING

- Focus on offering more opportunities for programming outside of traditional physical activity - i.e. food preservation, seed starting, and low cost cooking. Also, focus on increasing opportunities for teens to stay active and engage in our community.

REDUCE BARRIERS TO PROGRAM OFFERINGS

- Expand program offerings such as equipment loans, pop up plays, drop in programs and low to no cost initiatives and review/promote the Apple Fund.

Community Development – Berwick Fitness Centre

There are 2.0 FTE and 4 casual employees.

Recreation Programming	Areas of Responsibility
<ul style="list-style-type: none">• 1 Supervisor• 1 Fitness Centre Attendant• 4 Casual employees	<ul style="list-style-type: none">• Day to day operations of the Fitness Centre• Providing opportunities for fitness classes and personal training• Marketing and communications• Corporate memberships and community engagement

MEMBERSHIP

- Continue to focus on building and maintaining membership through marketing, promotions and incentives, corporate memberships and community engagement.

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Implementation

The Operating Plan is resourced through the approval of the Operating and Capital Budgets.

To keep Council, staff and the public informed, quarterly priority charts will be developed at the beginning of each quarter. Short-term outcomes will be identified for the priorities that quarter and updates will be provided through the monthly department reports.

The first quarterly priority chart has been attached as Appendix A.

DRAFT

Appendix A

To be provided for final draft – April 11.

DRAFT

REQUEST FOR DECISION

RFD007-2023: Employee Compensation & Review Policy and Plan



To: Town Council
From: Management
Date: March 28, 2023
Subject: Employee Compensation & Review Policy and Plan

References/Attachments

- Draft Employee Compensation & Review Policy
- Employee Compensation Plan

Legislation

- Section 47 of the *Municipal Government Act*

Recommendation

That Council approve the draft Employee Compensation & Review Policy and Employee Compensation Plan.

Background

A compensation review was completed over the last three months for all non-union permanent positions to determine the fair market value ranges for each position; thirteen positions were reviewed.

Currently, the Town does not have salary ranges for non-union employees. The report recommended that a range structure be implemented to allow employees to see progression and opportunities if they perform well in their role.

An Employee Compensation and Review Policy is recommended provide direction on CPI increases and development of an Employee Compensation Plan. The policy also provides direction on temporary assignments and interim staff appointments. Union employees are covered by their respective collective agreements.

The Employee Compensation Plan has been prepared based on the compensation review data. Recommended grade levels and ranges were provided. Council shall approve the compensation plan and the CAO shall work within the parameters of the plan to ensure equity within the organization.

Council shall prove the placement of the CAO on the proposed salary range.

Financial Implications

N/A

REQUEST FOR DECISION
RFD007-2023: Employee
Compensation & Review Policy and
Plan



Priority Alignment

Check Applicable	Strategic Priority Area	Comments
x	Economic	
	Environmental	
x	Social	
	Cultural	

Alternatives

Council may provide direction to amend the policy and/or plan.

Community Engagement/Communication

Staff will be provided individual communication regarding their placement within the grade level. In addition, the Performance Management Policy and Procedures will be developed, communicated and implemented to allow employees to see progression and opportunities if they perform well in their role.

CAO Comments

The Performance Management Policy and Procedures will be during the first quarter.

CAO Initials: JB

Target Decision Date: April 11, 2023

POLICY

Employee Compensation & Review			
Department:	Human Resources	Policy No:	
Effective Date:		Approved:	

1. Purpose

It is the policy of the Town of Berwick to ensure that employees are provided with information on salaries, wages and benefits offered by the Town and that they are adequately remunerated for the work they undertake for the Town.

2. Scope

This Policy is applicable to all employees not covered by a collective agreement, salary increases will be administered in relation to the terms of the applicable collective agreement.

3. Objectives

The objectives of this Policy are to:

- 3.1. provide a definition of compensation for the purpose of non-union employees of the Town;
- 3.2. provide guidelines for determining non-union employee compensation to be considered in the annual operating budget process;
- 3.3. require a market survey be undertaken every four years;
- 3.4. ensure the fair and equitable compensation of non-union employees of the Town, both internally and externally with other comparable employers;
- 3.5. set salary levels which will enable the Town to recruit, retain and motivate qualified employees; and
- 3.6. Separate any linkage to the negotiation of compensation by unionized employees of the Town.

4. Responsibilities

- 4.1. Council will:
 - a. Review, amend and adopt changes to the Employee Compensation and Review Policy;
 - b. Authorize any changes in the overall compensation and benefits provided to the Chief Administrative Officer; and
 - c. Approve or amend employee compensation plans as provided by the Chief Administrative Officer.

POLICY

5. Policy

5.1. It is the policy of the Town of Berwick that all employees receive a level of compensation that is cost effective, internally equitable and externally competitive and that will ensure the recruitment and retention of qualified, motivated and productive employees. Council reserves the right to amend the guidelines set out in the policy when budgetary restraints deem it necessary

5.2. All full time, permanent non-union employees will receive an increase of the current CPI rate subject to budgetary consideration and approval by the Chief Administrative Officer.

The CPI factor used for this calculation will be the average CPI for Nova Scotia as reported by Nova Scotia Finance and Treasury Board for the twelve-month period – December to December to a maximum of 5%. CPI increases will be effective as of the first of each fiscal year – April 1st.

5.3. The Chief Administrative Officer, or designate, will prepare and recommend for the consideration of Council, a compensation plan covering all employees not included in the bargaining units. Normally, the compensation plan will include for each class of employee a minimum and maximum rate and intermediate rates as considered necessary and equitable. The rate of pay assigned to each class will reflect fairly the differences in the duties and responsibilities between it and other classes. When setting the rates of compensation, the following should be considered:

- a. the results of the compensation survey
- b. the Town of Berwick's existing and projected future financial condition and policies
- c. any relevant and unusual problems concerned with recruitment and turnover for a particular group of employees

6. Pay for Temporary Assignments

6.1. When an employee in a management or administrative category is required to assume the duties and responsibilities of a position in an equal or lesser rated management or administrative category for a continuous period of time, in addition to performing all the duties and responsibilities of their permanent position, the employee will receive no additional compensation for the added duties and responsibilities assumed.

6.2. After a period of three months from the date the employee began performing in a dual capacity, the Chief Administrative Officer, or designate, will review the vacant position to determine whether the

POLICY

position will be retained, deleted, or incorporated with other established positions. At that time, any permanent salary adjustment which may be approved, according to policy, for the employee who was operating in a dual capacity will be retroactive to the first pay period following three months continuous service in a dual capacity. In addition, the position description should be revised to reflect the new duties.

7. Pay for Interim Staff Appointments

- 7.1. This policy shall apply to any non-unionized employee, regardless of position or rank, who undertakes the duties and responsibilities of higher ranking employee on an interim basis.
- 7.2. Additional compensation for employees filling interim positions may be considered where the interim appointment is for a period in excess of twenty working days.
- 7.3. Interim appointments shall be for a maximum period of 6 months. Continuance beyond 6 months will require a formal review and reappointment.
- 7.4. An increase in salary will be provided to the employee appointed to an interim position. The amount of increase will be in a range of 30% to 60% of the difference between the employee's current salary and the salary of the position of the interim appointment. The specific amount within the range will be determined by the employee's department head and approved by the Chief Administrative Officer, or in the case of interim department head positions, by the Chief Administrative Officer.

CAO

Date

EMPLOYEE COMPENSATION PLAN

1.0 Compensation Philosophy

The Town of Berwick recognizes that compensation and benefits play an important role in our ability to attract, motivate and retain high-quality, talented employees. As such, salaries and non-cash benefits must be equitable and competitive and reflect current market conditions in both the private and comparable public sector organizations for the skills and qualifications required to do the job successfully.

The Town's compensation plan is designed to be flexible, to recognize the various levels of experience that employees bring to the organization and to reward exceptional job performance and contribution to the organization.

2.0 Compensation Review

Employee compensation should be reviewed at least every four years by an external source to determine the competitiveness of the Town's salaries in the current Municipal marketplace and to ensure the proper evaluation of positions and salary range for each position.

The Chief Administrative Officer, or designate, is responsible for updating this Employee Compensation Plan based on the results of the review.

Implementation of the Employee Compensation Plan is directed by the Town's *Employee Compensation and Review Policy*.

The Employee Compensation Plan applies to non-union employees. Union employees are guided by the Collective Agreement.

3.0 Positions and Salary Ranges

3.1 Positions

The review looked non-union permanent positions to determine the fair market value ranges for each position. The fair market value is defined as the range you would have to pay to find, keep and motivate qualified employees. The following positions were surveyed:

- Chief Administrative Officer
- Director of Public Works
- Director of Finance
- Director (Manager) of
Community Development
- Manager of Public Works
- Finance Clerk - Advanced
- Communications/EA Coordinator
- Executive Coordinator
- Active Living Coordinator
- Finance Clerk - Intermediate
- Planning & Bylaw Admin
Coordinator
- Finance Admin Coordinator
- Recreation Coordinator

3.2 Grade Levels

The Grade Levels are the bands where a position fits based on their role and responsibilities. Positions with similar responsibilities related to education and experience requirement, as well as authority and accountability in the organization, are part of the same grade. The recommended number of Grade Levels for Berwick is 5. Each position has been assigned a Grade Level.

Position	Grade Level
CAO	5
Director of Finance	4
Director of Public Works	4
Manager of Community Dev	3
Executive Coordinator	2
Financial Clerk - Adv	2
Active Living Coordinator	2
Finance Clerk - Int	1
Finance Admin Coordinator	1
Bylaw/Planning Coordinator	1
Communications	1
Recreation Coordinator	1

3.3 Salary Ranges

Each Grade Level has a salary range based on a minimum and maximum amount of pay. The recommended ranges, per best practice, are based on using the market midpoint and generally using the average for the roles in the range. A 30% spread of the ranges, 15% down to the minimum and 15% up to the maximum from the midpoint.

The following salary ranges have been established for the five Grade Levels. The ranges have been adjusted by 6% CPI to reflect 2023/24 fair market value.

GRADE	MIN		MID		MAX
	Step 1	Step 2	Step 3	Step 4	Step 5
5					
4	To be added to public document for April 11 meeting.				
3					
2					
1					
1					

3.4 Step Guidelines

Each Grade Level salary range has 5 Steps. The steps allow employees to see progression and opportunities if they perform well in their role.

Step 1

Employees who are new graduates or who have little to no experience would generally start at Step 1.

Steps 2, 3 and 4

Steps 2, 3, and 4 are considered the closest to fair market value for experienced employees.

Employees with over 10 years of experience, would generally be placed at the midpoint/Step 3. Steps 2 and 4 provide flexibility based on experience and market competition for starting new employees.

An employee would advance through the range based on satisfactory performance only. There must be clear demonstration of substantial contribution to the organization – documented in the annual performance review process – before granting a promotion to the next level.

Steps 5

It would be rare for a new employee to start at Step 5. If this is the case, market conditions may indicate that the position is now out of scope, or the market is highly competitive due to low supply.

3.5 Cost of Living Adjustments

Salary ranges will automatically be adjusted for cost-of-living increase, subject to budget approval, based on the Annual Consumer Price Index for Nova Scotia, as published by Statistics Canada.

The CPI factor used for this calculation will be the average CPI for Nova Scotia as reported by Nova Scotia Finance and Treasury Board for the previous twelve-month period – January to December.

3.6 Implementation

Three roles had a current salary within 10% of the market midpoint, two slightly below (New Director of Public Works, and Manager of Public Works) and one slightly above (Executive Coordinator). These roles are therefore felt to be reasonably in line with market.

Ten roles (all other roles) report current salaries that are more than 10% from the midpoint reported for the market. These are reflected with highlights in the table above.

Overall, the compensation structure is out of line with the market. The CAO has considered each employee, their experience and their position for placement on their Grade Level range. Communication will be provided to each employee regarding their grade level and step placement, as well as expectations for step promotions. Next steps will be finalizing the Performance Management Policy and Procedure.

4.0 Moving Through the Steps

A step promotion occurs when an employee's pay moves from one step to the next step within the salary range for the position. A step promotion can only be recommended by the department head after a performance review has been conducted for the employee. Employees do not automatically move from one step to the next in any given year. All step promotions will occur in half step increments.

A step promotion recommendation will be guided by the Town's *Performance Management Policy and Procedure*.

There are two ways to move through the steps.

1. An employee who receives a satisfactory performance review will move a half step every other year.
2. An employee may receive a half step promotion in any given year if they receive an exceeds expectations on their performance review.

When an employee reaches step 5 they will be ineligible for any salary increases except for the cost-of-living adjustments to their salary range.

5.0 New Hires

Newly hired employees will start at the minimum rate of pay within their salary range. This step is considered the developmental zone as new employees don't always possess the qualifications for the job and bring limited applicable experience. Therefore, the minimum rate of pay would be considered the normal default for new hires.

There may be circumstances when it is determined that a rate of pay higher than the minimum is required to hire a key person, or positions within Grade Levels 3 to 5. For example, factors that may be considered include:

- The person brings greater knowledge, skills and abilities than required to the job;
- Salary level the candidate was earning in their previous job;

Employee Compensation Plan



Approved April xx, 2023

- Market salary rate for the role; and/or
- Salary relationship to subordinates, peers, and supervisor.

Should the hiring manager wish to hire a new employee at a higher rate of pay than the minimum, a request with the rationale for the higher rate must be made to the CAO for approval before being implemented.

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