
Town of Berwick Council Meeting

April 11, 2023

Town of Berwick Council Chambers

6:30pm

AGENDA

1. **Call to Order**
2. **Approval of the Agenda**
3. **Approval of the Minutes**
 - a. **March 21, 2023**
4. **First Reading**
 - a. **Rainforth Development Agreement**
5. **Second Reading continued**
 - a. **Apple Valley Foods Development Agreement**
6. **Recommendations from Committee of the Whole**
 - a. **RFD001-2023 Valley Waste Budget**
 - b. **RFD002-2023 Kings Transit Budget**
 - c. **RFD006-2023 2023-24 Operating Plan**
 - d. **RFD007-2023 Draft Employee Plan**
7. **New Business**
 - a. **RFD008-2023 Paving Tender**
 - b. **RFD009-2023 Reallocation of 2023/24 Capital Budget**
8. **Mayor's Report**
9. **In-Camera**
 - a. **Land Acquisition**
 - b. **Personnel**
10. **Adjournment**

Town of Berwick
Report to Municipal Council
Agenda Item

Subject: Planning Advisory Committee Recommendation for First Reading of a Development Agreement Application to Construct a Single Unit Dwelling on an Infill Lot, Marsters Avenue

From: Chrystal Fuller, Brighter Community Planning & Consulting

Date: April 11th, 2023

PAC made the following recommendation to Council at its meeting on April 4th, 2023 after receiving and reviewing the attached staff report, reviewing the policies of the MPS, and the information provided by the applicant:

That PAC recommends that Council gives First Reading and forward to a public hearing the attached development agreement to permit a single unit dwelling on PID 55550297.


Draft Motion for Council

That Council give First Reading and forward to Public Hearing the attached development agreement to permit a single unit dwelling on PID 55550297.

Report to PAC – Development on Infill Lot “2023” (PID 55550297)	
Prepared by:	Chrystal Fuller, MCIP, LPP of Brighter Community Planning
Subject:	Construction of Single Unit Dwelling on an infill lot
Date:	April 4, 2023
Purpose:	PAC consideration of planning report and recommendation.
Staff Recommendation	That the attached development agreement be forwarded to Council with a positive recommendation.
Motion	PAC recommends that Council gives first reading and forward to a public hearing the attached development agreement to permit a single unit dwelling on PID 55550297.

Part 1: Background

1.1: Introduction

Property Owner(s)	Adam and Katherine Rainforth
Civic Address	Unassigned
Designation	Residential
Zone	R1
Subject Property	<p style="text-align: center;">Context Map for Infill Lot '2023'</p>  <p>Source: Town of Berwick Open Data, GeoNova Open Data <small>Released Under the Access to Information Act / Révisé en vertu de la Loi sur l'accès à l'information</small> <small>© 2023 Brighter Community Planning & Consulting</small> <small>berwick brighter community</small></p>
Subject Property Area	10,313 square feet (958.1 m ²)
Existing Land Use	Vacant
Adjacent Land Use	Low density residential, mostly single unit dwellings

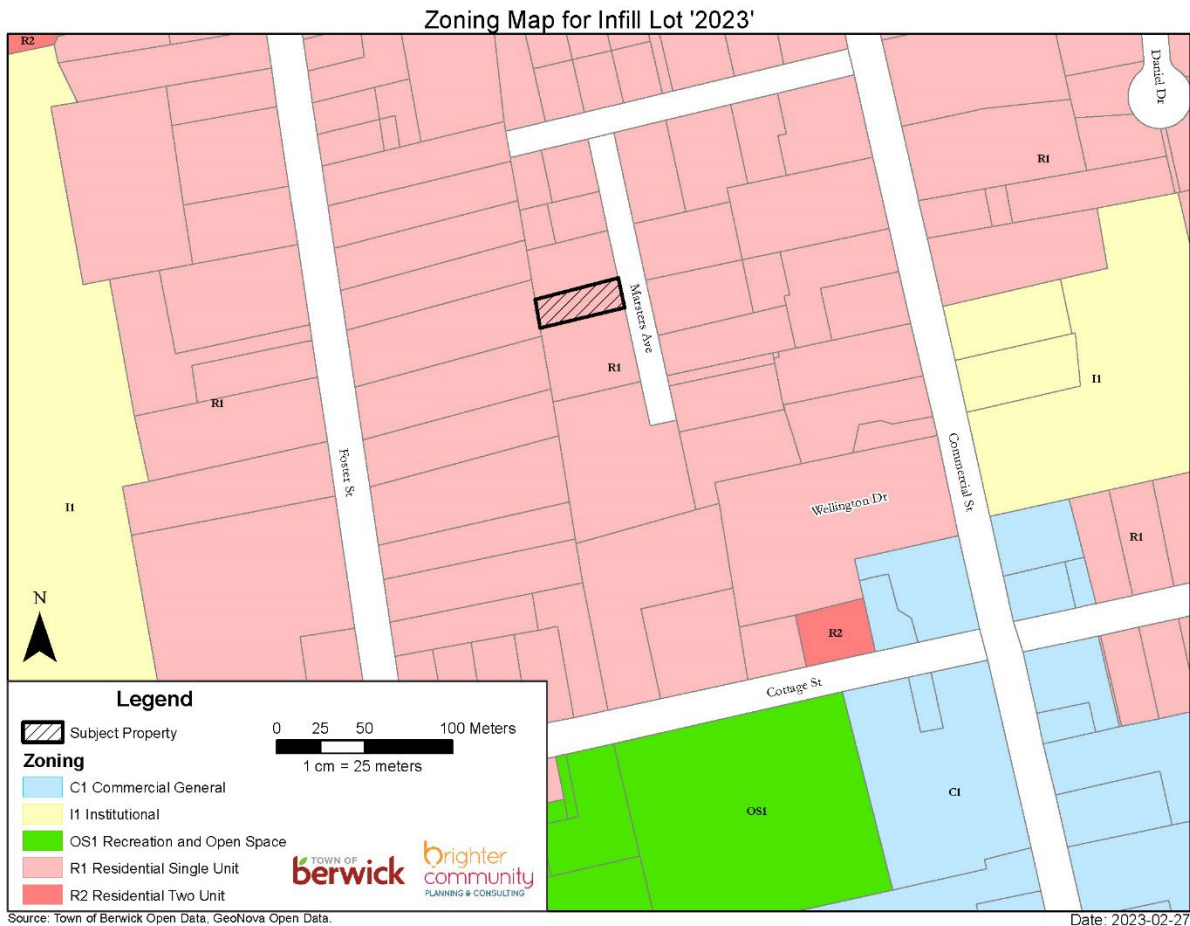
1.2: Location

The Subject Property is located on the west side of Marsters Avenue parallel to Commercial Street. The parcel is an infill lot subdivided from the southern section of its parent parcel at 215 Marsters Avenue (PID 55244842). An infill lot is a new residential lot created from an existing residential lot where both lots meet the minimum lot area and frontage requirements of the Town of Berwick’s Land Use Bylaw. The infill lot has an area of 10,313 square feet (958.1 m²) that is mainly cleared and grassed with a small selection of trees. There are no easements, burdens, or significant environmental features on the lot. There is a tentative subdivision to create new lots at the end of Marsters Avenue which the Town is still processing.

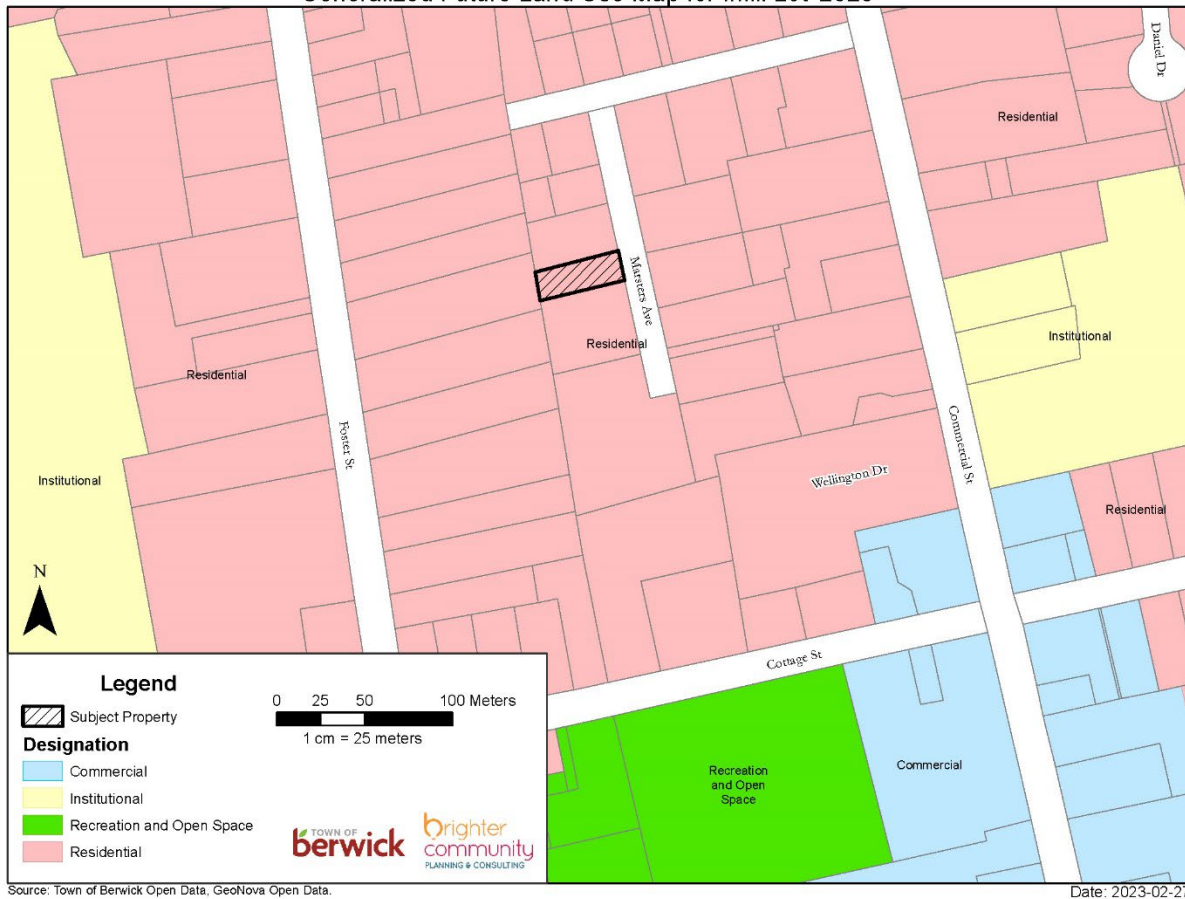
1.3: Background

Adam and Katherine Rainforth submitted the Development Agreement on January 16th, 2023 with the subdivision application on February 03rd, 2023. The infill lot was approved on February 17th, 2023. The applicants currently live in Halifax and are renting out the single unit dwelling on 215 Marsters Ave. The infill lot was created to allow a proposed single-unit dwelling development.

Part 2: Policy Analysis



Generalized Future Land Use Map for Infill Lot '2023'



Municipal Planning Strategy provides guidance when considering development agreement applications.

The Subject Property is designated Residential. This designation enables several zones designed to provide a wide variety of housing types and related compatible uses. The Town includes significant areas of the Residential Single Unit (R1) zone, which can be subdivided to create infill lots subject to the policies contained in Section 2.4 of the MPS and general enabling policies contained in IM7.

Policy R14 enables Council to consider the creation of an infill lot in the R1 zone and the development of a new single unit dwelling through a development agreement. Infill lots permit a reduced frontage which does not meet the minimum general R1 zone requirements. This policy enables the creation of an infill lot and the development of a single unit dwelling with a reduced frontage of 60 feet instead of 80 feet to provide more housing options in the Town of Berwick. The Subject Property has a frontage of 61 feet.

Policy R14 also requires Council to give consideration to how the proposed structure and site are generally compatible with the neighbourhood. Although the infill lot has a reduced frontage, other properties on Marsters Avenue or adjacent to 215 Marsters also have a reduced frontage. The proposed development meets all other setbacks and requirements of the R1 zone.

The proposed building is a single storey dwelling with an attached garage. The driveway will be in front of the garage facing Marsters Avenue. The outside walls are to be finished with vinyl siding. All

this conforms with the adjacent properties and dwellings. There is no concern of conflict with the aesthetics and character of the neighbourhood.

2.1: Implementation Policies

The implementation policies in IM7 were reviewed and no issues arose. The property will be serviced by municipal sewer and will require an onsite well. See Appendix A for a detailed analysis.

Part 3: Discussion

The subject property is in a single unit dwelling area which is surrounded by a variety of lot sizes. The addition of the proposed dwelling is consistent with the existing built form of the neighbourhood and will provide a small increase in density. From a municipal perspective, maximizing the use of existing municipal infrastructure such as streets and underground pipes is a positive.

In addition, Berwick has a housing shortage, and optimizing the efficiency of the Town's land would help meet market demand.

This application has not been subject to any notifications to neighbours or public participation. No comments from the public have been received.

Part 4: Draft Development Agreement

The draft DA is attached. Key components of the DA include:

- Allows for a single unit dwelling on the property consistent with the R1 zone provisions.
- Development must commence within 36 months from the date of registration of the DA.
- The DA will automatically discharge upon issuance of an unconditional occupancy permit.

Part 5: Recommendation

After a review of the applicable policies, the specifics of the site, and the requirements of the applicant, the planning staff is recommending the following motion for PAC's consideration:

PAC recommends that Council gives first reading and forward to a public hearing the attached development agreement to permit a single unit dwelling on PID 55550297.

Schedule A- Policy Summary

Policy R14 – It shall be the intention of Council to include in the Land Use By-law provisions for the creation of Infill Lots within the Residential Generalized Future Land Designation. The creation of Infill Lots, incorporating a reduced minimum lot frontage requirement, will be permitted with the R1 Zone provided the lot from which the Infill Lot is created can meet all relevant requirements of the R1 Zone. Development of Infill Lots will be considered only by Development Agreement, and in addition to criteria contained in Policy IM7, Council shall give consideration to the following:	
(a) That the proposed structure is generally compatible with existing dwellings on adjacent properties;	No concern.
(b) That the design of the proposed structure and site reflects and is consistent with adjacent existing dwellings with respect to:	
(1) Building Mass;	No concern.
(2) Relationship to and setback from the street line;	Meets LUB requirements.
(3) Roof Line Heights and Orientations;	No concern.
(4) Building Height;	No concern.
(5) Placement and Proportions of window and door openings along the primary façade;	No concern.
(6) Location of on-site parking;	No concern.
(7) Landscaping and landscape treatment.	No concern.
In considering amendments to the Land Use By-law and/or the entering into a Development Agreement, in addition to the criteria set out in various policies of this Strategy, Council shall consider:	
(a) That the proposal is in conformance with the intents of this Strategy and with the requirements of all other Town By-laws and regulations:	Proposal is generally consistent with the Municipal Planning Strategy
(b) That the proposal is not premature or inappropriate by reasons of:	
(1) The financial capability of the Town to absorb any costs relating to the development	No known impact. The end use will be a financial benefit to the Town, increase density on existing infrastructure and contribute to the tax base without increase infrastructure costs.
(2) The adequacy of sewer and ground water to support the proposed density of development;	The property can connect to municipal sewer and storm water is managed through a ditch system. Water will be provided by onsite well.
(3) The adequacy and proximity of school, recreation, and other community facilities;	No concerns

(4) The adequacy of road networks adjacent to, or leading to the development;	No concerns
(5) The potential for the contamination of watercourses or the creation of erosion or sedimentation	No known impact.
(6) The potential for damage to or destruction of historical buildings and site;	N/A
(c) That controls are contained in a Land Use By-law or a Development Agreement so as to reduce conflict between the development and any other adjacent or nearby land use by reason of:	
(1) Type of use;	Contained in DA
(2) Emissions including air and water pollutants and noise	No concerns
(3) Height, bulk and lot coverage of proposed building	As per LUB requirements
(4) Traffic generation, access to and egress from the site, and parking;	No concerns
(5) Open storage	As per LUB Requirements
(6) signs	N/A
(7) similar matters of planning concern;	N/A
(d) The suitability and development costs of the proposed site in terms of steepness of grades, soil and geological conditions, marshes, swamps, or bogs and proximity of highway ramps, railway rights-of-way and other nuisance factors;	No impact
(e) That provision is made for buffering, landscaping, screening and access control to reduce potential incompatibility with adjacent land uses and traffic;	N/A
(f) That the development is located so as not obstruct any natural drainage channels or watercourses	N/A

This Development Agreement made this _____ day of _____, A.D.,2023

Between:

Adam and Katherine Rainforth in Halifax, Nova Scotia and hereinafter called the "Developer",

OF THE FIRST PART

-and-

Town of Berwick a duly incorporated municipal body incorporated under the laws of the Province of Nova Scotia, hereinafter called the "Town"

OF THE SECOND PART

WHEREAS the Developer is the owner of certain lands known as PID 55550297 in the Town of Berwick and more particularly described in the attached Schedule "A" and hereinafter called the "Property"; and

AND WHEREAS the Developer has submitted a detailed development proposal for the construction of a single unit dwelling on PID 55550297;

AND WHEREAS Policy R14 of the Town of Berwick Municipal Planning Strategy requires that developments on infill lots be considered and approved by Development Agreement;

AND WHEREAS the proposed development of the Property has been considered at a Public Hearing held on Insert Date of PH and approved by a majority vote of the Town Council on Click or tap to enter a date, pursuant to requirements of the Municipal Government Act;

NOW THEREFORE in consideration of the various covenants and benefits hereinafter set out in this Agreement, the parties hereto agree as follows:

Part 1: General Requirements and Administration

1.1 Applicability of Agreement

1.1.1 The Developer agrees that the Property shall be developed and used only in accordance with and subject to the terms and conditions of this Agreement.

1.1.2 Variances to the requirements of the applicable Land Use By-law shall be permitted in accordance with the Municipal Government Act on the whole site, except for the frontage, as shown on Schedule B.

1.2 Applicability of Other By-laws, Statutes and Regulations

1.2.1 Nothing in this Agreement shall exempt or be taken to exempt the Developer, lot owner or any other person from complying with the requirements of any by-law of the Town applicable to the Property (other than the Land Use By-law to the extent varied by this Agreement), or any statute or regulation of the Provincial/Federal Government and the Developer or Lot Owner agree(s) to observe and comply with all such laws, by-laws and regulations, as may be amended from time to time, in connection with the development and use of the Property.

1.2.2 The Developer shall be responsible for securing all applicable approvals associated with the on-site and off-site servicing systems required to accommodate the development, including but not limited to sanitary sewer system, water supply system, stormwater sewer and drainage system, and utilities. Such approvals shall be obtained in accordance with all applicable by-laws, standards, policies, and regulations of the Town and other approval agencies. All costs associated with the supply and installation of all servicing systems and utilities shall be the responsibility of the Developer. All design drawings and information shall be certified by a Professional Engineer or appropriate professional as required by this Agreement or other approval agencies.

1.3 Conflict

1.3.1 Where the provisions of this Agreement conflict with those of any by-law of the Town applicable to the Property (other than the Land Use By-law to the extent varied by this Agreement) or any provincial or federal statute or regulation, the higher or more stringent requirements shall prevail.

1.3.2 Where the written text of this Agreement conflicts with information provided in the Schedules attached to this Agreement, the written text of this Agreement shall prevail.

1.4 Costs, Expenses, Liabilities and Obligations

1.4.1 The Developer shall be responsible for all costs, expenses, liabilities and obligations imposed under or incurred in order to satisfy the terms of this Agreement and all Federal, Provincial and Municipal laws, by-laws, regulations and codes applicable to the Property.

1.5 Provisions Severable

1.5.1 The provisions of this Agreement are severable from one another and the invalidity or unenforceability of one provision shall not affect the validity or enforceability of any other provision.

1.6 Property

1.6.1 The Developer hereby represents and warrants to the Town that the Developer is the owner of the Property and that all owners of the Property have entered into this Agreement.

Part 2: Definitions

2.1.1 All words used herein shall be defined as in the Land Use Bylaw and Subdivision Bylaw unless otherwise specifically defined herein. If not defined herein or in these Bylaws, the customary meaning shall apply.

2.2 When interpreting this agreement, the following words are defined as follows:

a) *Land Use Bylaw* means the Town of Berwick Land Use By-law adopted by Council on October 9, 2012, as amended from time to time.

b) *Municipal Planning Strategy* means the Town of Berwick Municipal Planning Strategy adopted by Town Council on October 9, 2012, as amended from time to time.

Part 3: Use of Property, Subdivision and Development Provisions

3.1 Schedules

3.1.1 The Developer shall develop the Property in a manner, which, in the opinion of the Development Officer, conforms with the following Schedules attached to this Agreement:

a) Schedule A: Legal Description of the Property

b) Schedule B: Site Plan

3.2 Requirements Prior to approval

3.2.1 Prior to the issuance of a Development Permit, the Developer shall provide the following to the Development Officer, unless otherwise permitted by the Development Officer:

a) Development permit application and supporting site plan that is generally consistent with the site plan and the R1 zone requirements.

3.2.2 Notwithstanding any other provision of this Agreement, the Developer shall not occupy or use the Property for any of the uses permitted by this Agreement unless an Occupancy Permit has been issued by the Town. No Occupancy Permit shall be issued by the Town unless and until the Developer has complied with all applicable provisions of this Agreement and the Land Use By-law (except to the extent that the provisions of the Land Use By-law are varied by this Agreement) and with the terms and conditions of all permits, licenses, and approvals required to be obtained by the Developer pursuant to this Agreement.

3.3 General Description of Land Use

3.3.1 The use of the Property permitted by this Agreement are the following and as generally shown on Schedule B:

- All uses contained within the R1 zone that conform to the R1 zone requirements of the Land Use Bylaw, as amended from time to time

3.3.2 Maintenance

The Developer shall be responsible to maintain the property in compliance with all Town By-laws and applicable Provincial regulations and to ensure that the property is maintained in a safe and clean condition.

Part 4: Streets and Municipal Services

4.1 Off-Site Disturbance

- 4.1.1 Any disturbance to existing off-site infrastructure resulting from the development, including but not limited to, streets, sidewalks, curbs and gutters, street trees, landscaped areas and utilities, shall be the responsibility of the Developer, and shall be reinstated, removed, replaced or relocated by the Developer as directed by the Development Officer, in consultation with the Town's Engineer or Director of Public Works.

Part 5: Amendments

5.1 Non-Substantive Amendments

- 5.1.1 The following items are considered by both parties to be not substantive and may be amended by resolution of Council.

- a) Commencement of Development as per Section 6.3
- b) Completion of Development as per Section 6.4

5.2 Substantive Amendments

- 5.2.1 Amendments to any matters not identified under Section 5.1 shall be deemed substantive and may only be amended in accordance with the approval requirements of the Municipal Government Act.

Part 6: Registration, Effect of Conveyances and Discharge

6.1 Registration

- 6.1.1 A copy of this Agreement and every amendment or discharge of this Agreement shall be recorded at the Registry of Deeds or Land Registry Office for the County of Kings, Nova Scotia and the Developer shall incur all costs in recording such documents.

6.2 Subsequent Owners

6.2.1 This Agreement shall be binding upon the parties hereto, their heirs, successors, assigns, mortgagees, lessees and all subsequent owners, and shall run with the Property which are the subject of this Agreement until this Agreement is discharged by Council.

6.2.2 Upon the transfer of title to any lot(s), the subsequent owner(s) thereof shall observe and perform the terms and conditions of this Agreement to the extent applicable to the lot(s).

6.3 Commencement of Development

6.3.1 In the event that development on the Property has not commenced within 36 Months from the date of registration of this Agreement at the Registry of Deeds or Land Registry Office, as indicated herein, the Property shall conform with the provisions of the Land Use By-law.

6.3.2 For the purpose of this section, commencement of development shall mean issuance of a Building Permit.

6.3.3 For the purpose of this section, Council may consider granting an extension of the commencement of development time period through a resolution under Section 6.1, if the Town receives a written request from the Developer at least sixty (60) calendar days prior to the expiry of the commencement of development time period.

6.4 Completion of Development

6.4.1 At the cost of the Developer, this development agreement shall be discharged by the Town following issuance by the Building Official of an unconditional occupancy permit.

6.4.2 For the purpose of this section, completion of development shall mean issuance of an unconditional Occupancy Permit.

Part 7: Enforcement and Rights and Remedies on Default

7.1 Enforcement

7.1.1 The Developer agrees that any officer appointed by the Town to enforce this Agreement shall be granted access onto the Property during all reasonable hours without obtaining consent of the Developer. The Developer further agrees that, upon receiving written notification from an officer of the Town to inspect the interior of any building located on the Property, the Developer agrees to allow for such an inspection during any reasonable hour within seventy two hours of receiving such a request.

7.2 Failure to Comply

- 7.2.1 If the Developer fails to observe or perform any condition of this Agreement after the Town has given the Developer 30 days written notice of the failure or default, then in each such case:
- a) The Town shall be entitled to apply to any court of competent jurisdiction for injunctive relief including an order prohibiting the Developer from continuing such default and the Developer hereby submits to the jurisdiction of such Court and waives any defence based upon the allegation that damages would be an adequate remedy;
 - b) The Town may enter onto the Property and perform any of the covenants contained in this Agreement or take such remedial action as is considered necessary to correct a breach of the Agreement, whereupon all reasonable expenses whether arising out of the entry onto the Property or from the performance of the covenants or remedial action, shall be a first lien on the Property and be shown on any tax certificate issued under the Assessment Act;
 - c) The Town may by resolution discharge this Agreement whereupon this Agreement shall have no further force or effect and henceforth the development of the Lands shall conform with the provisions of the Land Use By-law; or
 - d) In addition to the above remedies, the Town reserves the right to pursue any other remedy under the Municipal Government Act or Common Law in order to ensure compliance with this Agreement.

Part 8: Expenses

- 8.1.1 In addition to the costs to be paid pursuant to section 6.1.1, any expenses incurred by the Town in exercising its rights under Section 12 shall be paid by the Developer to the Town. Such expenses may include, but are not limited to, costs incurred in returning property owned by the Town, or the Property to their original condition before the beginning of work on the development, costs incurred for entry on the Properties and performance of the Developer's obligations, and all solicitors' fees and disbursements incurred in terminating or discharging this Development Agreement. Such expenses shall be payable by the Developer to the Town as a debt and may be recovered from the Developer by direct suit. They shall form a charge upon the Properties. The Developer shall pay interest on any sum so expended by the Town at the same monthly rate charged by the Town for tax arrears on the outstanding balance from time to time. Such interest shall be treated as an expense.
- 8.1.2 The Developer shall be liable for any damage caused to public or private property by Developer or any contractor or other individual doing work related to the development. The Developer shall indemnify the Town and save it harmless from any claim, cause of action, or liability in any way relating to the development. The Developer shall obtain and maintain in force throughout the course of construction on the development, liability insurance coverage to ensure the responsibilities which the Developer is assuming in this section.

Part 9: Notice

Any notice to be given under this Development Agreement shall be made in writing and either served personally or forwarded by courier or by registered mail, postage prepaid,

if to the Town to:

Town of Berwick
236 Commercial Street
Berwick, NS
B0P 1E0
Attention: Chief Administrative Officer

And if to the Developer to:

Adam and Katherine Rainforth
2111 Poplar Street
Halifax, Nova Scotia
Attention: Adam Rainforth
AdamRainforth@Yahoo.ca

THIS AGREEMENT shall enure to the benefit of and be binding upon the parties hereto, their respective heirs, executors, administrators, agents, successors and assigns.

IN WITNESS WHEREOF, this Agreement was properly executed by the respective parties on the day and year first above written

SIGNED, SEALED AND DELIVERED

In the presence of:

Developer

Witness

Adam Rainforth

Witness

Katherine Rainforth

Town of Berwick

Witness

Mayor

Witness

Municipal Clerk

Schedule "A", - Property Description

Registration County: KINGS COUNTY

Street/Place Name: MARSTERS AVENUE /BERWICK

Title of Plan: PLAN OF S/D SHOWING A PORTION OF LANDS CONVEYED TO ADAM RAINFORTH
& KATHERINE RAINFORTH TO FORM LOT 2023 MARSTERS AVE BERWICK

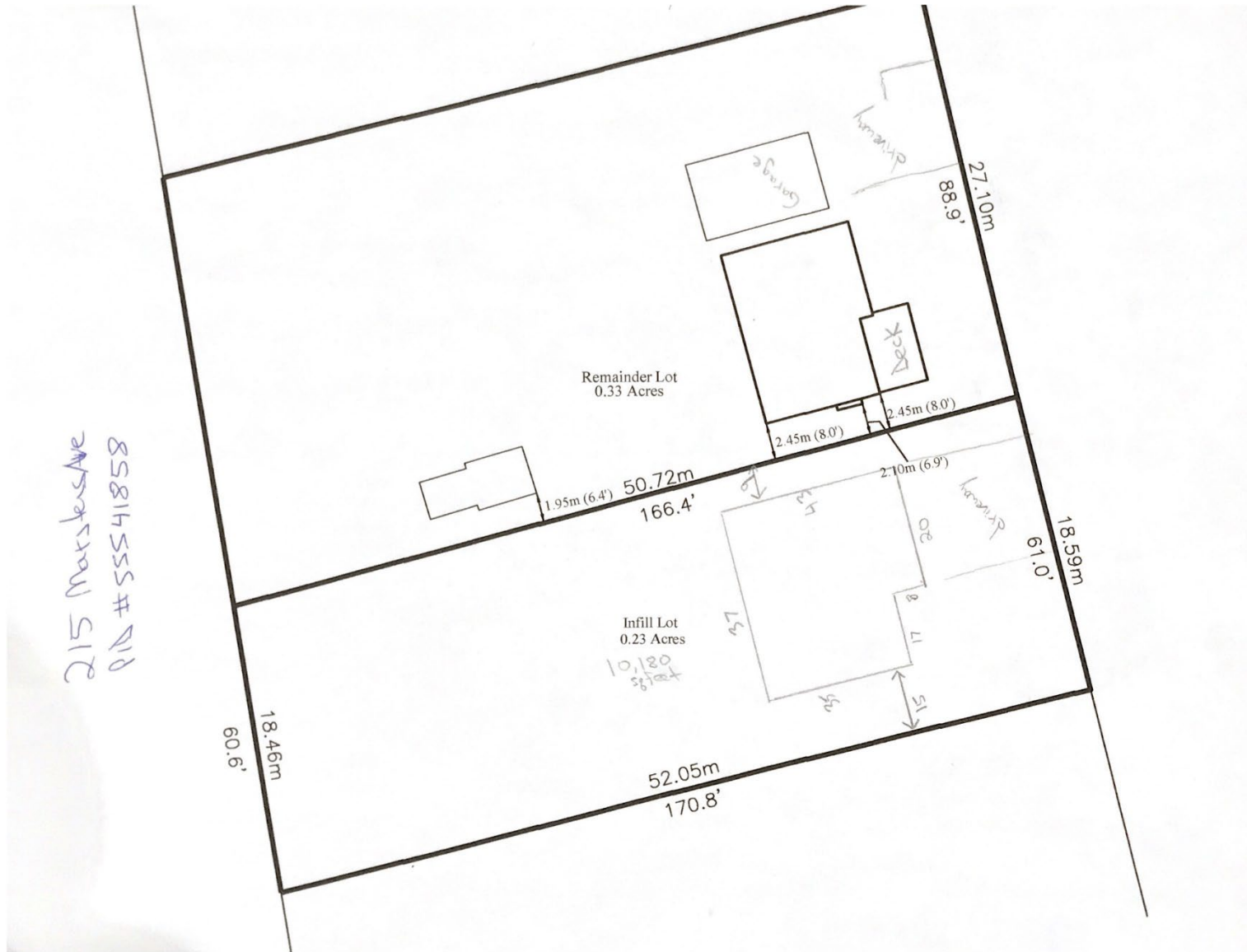
Designation of Parcel on Plan: LOT 2023

Registration Number of Plan: 122166235

Registration Date of Plan: 2023-03-14 08:59:10

*** Municipal Government Act, Part IX Compliance ***

Schedule "B", - Site Plan



Town of Berwick
Report to Municipal Council
Agenda Item

Subject: Supplementary Report regarding development agreement application for Apple Valley Foods

From: Chrystal Fuller, LPP, MCIP

Date: April 11, 2023

Council held a public hearing on March 20, 2023 regarding the boarding house application for Apple Valley Food. On March 21 Council considered second reading of the application and requested that staff discuss the following changes with the applicant and report back on April 11, 2023:

- Maximum of 9 bedrooms for a maximum of 10 people
- Increase the minimum number of parking spaces
- Consideration of property standards
- Consideration of onsite property manager

This report provides additional information for Council's consideration, along with options for next steps, and possible draft motions.

Background

Apple Valley Foods submitted a Development Agreement Application on September 26, 2022. To-date, the following meetings have occurred:

- October 13, 2022: Public Information Meeting, 11 members of the public attended.
- December 6, 2022: Planning Advisory Committee reviewed and recommended to Council for first reading.
- January 10, 2023: Council gave first reading and recommended for Public Hearing.
- March 20, 2023: Public Hearing, 47 members of the public attended.
- March 21, 2023: Council held seconding reading and referred the application back to staff to amend the Development Agreement as follows:
 - Increase the minimum number of parking spaces
 - Consideration of property standards
 - Consideration of onsite property manager
 - Consideration of a maximum of ten tenants at the home

Summary of Changes to Draft DA

Staff spoke with the applicant and the draft development agreement is amended in response to Council's direction and the discussion with the developer. The changes to the DA are summarized below:

- The DA now requires an on-site supervisor to live in the boarding house.
- The number of bedrooms has increased to 10. The additional bedroom will allow AVF to provide a bedroom for each person.
- If there are couples, they are allowed to share a room but otherwise, each room shall be single occupancy
- A reduction in the maximum occupancy from 12 people to 10 people including the onsite supervisor.
- The number of parking spaces is increased from 4 to 6
- There are specific provisions added in section 3.3.4 for property standards. This section states:

3.3.4 Property and the general landscaping of a property shall be maintained in a clean and tidy condition and shall not be unsightly in relation to neighbouring properties. the following standards shall apply to land:

- a) Any vehicle, trailer, boat, furniture or equipment that is discarded, derelict, dismantled, or in an abandoned condition shall not be parked, stored or left on land.*
- b) Lawns, hedges, bushes and landscape plantings shall be maintained to prevent them from becoming overgrown or unsightly.*
- c) Property shall be maintained free of rubbish and debris.*
- d) Any furniture that is designed and manufactured for indoor use shall not be placed outside of a dwelling.*
- e) Appliances including, but not limited to, refrigerators, stoves, and freezers shall not be left in yards, interior stairways, or hallways and shall not be used as placed of storage.*
- f) Steps, walks, driveways, and parking areas and similar areas of a yard shall be maintained to: (i) afford safe passage under normal use and weather conditions, (ii) keep the surface free of loose, unstable or uneven surfaces, (iii) keep the surface free of water ponding.*
- g) Property shall be kept reasonably free of rodents and insects.*

Additional Information - Property Supervisor and Tenant Responsibilities

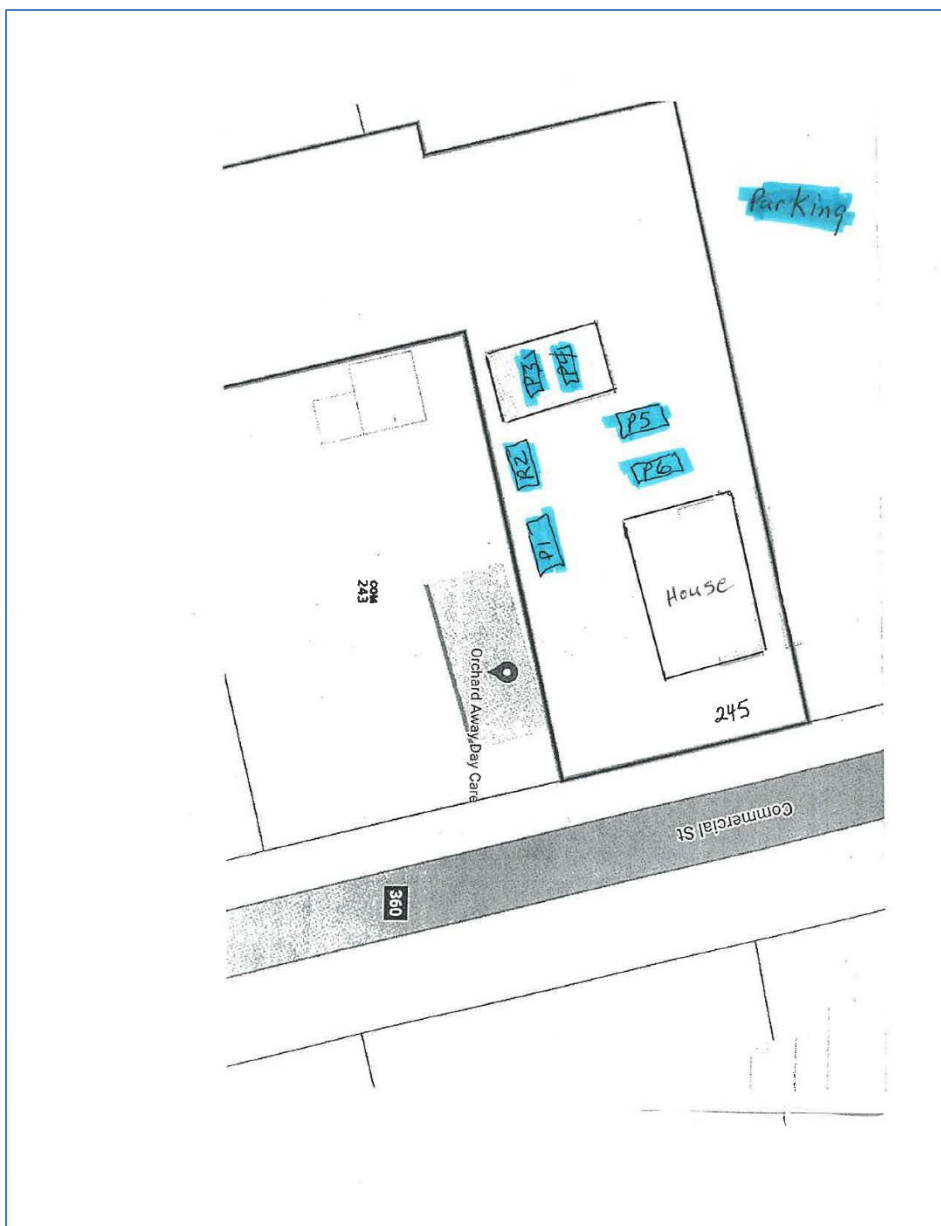
The applicant has also provided supplementary information on the role of the onsite property supervisor, which lives on the premises. This person conducts daily inspections and is in regular communication with Apple Valley Foods regarding the rental unit and the tenants.

AVF also requires a signed contract with tenants agreeing to the rental rules for property. The rental rules include requirements such as restricting pets, cleanliness standards, conduct on the premises, how the unit is used and maintenance and alternation requirements. Rental rules also include specific requirements for tenants regarding parking.

This information was provided by the applicant; however, it is not part of the development agreement, nor will it be enforced by the Town.

Parking Plan

The applicant provided a parking sketch for the six parking spots, which is shown below.



Community Engagement/Communication

Staff will ensure that regardless of proceeding with another public hearing, a notice with the second reading date will be posted on the website, kiosks/Town Hall/bulletin boards around Town and on social media.

Requirements for an additional public hearing

The Town solicitor has advised that it is not necessary to hold another public hearing, but Council may hold another hearing if they feel that the public may not have had sufficient opportunity to comment on the issues addressed in the development agreement (DA).

It is also important to note that if another public hearing is held, that it is merely a continuation of the process. Only councillors present at all Public Hearings are able to vote on the DA.

Options

1. Accept the amendments to the Development Agreement and hold a second Public Hearing. The tentative date for this would be May 8th, 2023
2. Accept the amendments to the Development Agreement and proceed with second reading. Council would decide on the development agreement at the April 11, 2023, Council meeting.
3. Direct staff on additional changes to the Development Agreement.

Draft Motions for Council's consideration.:

Option 1 motion: Council directs staff to hold another public hearing on the development agreement application for 245 Commercial Street.

or

Option 2 motion: Council gives second reading to the draft development agreement attached to allow a 10 bedroom boarding house with a maximum of 10 people, including an onsite property supervisor at 245 Commercial Street in Berwick.

or

Option 3 motion: Council directs staff to amend the development agreement as follows:

- Insert Council direction on draft DA
- Insert Council direction on draft DA

**REQUEST FOR DECISION
RFD001-2023: 2023/24 Valley
Waste Budget**



To: Town Council
From: CAO
Date: March 21, 2023
Subject: Approval of the 2023/24 Valley Waste Operating and Capital Budgets

References/Attachments

- Municipal Partners Memo, Valley Waste, 2024 Core Operating and Capital Budgets
- RFD to Interim IMSA Board, 2024 Operating and Capital Budget, March 15, 2023

Legislation

- Section 60 of the *Municipal Government Act*.
- Interim IMSA
- Valley Waste IMSA

Recommendation

That Council approve the 2023/24 Valley Regional Solid Waste-Resource Management Authority Operating and Capital Budgets as presented.

Background

The Interim IMSA Board approved the 2023/24 Valley Waste Operating and Capital Budgets on March 15, 2023, except for the \$500,000 equipment reserve fund. The Board report and budget are attached.

In 2022/23, Valley Waste proposed a new Equipment Reserve fund of \$500,000, which was approved by the municipal parties pending the development and approval of an Equipment Reserve Policy. The Policy was not completed in 2022/23 and the funds were not distributed to Valley Waste. The policy and request has been carried forward to 2023/24.

A draft Policy was provided to the Interim IMSA Board; however, supplemental information was missing, and consideration of the Policy has been deferred to the April Interim IMSA Board meeting.

The draft Valley Waste Capital Budget includes \$53,000 funded by the proposed Equipment Reserve. If the equipment reserve fund is not approved, Valley Waste will prepare a supplementary capital budget with alternative funding for the \$53,000.

Staff are seeking direction on whether the Town supports the proposed Equipment Reserve and contribution, pending an approved policy, to aid discussion at the April Interim IMSA Board meeting.

/

**REQUEST FOR DECISION
RFD001-2023: 2023/24 Valley
Waste Budget**



Financial Implications

The Town’s approved 2023/24 Operating Budget, includes the municipal contribution identified in the attached Valley Waste budget and report. The proposed contribution to the Equipment Reserve has also been included, though it is funded from the projected 2022/23 Valley Waste surplus, projected to be \$622,000. If funding of the reserve is not approved by the Interim IMSA Board, the impact on the Town’s 2023/24 Operating Budget would be nil. If the reserve fund is approved, the savings from the Kings Transit budget could be used to cover the fund if Council does not want to use the surplus from Valley Waste.

Staff recommend going forward, any surplus from Valley Waste be tracked/identified within the Town’s Operating Reserve fund and be marked for use towards future Valley Waste or Interim IMSA items, deficits, etc., if required.

Priority Alignment

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

Alternatives

Council may decide not to approve the budgets; although, per the Valley Waste IMSA, the Town’s municipal contribution would still be required for 2023/24 if a majority of the parties of Valley Waste, including the County of Kings, approve the budgets.

Community Engagement/Communication

N/A

CAO Comments

That Council approve the 2023/24 Valley Waste budgets as presented and provide direction on the proposed Equipment Reserve Fund.

CAO Initials: JB

Target Decision Date: April 11, 2023

- Organics Processing 5.3% (*annual increase, increased tonnage*)
- Transportation to Landfill -0.4% (*annual increase, reduced tonnage*)
- Landfill Disposal -2.8% (*no change to disposal rate, reduced tonnage*)

Total major contract increases of \$126,238 not including fuel surcharges.

Tipping fee increases are budgeted for April 1, 2023, as follows:

• Residual waste	\$125	\$135
• Mixed construction & demolition waste	\$125	\$135
• Recycling Processing	\$97	\$105
• Organics Processing	\$97	\$105

Increases in revenue (and reduction in municipal contributions) by approximately \$190,225.

Operating Expenses

Fuel budget for major contracts for 2024 is projected at \$331,793, based on planned pricing and anticipated savings.

Insurance is expected to have a 20% increase

Employee compensation budgeted for an overall decrease of \$5,700. Key findings from the 3rd party employee compensation review indicated use of annual cost of living is required to keep VW competitive. The F2024 budget includes a 6.8% increase, with an overall reduction of staff compliment from 36.45 FTE to 34.2 FTE and the addition of a .5 FTE for Director of Finance (shared with KTA)

Capital Budget and Capital Reserve Account

Total projected capital expenditures are \$2,598,000 for 2024, consisting of projections in three main elements.

- Rolling Stock - regular replacement capital for equipment.
- Safety and Efficiency - upgrade for Compaction system.
- Building and Infrastructure - site capacity upgrades.

Efficiency and Upgrades for Compaction

- Elimination and sale of (4) roll-off trucks - *Eliminates 1.2 to 1.3 million in Roll Off capital requirements and generates cost savings in both capital and operational expenses including maintenance, fuel and labour of approx. 450K/year.*
- Allow for transportation of materials from WMC to EMC by private contractors more efficiently. (50 to 60K per year)
- Replace roll-off bins at public drop-off locations with bins that can be emptied by current loader equipment.
- Installation of automated compaction equipment at both transfer stations.
 - Requires the purchase of (4) compatible trailers – *may be able to negotiate with contractor for the provision of the equipment*

The capital project also includes the purchase of 4 trailers for a short term use only as the compaction equipment requires a different style of trailer and the contractor would require VW paying a premium add on to the existing contract to supply such trailers. The budget proposes VW purchase the trailers, use them for 2 years until current contract expires, and dispose of them in 2 years as they would be required to be provided in new contract. Budget is proposing short term financing either internally or externally to purchase the equipment and any loss on sale would be covered by operations in the year of disposal.

Site Upgrades include the following

- Creation of a new household hazardous waste and stewardship drop-off building at EMC.
 - Electronics, paint, oil products, batteries, fluorescent lights
- Installation of water monitoring wells at both facilities to meet new C&D regulations.
- Replace (2013) 4X4 Pick-up truck with lift gate – for green cart deliveries/exchanges.
- Replace administration office heating/cooling system.

Capital Reserve Funds

F2023 proposed a new Equipment Reserve to be funded by a \$500,000 contribution. Policy is just now being finalized for Board approval, therefore the actual contribution will not occur in F2023. The \$500,000 contribution has been re-introduced as part of the F2024 budget and a formal policy will be before the board prior to April 1, 2023 for approval.

The existing Capital Replacement Reserve has a current value of approximately \$2,326,500 and F2024 budget includes a contribution of \$285,307 as per Board approved policy.


The existing surplus equipment reserve is used to accumulate the sale of any surplus equipment and currently has a value of \$76,000.

Financial Analysis:

The 2024 draft operating budget meets the requirements of a balanced budget. The operating costs of the draft budget to each municipal party is as follows:

Municipality of County of Kings	\$4,860,472
Town of Kentville	\$683,866
Town of Wolfville	\$652,358
Town of Berwick	\$203,812
Town of Middleton	\$134,551
Town of Annapolis Royal	\$86,527

The 2024 draft capital budget meets the requirement that all capital projects are properly funded and results in no cost to the core members.

 The proposed new Equipment Reserve policy would include a one time contribution by the members in F2024, as follows

Municipality of County of Kings	\$396,600
Town of Kentville	\$51,150
Town of Wolfville	\$44,250
Town of Berwick	\$17,150
Town of Middleton	\$12,450
Town of Annapolis Royal	\$5,400



Attachments: Detailed 2024 Operating and Capital Budgets



To: CAO's of Participating Municipal Units
From: Valley Waste
Re: 2024 Core Operating and Capital Budget
Date: March 21, 2023

At the March 15, 2023 Board meeting of the IMSA, the Board passed a motion to approve the 2023/2024 operating and capital budgets. We have enclosed a copy of the RFD that was presented at that meeting, including the supporting documentation. The final approval excluded the inclusion of a new Equipment Reserve Fund and as such it was removed from the approved budget as highlighted in the attachment.

Equipment Reserve Fund

Management has prepared an RFD for the Board to be on the agenda for the April 2015 meeting which outlines their request to establish a new Equipment Reserve Fund for Valley Waste with the annual required funding to be incorporated into an operating budget. Because the policy had not yet been approved, the Board required this amount be removed from the presented budget. The final approval excluded the inclusion of a new Equipment Reserve Fund and as such it was removed from the approved budget as highlighted in the attachment.

Financial Analysis:

The final 2023/2024 budget meets the requirements of a balanced budget. The required contributions within the approved budget by each municipal party is as follows:

Municipality of County of Kings	\$4,860,472
Town of Kentville	\$683,866
Town of Wolfville	\$652,358
Town of Berwick	\$203,812
Town of Middleton	\$134,551
Town of Annapolis Royal	\$86,527



Valley Region Solid Waste-Resource
Management Authority

2024 OPERATING AND CAPITAL BUDGETS

15-Mar-23



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2024 Capital Funding

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2024 Operating Trial Balance



Valley Region Solid Waste-Resource Management Authority
Draft Operating Budget
For the 2023-2024 Fiscal Year

	2022-2023 Forecast	2022-2023 Budget	2023 Budget vs Forecast Variance	2023-2024 Budget	2024 Budget change from Forecast
Revenues					
West Management Centre	498,963.31	583,090.00	-84,126.69	523,785.52	4.97%
East Management Centre	2,455,716.82	2,322,020.00	133,696.82	2,601,780.83	5.95%
Conditional Transfers - Administration	1,426,549.00	1,220,870.00	205,679.00	1,490,800.00	4.50%
RRFB Approved Programs	70,000.00	80,500.00	-10,500.00	70,000.00	0.00%
Communications and Enforcement	216,409.00	221,030.00	-4,621.00	255,490.00	18.06%
Wind Turbine	43,000.00	43,000.00	0.00	43,000.00	0%
Total Program Revenues	4,710,638.13	4,470,510.00	240,128.13	4,984,856.35	5.82%
Municipal Parties Contributions ¹	6,515,880.00	6,515,880.00	0.00	6,621,586.25	1.62%
Municipal Parties Contribution-Reserve Fund ²	0.00	500,000.00	-500,000.00	500,000.00	0.00
Total Revenues, Contributions & Transfers	11,226,518.13	11,486,390.00	-259,871.87	12,106,442.60	7.84%
Expenses					
Residential Collection	2,711,615.00	2,623,320.00	88,295.00	2,821,022.19	4.03%
Residual Transportation and Disposal	2,247,649.80	2,266,490.00	-18,840.20	2,268,262.36	0.92%
Organics Processing and Transportation	1,016,489.44	995,640.00	20,849.44	1,083,399.78	6.58%
Recyclable Processing and Transportation	744,018.98	752,360.00	-8,341.02	798,321.05	7.30%
Construction & Demolition Debris Processing	141,678.29	137,170.00	4,508.29	153,930.00	8.65%
East Management Centre Operations	1,108,300.51	1,332,550.00	-224,249.49	1,277,250.36	15.24%
West Management Centre Operations	647,874.90	673,100.00	-25,225.10	708,618.89	9.38%
Household Hazardous Waste	183,438.74	197,700.00	-14,261.26	196,090.41	6.90%
Communications and Enforcement	463,299.04	545,970.00	-82,670.96	597,440.56	28.95%
Wind Turbine	18,400.00	16,050.00	2,350.00	19,700.00	7.07%
General Administration	631,008.03	730,060.00	-99,051.97	792,742.00	25.63%
Financial Services	99,648.13	101,500.00	-1,851.87	183,323.00	83.97%
Information Technology	66,730.00	52,820.00	13,910.00	53,030.00	-20.53%
Transfer to Capital Reserve Fund(s) ²	573,760.28	1,061,660.00	-487,899.72	1,153,312.00	101.01%
Total Expenses	10,653,911.14	11,486,390.00	-832,478.86	12,106,442.60	13.63%
Net Surplus (Deficit)	572,607.00	0.00	572,607.00	0.00	



¹ Contributions from Municipal Parties

	2023 Sharing Rates	2024 Sharing Rates	2022-2023 Partner Shares	2023-2024 Partner Shares	Reserve Fund Contribution	Total
Municipality of Kings	73.92%	73.40%	4,816,540.00	4,860,471.72	369,600.00	5,230,071.72
Town of Kentville	10.23%	10.33%	666,570.00	683,866.28	51,150.00	735,016.28
Town of Wolfville	8.85%	9.85%	576,660.00	652,357.71	44,250.00	696,607.71
Town of Berwick	3.43%	3.08%	223,490.00	203,811.54	17,150.00	220,961.54
Town of Middleton	2.49%	2.03%	162,250.00	134,551.47	12,450.00	147,001.47
Town of Annapolis Royal	1.08%	1.31%	70,370.00	86,527.53	5,400.00	91,927.53
Total Contributions from Municipal Parties	1.00	100.00%	6,515,880.00	6,621,586.25	500,000.00	7,121,586.25

Percentage values are based on Uniform Assessments provided to Valley Waste for the 2024 fiscal year



Valley Region Solid Waste-Resource Management Authority
Three Year Capital Budget and Funding
Capital Budget 2024-2026

	2024	2025	2026	Totals
Projects				
XL 4X4 Pick-Up Truck Lift Gate - Carts (2013)	53,000	-	-	53,000
Wheel Loader (2013) (11632 hrs)	-	-	330,000	330,000
Wheel Loader (2015) (12,500 hrs @ Dec 2022)	-	325,000	-	325,000
ATV/RTV -WMC (2010)	-	-	21,000	21,000
ATV/RTV - EMC (2016)	-	-	-	-
Compaction Equipment - WMC	200,000	-	-	200,000
Compaction Equipment - EMC	500,000	-	-	500,000
Cardboard Baler - EMC/WMC	-	110,000	-	110,000
Containers for Drop Off	330,000	-	-	330,000
Trailer 1	185,000	-	-	185,000
Trailer 2	185,000	-	-	185,000
Trailer 3	185,000	-	-	185,000
Trailer 4	185,000	-	-	185,000
Tipping Floor Repairs-EMC	-	200,000	-	200,000
Replace Outgoing Scale	150,000	-	-	150,000
Outgoing Scale House Window-WMC	-	27,000	-	27,000
Sorting Building and transfer building-EMC	-	2,800,000	-	2,800,000
HHW / Stewardship Center - Drop off	150,000	-	-	150,000
Purchase Adjacent Land for Future Expansion (EMC)	238,000	-	-	238,000
Heating Ventilation upgrade	115,000	-	-	115,000
EMC / WMC C&D site monitoring wells	55,000	-	-	55,000
Wood Shredder	-	350,000	-	350,000
	2,531,000	3,812,000	351,000	6,694,000

Valley Region Solid Waste-Resource Management Authority
Three Year Capital Budget Funding
Capital Budget 2024-2026



	2024	2025	2026	Totals
Funding Sources				
Equipment Reserve Fund	53,000	325,000	351,000	729,000
Capital Reserve Fund	-	1,500,000		1,500,000
Debenture Financing	1,738,000	1,987,000	-	3,725,000
Temporary Financing	740,000			740,000
Totals	2,531,000	3,812,000	351,000	6,694,000

Valley Region Solid Waste-Resource Management Authority

Reserve Funds

2024 - 2026



Equipment Reserve Continuity

Capital Budget 2024-2026

	2024	2025	2026
Equipment Reserve Opening Balance	-	625,500	330,500
Contribution from Equipment Sale	178,500	30,000	30,000
Contribution from Operating Fund	500,000	-	140,000
less - Reserve req to fund CapEx	(53,000)	(325,000)	(351,000)
Equipment Reserve Ending Balance	625,500	330,500	149,500

Capital Reserve Continuity

Capital Budget 2024-2026

	2024	2025	2026
Capital Reserve Opening Balance	2,326,500	2,611,807	1,411,379
Contribution from Operating Fund	285,307	299,572	314,551
less - Reserve req to fund CapEx	-	(1,500,000)	-
Equipment Reserve Ending Balance	2,611,807	1,411,379	1,725,930

Valley Region Solid Waste-Resource Management Authority
 2023-2024 Draft Operating Budget
 Draft Date: December 21, 2022

2023-2024 Budget

Income

41000 · MUNICIPAL PARTIES

41100 · Municipality of Kings County	4,860,472
41105 · Town of Kentville	683,866
41110 · Town of Wolfville	652,358
41115 · Town of Berwick	203,812
41125 · Town of Middleton	134,551
41139 · Town of Annapolis Royal	86,528
41000 · MUNICIPAL PARTIES - Other	

Total 41000 · MUNICIPAL PARTIES 6,621,586

41200 · WESTERN MANAGEMENT CENTRE

41201 · WMC Tipping Fees	
41202 · WMC Tipping Fees - Cash	
41203 · WMC Tipping Fees - On Account	
41201 · WMC Tipping Fees - Other	485,686

Total 41201 · WMC Tipping Fees 485,686

41204 · WMC Sale of Materials	
41207 · WMC Material Sales - Metals	15,000
41208 · WMC Material Sales - E-Waste	6,000
41204 · WMC Sale of Materials - Other	

Total 41204 · WMC Sale of Materials 21,000

41205 · WMC Paint Program Funding	2,600
41206 · WMC Scale Rental Fees	9,500
41210 · WMC Household Hazardous Waste	5,000

Total 41200 · WESTERN MANAGEMENT CENTRE 523,786

41300 · EASTERN MANAGEMENT CENTRE

41301 · EMC Tipping Fees	
41302 · EMC Tipping Fees - Cash	
41303 · EMC Tipping Fees - On Account	
41301 · EMC Tipping Fees - Other	2,414,581

Total 41301 · EMC Tipping Fees 2,414,581

41304 · EMC Sale of Materials	
41307 · EMC Material Sales - Metals	110,000
41308 · EMC Material Sales - E-Waste	15,000
41304 · EMC Sale of Materials - Other	12,000

Total 41304 · EMC Sale of Materials 137,000

41305 · EMC Paint Program Funding	6,000
41306 · EMC Scale Rental Fees	4,200
41310 · EMC Household Hazardous Waste	15,000

41390 · EMC Miscellaneous

41392 · EMC Scotia Cost Sharing 25,000

Total 41300 · EASTERN MANAGEMENT CENTRE 2,601,781

41600 · ADMINISTRATION (Including "Conditional Transfers")

41501 · Bank Interest	20,000
41601 · Landfill Diversion Credits	300,000
41633 · Dairy Container Recycling	90,000
41635 · Green Cart / Mini Bin Sales	26,000
41691 · Bylaw Tickets	1,000
41695 · Municipal Waste Services Agreement with Annapolis County	1,015,200
41698 · General Administration - Other	100

2023-2024 Budget

41699 · Contracted Curbside Collection	38,500
Total 41600 · ADMINISTRATION (Including "Conditional Transfers")	1,490,800
41800 · COMMUNICATIONS & ENFORCEMENT	
41801 · C&E Regional Coordinators	43,290
41805 · C&E Enforcement Services	82,700
41860 · C&E Education Services	74,500
**NEW **41870 · C&E Calendar Advertisements	15,000
41880 · C&E Reuse Centre	40,000
Total 41800 · COMMUNICATIONS & ENFORCEMENT	255,490
42000 · Small Wind Turbine	
42010 · Wind Energy Production	43,000
Total 42000 · Small Wind Turbine	43,000
46030 · RRFB APPROVED PROGRAMS	
46020 · Municipal Approved Programs	70,000
Total 46030 · RRFB APPROVED PROGRAMS	70,000
47000 · Municipal Party Contributions to Equipment Reserve	
47100 · Municipality of Kings County	369,600
47105 · Town of Kentville	51,150
47110 · Town of Wolfville	44,250
47115 · Town of Berwick	17,150
47125 · Town of Middleton	12,450
47139 · Town of Annapolis Royal	5,400
Total 47000 · Municipal Party Contributions to Equipment Reserve	500,000
Total Income	12,106,443
Gross Profit	12,106,443
Expense	
61000 · GENERAL ADMINISTRATION	
61001 · GA Salaries	509,310
61002 · GA Employee Benefits	101,862
61003 · GA Snow Removal & Supplies	1,000
61004 · GA Office Supplies	12,200
61005 · GA Utilities	16,500
61006 · GA Travel	1,000
61007 · GA Training/Conferences Fees	7,000
61008 · GA Membership/Association Fees	2,500
61009 · GA Office Maintenance	12,000
61010 · GA Office Equipment	3,000
61012 · GA Janitorial	13,000
61013 · GA Professional Services	80,000
61014 · GA Employee Wellness	1,400
61015 · GA OH&S Training	1,500
61022 · GA Office Security System	2,000
61023 · GA General Meeting Costs	500
61024 · GA Board Conference/Training	-
61025 · GA Authority Board Travel	-
61026 · GA Authority Board & Committees	-
61027 · GA Board & Committee Stipend	500
61028 · GA Insurance	23,300
61030 · GA Donations-Other Organization	-

2023-2024 Budget

61040 · GA Staff Recognition Events	3,000
61060 · GA Occupational Health and Safety/WCB Certification	870
61101 · GA Past Due Account Collections	300
Total 61000 · GENERAL ADMINISTRATION	792,742
61140 · Wind Turbine	
61141 · Wind Turbine Operation & Maintenance	12,000
61143 · Wind Turbine Insurance	7,700
Total 61140 · Wind Turbine	19,700
61150 · FINANCIAL SERVICES	
61151 · FS Capital Finance Interest	143,323
61152 · FS Bank & Credit Card Fees	40,000
Total 61150 · FINANCIAL SERVICES	183,323
61200 · WESTERN MANAGEMENT CENTER	
61201 · WMC Salaries	370,580
61202 · WMC Employee Benefits	76,599
61203 · WMC Office Supplies/Equipment	1,500
61204 · WMC Safety Supplies/Equipment	5,000
61205 · WMC Insurance	48,870
61206 · WMC Staff Training/Development	3,500
61207 · WMC Overage/Shortage	
61209 · WMC Telephone	1,800
61210 · WMC Communication Equipment/Licenses	1,700
61211 · WMC Electricity	16,100
61212 · WMC Small Tools/Shop Supplies	1,500
61214 · WMC Travel	600
61215 · WMC Occupational Health and Safety Consulting /WCB Certification	900
61216 · WMC Leased/Rented Equipment	1,000
61217 · WMC Vehicle Registration	3,500
61225 · WMC WCB Subcontractor Premium	100
61230 · WMC Site/Building Maintenance	35,000
61231 · WMC Scale Maintenance	4,000
61232 · WMC Vehicle & Equipment Repairs & Maintenance	
61233 · WMC Repairs & Maintenance Misc	
62001 · WMC Unit 1 2009 Ford F250 4x4 (as of: Sept 16, 2011; updated: April 1, 2020)	
62007 · WMC Unit 7 2002 FreightlinerR/O (Updated: April 1, 2020)	
62016 · WMC Unit 16 2008FreightlinerR/O (Updated: April 1, 2020)	
62019 · WMC Unit 19 2010 Kubota ATV (Updated: April 1, 2020)	
62022 · WMC Unit 22 2013 Cat Loader (Updated: April 1, 2020)	
62029 · WMC Unit 29 2022 Ford F250 4x4	
62030 · WMC Unit 21-3 2021 Cat Loader	
61232 · WMC Vehicle & Equipment R&M - Other	55,000
Total 61232 · WMC Vehicle & Equipment Repairs & Maintenance	55,000
61240 · WMC Fuel - Diesel & Gasoline	
61241 · WMC Fuel - Bulk Diesel (Size: 1,892 Litre (500 gal))	
62501 · WMC Fuel - Roll Off Units	
62502 · WMC Fuel - Loaders	32,600
61241 · WMC Fuel - Bulk Diesel (Size: 1,892 Litre (500 gal)) - Other	540
Total 61241 · WMC Fuel - Bulk Diesel (Size: 1,892 Litre (500 gal))	54,740
61242 · WMC Fuel - Gasoline	5,890
61240 · WMC Fuel - Diesel & Gasoline - Other	
Total 61240 · WMC Fuel - Diesel & Gasoline	60,630
61250 · WMC Snow Removal & Supplies	2,200
61251 · WMC Janitorial	8,200

2023-2024 Budget

61253 · WMC Security	2,000
61254 · WMC Tank Pumping/Transportation	1,200
61290 · WMC Scale Software Maintenance	4,140
61299 · WMC Uncollectible Revenues	3,000
Total 61200 · WESTERN MANAGEMENT CENTER	708,619
61300 · EASTERN MANAGEMENT CENTER	
61301 · EMC Salaries	697,660
61302 · EMC Employee Benefits	140,020
61303 · EMC Office Supplies/Equipment	6,000
61304 · EMC SafetySupplies/Equipment	12,000
61305 · EMC Insurance	49,830
61306 · EMC Staff Training/Development	6,500
61307 · EMC Overage/Shortage	
61308 · EMC Occupational Health & Safety Committee	300
61309 · EMC Telephone	2,300
61310 · EMC Communication Equipment/Licenses	3,700
61311 · EMC Electricity	26,650
61312 · EMC Small Tools/Shop Supplies	2,500
61314 · EMC Staff Travel	1,000
61315 · EMC Occupational Health & Safety Consulting /WCB Certification	900
61316 · EMC Equipment Rental/Lease	4,000
61317 · EMC Water and Meter Charge	1,700
61318 · EMC Sewer Charge	1,200
61319 · EMC Hydrant Rental	2,000
61320 · EMC Vehicle Registration	4,250
61325 · EMC WCB Subcontractor Premium	100
61330 · EMC Site/Building Maintenance	75,000
61331 · EMC Scale Maintenance	11,000
61332 · EMC Vehicle and Equipment Repairs & Maintenance	
61333 · EMC Repairs & Maintenance Misc	
62002 · EMC Unit 2 2010 Ford F150 (Updated: April 1, 2020)	
62006 · EMC Unit 6 2016InternationalR/O (Updated: April 1, 2020)	
62014 · EMC Unit 14 2006 Cat Loader (Updated: April 1, 2020)	
62018 · EMC Unit 18 2009 Cat Loader (Updated: April 1, 2020)	
62020 · EMC Unit 20 2013FordF150Liftgat (Updated: April 1, 2020)	
62021 · EMC Unit 21 2013FreightlinerR/O (Updated: April 1, 2020)	
62023 · EMC Unit 23 2015 Cat Loader (Updated: April 1, 2020)	
62026 · EMC Unit 26 2017 Dodge Ram 2500 (Updated: April 1, 2020)	
62027 · EMC Unit 27 2017 Kubota ATV (Updated: April 1, 2020)	
62028 · EMC Unit 28 Forklift	
62031 · EMC Unit 21-4 Cat Loader	
62032 · EMC Unit 21-30 2022DodgeRam2500	
61332 · EMC Vehicle and Equipment R&M - Other	100,000
Total 61332 · EMC Vehicle and Equipment Repairs & Maintenance	100,000
61340 · EMC Fuel - Diesel & Gasoline	
61341 · EMC Fuel - Bulk Diesel (Size: 3,425 Litre (905 gal); Mfg date: 2005)	
62520 · EMC Fuel - Roll Off Units	39,600
62521 · EMC Fuel - Loaders	35,800
61341 · EMC Fuel - Bulk Diesel (Size: 3,425 Litre (905 gal); Mfg date: 2005) - Oth	900
Total 61341 · EMC Fuel - Bulk Diesel (Size: 3,425 Litre (905 gal); Mfg date: 2005)	76,300
61342 · EMC Fuel - Gasoline	5,580
61340 · EMC Fuel - Diesel & Gasoline - Other	1,440
Total 61340 · EMC Fuel - Diesel & Gasoline	83,320

2023-2024 Budget

61350 · EMC Snow/ Ice Removal Supp	5,000
61351 · EMC Janitorial	9,800
61353 · EMC Security	3,000
61354 · EMC Tank Pumping and Transport	1,000
61390 · EMC Scale Software Maintenance	9,660
61399 · EMC Uncollectible Revenues	16,860
Total 61300 · EASTERN MANAGEMENT CENTER	1,277,250
61400 · RESIDENTIAL COLLECTION CONTRACT	
61401 · Residential Collection	2,366,010
61402 · Res Collection Fuel Adjustment	185,912
61403 · Res Collection Green Carts	95,000
61405 · Res Collection Spring/Fall Cleanup	165,100
61410 · Res Collection Cart Maintenance/Supply	3,000
61420 · Res Coll Seasonal Bin R&M	-
61440 · Res Collection Advertising & Notices	6,000
Total 61400 · RESIDENTIAL COLLECTION CONTRACT	2,821,022
61500 · CONSTRUCTION &DEMOLITION DEBRIS	
61520 · C&D Disposal EMC	
61522 · C&D Processing EMC	128,900
61530 · C&D Disposal WMC	
61532 · C&D Processing WMC	25,030
Total 61500 · CONSTRUCTION &DEMOLITION DEBRIS	153,930
61600 · RECYCLABLES	
61605 · Recyclable Processing EMC	571,690
61611 · Recyclable Transportation WMC	2,500
61615 · Recyclable Processing WMC	224,131
Total 61600 · RECYCLABLES	798,321
61700 · ORGANICS	
61701 · Organics Processing EMC	714,900
61711 · Organics Processing WMC	333,500
NEW* · Organics Fuel Adjustment	35,000
Total 61700 · ORGANICS	1,083,400
61800 · RESIDUALS	
61801 · Residuals Disposal EMC	1,272,160
61802 · Residuals Disposal Adjustment EMC	
61805 · Residuals Transportation EMC	445,937
61806 · Residuals Fuel Adjustment EMC	49,848
61810 · Residuals Disposal WMC	352,317
61812 · Residuals Disposal Adjustment WMC	
61815 · Residuals Transportation WMC	123,503
61816 · Residuals Fuel Adjustment WMC	24,497
Total 61800 · RESIDUALS	2,268,262
61900 · COMMUNICATION & ENFORCEMENT	
61901 · C&E Salaries	405,050
61902 · C&E Employee Benefits	77,446
61905 · C&E RRFB Regional Enforcement	7,000
61910 · C&E Office Supplies/Equipment	2,500

2023-2024 Budget

61911 · C&E Clothing	250
61915 · C&E Telephone	4,000
61920 · C&E Advertising/Public Relation	12,000
61922 · C&E Newsletter/Calendar Distribution	3,100
61924 · C&E Calendar Design/Printing	42,000
61925 · C&E Promotional Items	1,500
61931 · C&E ICI Support	600
61940 · C&E Travel - Customer Reps	4,000
61941 · C&E Vehicle Repairs/Maintenance	
62005 · Unit 5 2011 Mazda (Updated: April 1, 2020)	2,000
62024 · Unit 24 2017 Dodge Ram 1500 Lif (Updated: April 1, 2020)	2,000
62025 · Unit 25 2017 Dodge Ram 1500 (Updated: April 1, 2020)	2,000
61941 · C&E Vehicle Repairs/Maintenance - Other	2,100
Total 61941 · C&E Vehicle Repairs/Maintenance	8,100
61942 · C&E Insurance	12,900
61943 · C&E Vehicle Fuel - Gasoline	9,145
61944 · C&E Vehicle Registrations	450
61945 · C&E Print/Presentation Supplies	1,500
61961 · C&E OH&S Safety Equip/Supplies	900
61970 · C&E Special Week Promotions	5,000
Total 61900 · COMMUNICATION & ENFORCEMENT	597,441
62300 · TRANSFERS TO CAPITAL FUNDS	
61153 · Fiscal Services Capital Financing Principal	368,005
62301 · Transfer to Capital ReserveFund (Funding contributions to Fund)	285,307
62303 · Transfer to Equipment Reserve	500,000
Total 62300 · TRANSFERS TO CAPITAL FUNDS	1,153,312
62400 · CAPITAL FROM OPERATIONS	
62401 · Capital Assets From Operations (Asset additions paid from revenues)	
Total 62400 · CAPITAL FROM OPERATIONS	-
62600 · HOUSEHOLD HAZARDOUS WASTE	
61267 · HHW WMC Operations	20,000
61272 · HHW WMC CFC Removal	1,200
61367 · HHW EMC Operations	75,000
61372 · HHW EMC CFC Removal	2,400
62601 · HHW Salaries	79,610
62602 · HHW Employee Benefits	17,880
Total 62600 · HOUSEHOLD HAZARDOUS WASTE	196,090
63001 · RRFB Transfers to Annapolis Co.	-
64000 · INFORMATION TECHNOLOGY	
64005 · IT Internet Services	5,200
64010 · IT Hardware	13,500
64011 · IT Software	-
64014 · IT Scale Software Project	-
64019 · IT Website Maintenance	800
64020 · IT Maintenance Contracts	18,030
64021 · IT Consulting Fees	15,500
Total 64000 · INFORMATION TECHNOLOGY	53,030
Total Expense	12,106,443
Net Income	-

REQUEST FOR DECISION

RFD002-2023: 2023/24 Kings Transit Authority Budget



To: Town Council
From: CAO
Date: March 21, 2023
Subject: Approval of the 2023/24 Kings Transit Authority Operating and Capital Budgets

References/Attachments

- Municipal Partners Memo, Kings Transit, 2024 Operating and Capital Budgets
- RFD to Interim IMSA Board, 2024 Operating and Capital Budget, March 15, 2023

Legislation

- Section 60 of the *Municipal Government Act*.
- Interim IMSA
- Kings Transit Authority IMSA

Recommendation

That Council approve the 2023/24 Kings Transit Authority Operating and Capital Budgets as presented.

Background

The Interim IMSA Board approved the 2023/24 Kings Transit Operating and Capital Budgets on March 15, 2023. The Board report and budget are attached.

The submission to the Board included an additional capital reserve contribution from the four core units as part of the ICIP program. However, it was determined that the earlier motion and approval by the core units guaranteeing their share of the municipal portion covered the additional contribution. Therefore, it should not form part of the request in the budget submission and was removed. Berwick's additional contribution was for \$17,500.

Financial Implications

The draft 2023/24 approved Operating Budget, includes the municipal contribution identified in the attached Kings Transit budget including the additional \$17,500 capital contribution. Council may direct staff to transfer the \$17,500 to the Town's Operating Reserve and identify it as future Kings Transit ICIP funding, use it to cover Valley Waste Equipment Reserve Fund, or it remains a positive variance that may allow a position to be hired sooner rather than later based on March 21st discussion.

Staff recommend that going forward, any surplus from Kings Transit be tracked/identified within the Town's Operating Reserve fund and be marked for use towards future Kings Transit or Interim IMSA items, deficits, etc., if required.

/

REQUEST FOR DECISION
RFD002-2023: 2023/24 Kings
Transit Authority Budget



Priority Alignment

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

Alternatives

Council may decide not to approve the budgets; although, per the Kings Transit IMSA, the Town's municipal contribution would still be required for 2023/24 if a majority of the parties of Kings Transit approve the budgets.

Community Engagement/Communication

N/A

CAO Comments

That Council approve the 2023/24 Kings Transit budgets as presented.

CAO Initials: JB

Target Decision Date: April 11, 2023



**Kings Transit
Authority**

Request For Decision

To: Interim IMSA Board
From: Kings Transit Authority
Re: 2024 Core Operating and Capital Budget
Date: March 15, 2023

Summary

The 2024 operating and capital budget for Kings Transit Authority have been prepared by management and are being recommended for approval to the board by management.

Discussions

Operating Revenues

The operating budget for the core operations of Kings Transit Authority include a 10% increase in fares. This increase has been estimated by management based on the trends seen in late 2022/2023 fiscal year and management feels ridership will continue to increase.

The operations will increase the number of mechanics from 2 to 3, which increases the time spent on repairs to the buses. This shows as internal revenue in operations as that time is charged against the repair cost of the buses and will result in improved condition of the units and reduction in any external 3rd party costs for repairs.

The 2023 fiscal results include a one-time operating grant from the Province of Nova Scotia in the amount of \$332,392 for operations of KTA. This is not expected to be received in 2024 and will need to be replaced by increase in other revenue sources included municipal grants.

Operating Expenses

Administration salaries for 2023 included a GM for part of the year. For the F2024 budget includes 3.5 FTE. A GM position is allowed for part of the year on the assumption it may take some time to fill that position. Also included is a Director of Finance position to be cost shared 50/50 with Valley Waste, again for part of the year as the position has not yet been filled.

Operating salaries are based on route schedules, normal required increases. The F2024 provides for 28.5 FTE including drivers, mechanics, cleaners, managers, and supervisors. The increase in rates for F2024 is projected at 6.28% over F2023.

Fuel expenditures for fiscal 2023 are projected to exceed budget by \$117,000 due to increases in fuel prices during 2022/2023. For 2024, it was projected to have the same fuel usage as in 2023 with an average price of \$1.89 per litre.

Insurance costs are based on discussions held with providers for upcoming year.

The repairs and maintenance costs are expected to remain consistent with prior year based on the aging of the equipment and the normal annual preventive maintenance.

Cost Recoveries

The proposed budget includes the cost recovery amounts from Annapolis and Digby based on the agreement in place for KTA to manage their transit operations. What has been referred to as “management fee” in the past is presented as cost recovery as it represents a recovery of overhead costs of KTA which get charged off to Annapolis and Digby based on their ridership percentages. For the 2024 budget, the total overhead costs subject to this cost recovery calculation is \$636,520 and based estimated on the estimated ridership % of 25.97% for Annapolis and 9.27% for Digby, KTA will recover 226,020 from the service partners which is shown as a cost reduction in the budget.

Capital Budget and Capital Reserve Account

The projected capital projects for 2024 include ICIP Phase 1, Rural Ridership program, the start of ICIP Electrification project and normal annual capital requirements for building and equipment, for a total of \$6,355,000.

External funding has been secured for much of these projects, with \$4,450,000 commitment from external government programs. In addition, \$79,400 is being projected to be funded out of the capital payable funds being held by KTA for Annapolis and Digby, which will need their approval. The remainder, \$1,825,600 must be funded by KTA and/or the Core Partners. The budget proposes that the current capital reserve funds be funded with an additional \$270,000 from the Core Partners which, along with the existing reserve funds, will

be sufficient to fund the full \$1,825,600 requirement of KTA. Management is recommending this process as a strategy for 2024 as temporary financing option, with final financing to take place upon the completion of the Phase 2, and at that time a debenture could be issued to fund the remaining requirements for 2025 and 2026 as well as potentially reimbursing the reserve fund. More discussions on that will take place during 2024 with the Board.



Financial Analysis:

The 2024 draft operating budget meets the requirements of a balanced budget. The operating costs of the draft budget to each core member is as follows:

Municipality of County of Kings	\$975,406
Town of Kentville	\$325,135
Town of Wolfville	\$243,851
Town of Berwick	\$81,284
Annapolis County	\$656,003
Digby County	\$340,333

The 2024 draft capital budget meets the requirement that all capital projects are properly funded and results in cost to the core members as follows:

Municipality of County of Kings	\$210,000
Town of Kentville	\$70,000
Town of Wolfville	\$52,500
Town of Berwick	\$17,500



Attachments: Detailed 2024 Operating and Capital Budgets



To: CAO's of Participating Municipal Units
From: Kings Transit Authority
Re: 2024 Operating and Capital Budget
Date: March 21, 2023

Summary

The 2024 operating and capital budget for Kings Transit Authority were presented to the IMSA Board on March 15, 2023.

[Changed to Submission to Board](#)

The submission to the Board for approval is attached and the RFD shows the amendment that was made by the Board prior to approval. The operating budget was approved as presented, however, the capital budget included a request of funds from the 4 core units as part of the ICIP program. It was indicated that an earlier motion and approval was made that resulted in each unit guaranteeing their share of the required funds, therefore, it should not form part of the request in the budget submission and was removed.

Financial Analysis:

The 2024 draft operating budget meets the requirements of a balanced budget. The operating costs of the draft budget to each core member is as follows:

Core Partners

Municipality of County of Kings	\$975,406
Town of Kentville	\$325,135
Town of Wolfville	\$243,851
Town of Berwick	\$81,284

Service Partners

Annapolis County	\$656,003
Digby County	\$340,333



KINGS TRANSIT AUTHORITY

2024 OPERATING AND CAPITAL BUDGETS

15-Mar-23



**Kings Transit
Authority**

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2024 Operating Trial Balance

2024 Management Fee Calculation



**Kings Transit
Authority**

Statement of Revenue and Expenditures

Total Operations

Budget 2023-2024

	January 2023 Actual	2023 Forecast	2023 Budget	2023 Budget vs Forecast Variance	2024 Budget	2024 Budget change from Forecast
Revenue						
Fares	601,907	722,289	548,430	173,859	794,518	10.00%
Mechanic Labour	56,925	68,310	62,000	6,310	130,000	90.31%
Advertising income	-	-	14,840	- 14,840	15,000	
Operating grants PNS	332,392	332,392	22,400	309,992	22,000	-93.38%
Operating Grants Core Members	1,133,203	1,359,844	1,359,843	1	1,625,676	19.55%
Operating Grants Service Partners	730,085	876,102	876,102	-	996,336	13.72%
Interest Revenue	-	-	275	- 275	300	0.00%
Miscellaneous	14,666	16,300	100	16,200	-	-100.00%
Gross Revenue	2,869,178	3,375,236	2,883,990	491,247	3,583,830	6.18%
Expenses						
Salaries - administration	216,500	259,800	223,153	36,647	272,600	4.93%
Salaries - operations	1,234,622	1,481,547	1,378,804	102,743	1,702,480	14.91%
Fuel	595,328	714,394	473,763	240,631	760,800	6.50%
Insurance	145,623	174,748	137,741	37,007	180,000	3.01%
Repairs and maintenance	286,208	343,450	332,009	11,441	325,000	-5.37%
Allocated shared costs	158,626	190,351	190,351	0	226,062	18.76%
Cost Recoveries						
Annapolis	- 113,979	- 136,775	- 136,775	- -	166,593	-21.80%
Digby	- 44,647	- 53,576	- 53,576	- -	59,469	-11.00%
Other expenses	233,223	303,285	338,520	- 35,235	342,950	13.08%
Total expenses	2,711,505	3,277,225	2,883,990	393,235	3,583,830	9.36%
Net surplus	157,673	98,012	- 0	98,012	-	



**Kings Transit
Authority**

Statement of Revenue and Expenditures

Core

Budget 2023-2024

	January 2023 Actual	2023 Forecast	2023 Budget	2023 Budget vs Forecast Variance	2024 Budget	2024 Budget change from Forecast
Revenue						
Fares	427,653	513,183	380,999	132,184	564,502	10.00%
Mechanic Labour	56,925	68,310	62,000	6,310	130,000	90.31%
Advertising income	-	-	10,000	10,000	10,000	
Operating grants PNS	206,083	206,083	22,000	184,083	22,000	-89.32%
Operating grants		-		-		
Kings County 60%	679,922	815,906	815,906	0	975,406	19.55%
Kentville 20%	226,641	271,969	271,969	0	325,135	19.55%
Wolfville 15%	169,980	203,977	203,976	0	243,851	19.55%
Berwick 5%	56,660	67,992	67,992	0	81,284	19.55%
Interest Revenue	-	-	275	275	300	
Miscellaneous	5,166	6,200	100	6,100	-	-100.00%
Gross Revenue	1,987,656	2,153,620	1,835,217	318,403	2,352,478	9.23%
Expenses						
Salaries - administration	216,500	259,800	223,153	36,647	272,600	4.93%
Salaries - operations	901,115	1,081,338	1,001,638	79,700	1,315,440	21.65%
Fuel	323,732	388,478	271,339	117,139	441,000	13.52%
Insurance	84,622	101,546	78,200	23,346	100,000	-1.52%
Repairs and maintenance	164,457	197,348	177,600	19,748	175,000	-11.32%
Cost recoveries		-		-	-	
Annapolis -	113,979	136,775	136,775	-	166,593	21.80%
Digby -	44,647	53,576	53,576	-	59,469	11.00%
Other expenses	199,517	262,838	273,638	10,800	274,500	4.44%
Total expenses	1,731,317	2,100,998	1,835,217	265,781	2,352,478	11.97%
Net surplus	97,713	52,622	-	52,622	-	



**Kings Transit
Authority**

Statement of Revenue and Expenditures

Annapolis

Budget 2023-2024

	January 2023 Actual	2023 Forecast	2023 Budget	Budget Variance	2024 Budget	% Change from Forecast
Revenue						
Fares	118,387	142,064	113,330	28,734	156,270	10.00%
Advertising income	-	-	3,795 -	3,795	4,000	
Operating grants PNS	76,450	76,450	-	76,450	-	-100.00%
Operating grant Annapolis	503,576	604,291	604,291	-	656,003	8.56%
Miscellaneous	6,500	6,500	-	6,500	-	-100.00%
Gross Revenue	704,913	829,305	721,416	107,889	816,273	-1.57%
Expenses						
Allocated shared costs	113,979	136,775	136,775	-	166,593	21.80%
Salaries - operations	220,371	264,446	250,255	14,191	254,880	-3.62%
Fuel	179,244	215,093	131,486	83,607	214,800	-0.14%
Insurance	35,801	42,961	34,721	8,240	45,000	4.75%
Repairs and maintenance	92,792	111,351	134,585 -	23,234	100,000	-10.19%
Other expenses	20,212	24,254	33,594 -	9,340	35,000	44.31%
Total expenses	662,400	794,880	721,416	73,464	816,273	2.69%
Net surplus	42,513	34,425	-	34,425	-	



Statement of Revenue and Expenditures

Digby

Budget 2023-2024

	January 2023 Actual	2023 Forecast	2023 Budget	Budget Variance	2024 Budget	% Change from Forecast
Revenue						
Fares	55,868	67,042	54,101	12,941	73,746	10.00%
Advertising income	-	-	1,045	- 1,045	1,000	
Operating grants PNS	49,859	49,859	400	49,459		-100.00%
Operating grant Digby	226,509	271,811	271,811	- 0	340,333	25.21%
Miscellaneous	3,000	3,600	-	3,600	-	-100.00%
Gross Revenue	335,236	392,311	327,357	64,954	415,079	5.80%
Expenses						
Allocated shared costs	44,647	53,576	53,576	0	59,469	11.00%
Salaries - operations	113,136	135,763	126,911	8,852	132,160	-2.65%
Fuel	92,353	110,823	70,938	39,885	105,000	-5.25%
Insurance	25,201	30,241	24,820	5,421	35,000	15.74%
Repairs and maintenance	28,959	34,751	19,824	14,927	50,000	43.88%
Other expenses	13,494	16,193	31,288	- 15,095	33,450	-93.22%
Total expenses	317,789	381,347	327,357	53,990	415,079	8.85%
Net surplus	17,447	10,964	-	10,964	-	



**Kings Transit
Authority**

Capital Budget 2024

Project	Gross Costs	Replacement Reserve	Government of Canada	ICIP	Annapolis	Digby
Transit Studies - Routing, Fleet, Accessibility, Etc.	200,000	200,000				
Rural Rideshare Pilot	1,000,000	120,600	800,000		48,800	30,600
Project Management	50,000	50,000				
Electric Vehicle Infrastructure	5,000,000	1,350,000		3,650,000		
Equipment	25,000	25,000				
Buildings	80,000	80,000				
Totals	6,355,000	1,825,600	800,000	3,650,000	48,800	30,600



**Kings Transit
Authority**

Capital Reserve and Capital Payable Balances

	Opening Balance	PNS Grants	Municipal Contributions	Capital Purchases	Ending Balance
Core Units	1,234,865	243,750	350,000 -	1,825,600	3,015
Annapolis	196,721	95,625	- -	48,800	243,546
Digby	77,093	35,625	- -	30,600	82,118
Totals	1,508,679	375,000	350,000 -	1,905,000	328,679



**Kings Transit
Authority**

Three Year Capital Budget 2024-2026

	2024	2025	2026	Totals
Projects				
ICIP Phase 1	200,000	-		200,000
Rural Rideshare Pilot	1,000,000			1,000,000
Project Management	50,000	100,000		150,000
Electric Vehicle Infrastructure	5,000,000	5,000,000	1,957,807	11,957,807
Equipment	25,000	25,000	25,000	75,000
Buildings	80,000	70,000	50,000	200,000
Totals	6,355,000	5,195,000	2,032,807	13,582,807
Funding Sources				
Core - Capital Reserves	1,825,600	1,545,000	573,457	3,944,057
Government of Canada	800,000			800,000
ICIP	3,650,000	3,650,000	1,459,350	8,759,350
Annapolis	48,800			48,800
Digby	30,600			30,600
	6,355,000	5,195,000	2,032,807	13,582,807



**Kings Transit
Authority**

2024 Total Municipal Contributions

		Operating Grants	Regular Reserve Fund Contributions	Special Reserve Funds	Total
CORE PARTNERS					
Municipality of Kings	60%	975,406	48,000	162,000	1,185,406
Town of Kentville	20%	325,135	16,000	54,000	395,135
Town of Wolfville	15%	243,851	12,000	40,500	296,351
Town of Berwick	5%	81,284	4,000	13,500	98,784
	100%	1,625,676	80,000	270,000	1,975,676
SERVICE PARTNERS					
Annapolis County	Actual costs	656,003	-		656,003
Down of Digby	Actual costs	340,333	-		340,333
		996,336	-	-	996,336
Total Contributions from Municipal Parties		2,622,012	80,000	270,000	2,972,012



**Kings Transit
Authority**

2023 Total Municipal Contributions

		Operating Grants	Regular Reserve Fund Contributions	Special Reserve Funds	Total
CORE PARTNERS					
Municipality of Kings	60%	815,906	48,000	-	863,906
Town of Kentville	20%	271,969	16,000	-	287,969
Town of Wolfville	15%	203,977	12,000	-	215,977
Town of Berwick	5%	67,992	4,000	-	71,992
	100%	1,359,843	80,000	-	1,439,843
SERVICE PARTNERS					
Annapolis County	Actual costs	604,291	-		604,291
Down of Digby	Actual costs	271,811	-		271,811
		876,102	-	-	876,102
Total Contributions from Municipal Parties		2,235,945	80,000	-	2,315,945

	Budget 2024			Total
	Core	Annapolis	Digby	
Revenue				
4021 Fares	564,502	156,270	73,746	794,518
4126 Mechanics Labour	130,000	-	-	130,000
4100 Advertising	10,000	4,000	1,000	15,000
4209 Operating Grant Provincial	22,000	-	-	22,000
4210 Partner Contribution	1,625,676	-	-	1,625,676
4251 Service partner Management fee	- 226,062	656,003	340,333	996,336 226,062
4300 Interest	300	-	-	300
	2,578,540	816,273	415,079	3,809,892

Expenses

5302 Admin Salaries and Wages	235,000	-	-	235,000
5313 Benefits - Admin	37,600	-	-	37,600
	272,600			272,600
5705 Drivers Salaries and Wages	645,440	216,000	112,000	973,440
5706 Supervisors Salaries and Wages	162,000	-	-	162,000
5707 Mechanics Salaries and Wages	243,360	-	-	243,360
5708 Maintenance Salaries and Wages	83,200	-	-	83,200
5713 Benefits - Operations	181,440	38,880	20,160	240,480
	1,315,440	254,880	132,160	1,702,480
5878 Fuel	441,000	214,800	105,000	760,800
5880 Insurance	100,000	45,000	35,000	180,000
5803 Bus Maintenance	175,000	100,000	50,000	325,000
5320 Legal and Audit	26,000	-	-	26,000
5321 Advertising	5,000	-	-	5,000
5322 Marketing	20,000	-	-	20,000
5328 Interest and Bank Charges	10,000	-	-	10,000
5330 Annual Fees	4,000	-	-	4,000
5336 Office Supplies	13,000	-	-	13,000
5338 Printing	9,000	-	-	9,000
5342 IT Services	5,000	-	-	5,000
5346 Phone and Internet	8,000	-	-	8,000
5352 Professional fees	25,000	-	-	25,000
5354 Training and Development	5,000	-	-	5,000

5360 Miscellaneous Expense	2,500	1,000	-	3,500
5370 Meeting	1,000	-	-	1,000
5380 Travel	10,000	-	-	10,000
5419 Cleaning and Supplies	12,000	-	-	12,000
5420 Repair and Maintenance	15,000	-	-	15,000
5421 Snow/Ice Removal	13,000	-	-	13,000
5422 Power	10,000	-	-	10,000
5423 Fuel Heat	7,500	-	-	7,500
5427 Bus Storage Rent	-	-	8,500	8,500
5720 Development and Training	5,000	-	-	5,000
5721 Health and Safety	5,000	1,000	1,000	7,000
5760 Vehicle Permits Registrations and Fees	16,000	7,000	5,000	28,000
5775 Radio WIFI and Cellular	15,000	2,000	1,000	18,000
5782 Tools	7,500	-	-	7,500
5784 Shop Supplies	8,000	2,000	1,000	11,000
5882 Bus Cleaning	-	18,000	15,000	33,000
5884 Bus Advertising & Signage	500	500	250	1,250
5888 Uniforms	7,500	2,000	1,500	11,000
5890 Commission	4,000	1,500	200	5,700
5801 Service Vehicle Maintenance	5,000	-	-	5,000
	274,500	35,000	33,450	342,950
Management fee		166,593	59,469	226,062
Total Expenses	2,578,540	816,273	415,079	3,809,892
Net Surplus	-	-	-	-

Kings Transit Management Fee Calculation

Shared Expenses

2024 Budget

5302 Admin Salaries & Wages	235,000.00
Benefits Admin	37,600.00
5320 Legal and Audit	26,000.00
5321 Admin Advertising	5,000.00
5322 Marketing	20,000.00
5330 Annual Fees	4,000.00
5336 Office Supplies	13,000.00
5338 Printing	9,000.00
5342 IT Services	5,000.00
5346 Office phones internet & answer svc	8,000.00
5354 Staff training & development	5,000.00
5370 Meeting Expenses	1,000.00
5380 Travel Expense	10,000.00
5419 Building - cleaning & supplies	12,000.00
5420 Building - repair/maintenance	15,000.00
5421 Building - Snow/ice removal	13,000.00
5422 Building - Power	10,000.00
5423 Building - Fuel Heat	7,500.00
5706 Supervisors Salaries & Wages	162,000.00
Benefits Supervisor	25,920.00
5782 Tool Replacement	7,500.00
5801 Service vehicle maintenance	5,000.00

Total Shareable Expenses	636,520.00
--------------------------	------------

	Management Fee Calculation	
	Annapolis	Digby
Total Shared Expenses	636,520.00	636,520.00
%	25.97%	9.27%
Service Vehicle Fuel	165,294	59,005
Management Fee	166,593	59,469

REQUEST FOR DECISION
RFD006-2023
2023/24 Operating Plan



To: Town Council
From: Management
Date: ~~March 28, 2023~~ April 11, 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 for 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 provided 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.

The Operating Plan has been updated to include the first quarter priorities chart. It is important to note that the chart only focuses on the priorities of the plan and does not include the day-to-day operations of the Town, which are happening in addition to the priorities.

There may be priorities that are identified after the plan is approved. These will be reflected in the quarterly priorities chart in the future. New priorities may mean that current priorities are not completed according to the original timeline.

Financial Implications

N/A

REQUEST FOR DECISION
RFD006-2023
2023/24 Operating Plan



Priority Alignment

Check Applicable	Strategic Priority Area	Comments
x	Economic	
x	Environmental	
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, 2023 – MARCH 31, 2024



DRAFT

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Message from Chief Administrative Officer

It is hard to believe it has only been nine months since I started with the Town of Berwick. It has been a busy nine months, and staff have faced many changes in a relatively short period of time, but they have been patient and overall adapting well.

This Operating Plan has been developed to communicate and align the Town's Priorities for Council, Staff and the public. Staff have provided input and feedback to develop a Plan that we hope is realistic and achievable on top of our day-to-day operations. There are several significant projects starting and continuing into 2023/24, including; the Community Solar Garden, the detailed design for a new filter and blower at the Wastewater Treatment Plant (WWTP), the Municipal Planning Strategy Review, optimizing the Asset Management Plan, and celebrating Berwick's Centennial!

This upcoming year, our focus is on building organizational capacity and preparing for the continued growth of Berwick. We are a desirable place to live and the growth we have seen over the past year is not slowing down. Concerns have been raised about critical infrastructure to support this growth and we are taking steps to identify and plan for necessary upgrades through design and studies related to wastewater, storm water and groundwater.

We will also be adding a few new positions to the organization as we prepare for future retirements. During this transition time, the additional capacity will allow us to focus on optimizing our asset management program, improving communications and reducing barriers to our services and programs in accessibility, diversity, inclusion and equity.

We have a lot of exciting initiatives planned for the coming year and I look forward to working with Council, staff, the community and new and existing partnerships to achieve our goals!

Jen

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

Expenses within the 2023/24 operating budget are tightly aligned to our operating plan, including the addition of three FTE's to ensure appropriate resourcing to carry out effective operations and key projects as identified within this plan. Investments in critical IT software and hardware will equip staff to effectively perform their job, while enhancing service levels for our residents. Expenses have also increased within our maintenance budgets, to ensure essential maintenance for equipment, roads and sewer functions is completed on a proper preventative maintenance schedule, utilizing condition assessments from our asset management plan.

Expense highlights include:

- IT investments of \$57,000
- New position of Communications Coordinator \$35,000, Director of Public Works \$
- CPI increases of 6% for non-union and Council and 7.5% for CUPE employees.
- One-time expenses for: Centennial Celebrations \$10,000; MPS review Y2 \$12,500
- Maintenance increases include sewer maintenance of \$22,000, public works maintenance increase by \$10,000, storm sewer maintenance \$15,000 and centre line painting and traffic control \$15,000.
- The street and sidewalk paving maintenance budget remains at \$200,000 to support the enhanced maintenance plan.

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.

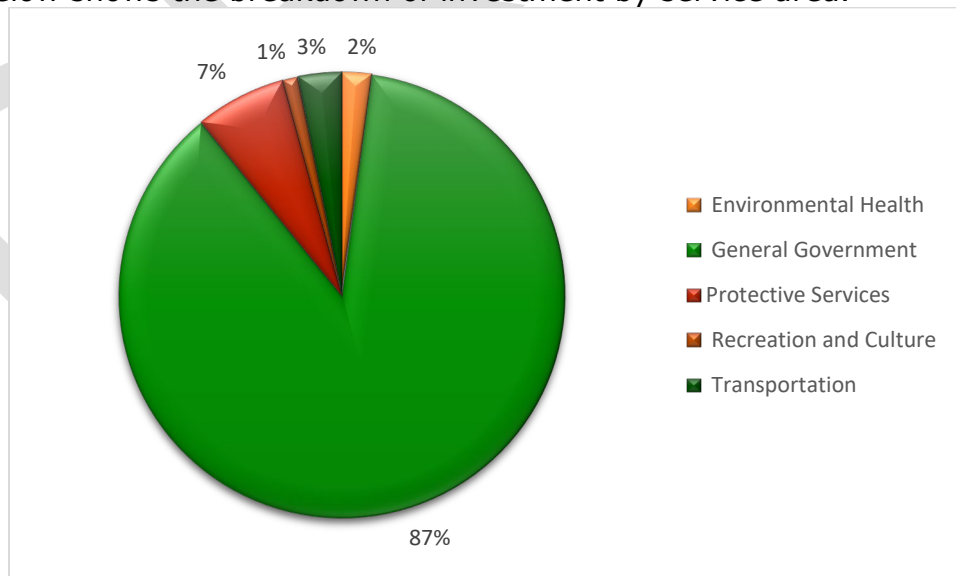
The Town is also preparing for significant upgrades to the Wastewater Treatment Plant (WWTP), completing a detailed design for a filter and blower, that will assist with increasing capacity that will be necessary as development interest increases and Berwick continues to see significant growth.

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 rescue 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.

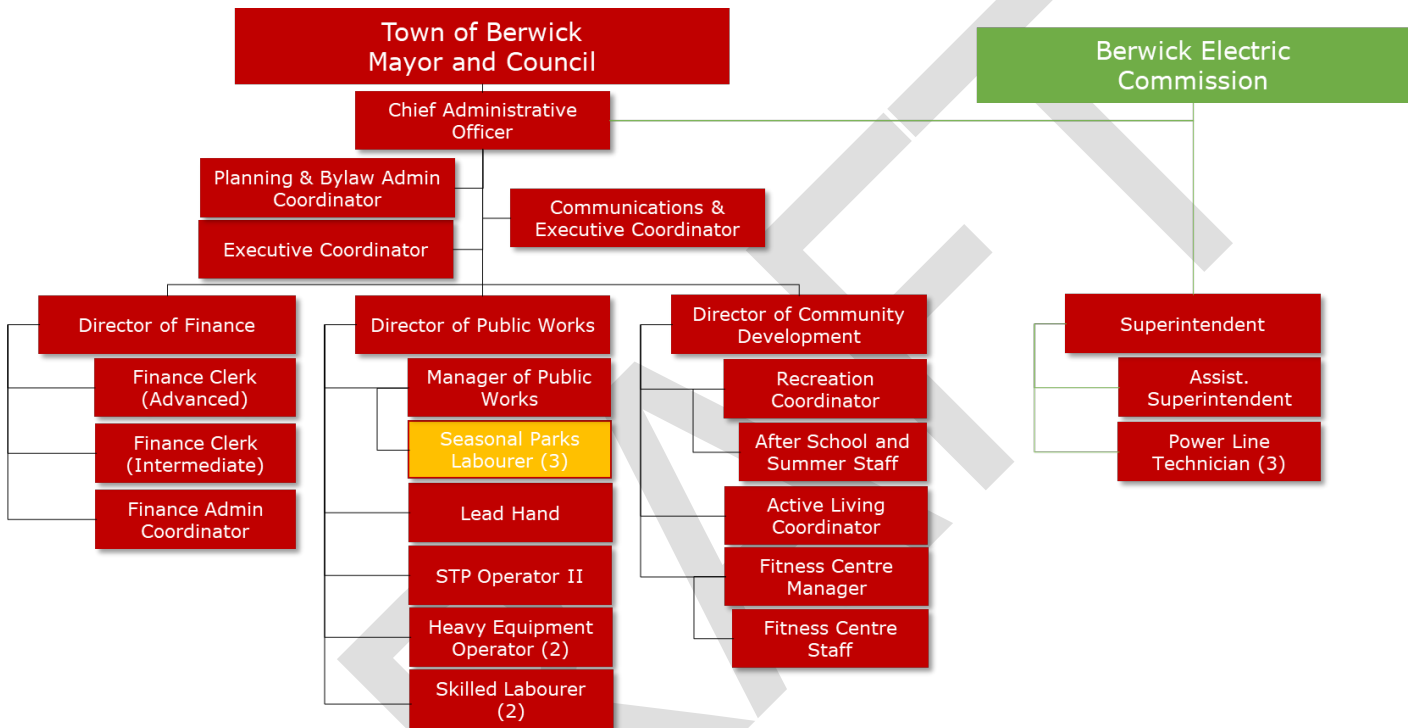


Organization and Resourcing

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, an 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 six 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

- Review all corporate strategies, plans and reports, identifying information which is no longer relevant.

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 operations of Town and BEC• Bylaw and Policy development• Council and Committee resourcing• Human Resources• Communications• Special Projects• IT

2023/24 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 repealing outdated documents and ensuring 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.

PERFORMANCE MANAGEMENT

- Develop and implement a Performance Management Program.

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• Finance Administration Coor• Finance Clerk (Adv)• Finance Clerk (Int)	<ul style="list-style-type: none">• Financial operations, budgeting & reporting• Capital asset management• Payroll and benefit administration• Property taxation & sewer billing• Electric Utility Administration & Billing• Customer services

2023/24 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 =4 RCMP	<ul style="list-style-type: none">Provide police services to the Town as part of a regional district model for Kings County

2023/24 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)

2023/24 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).

2023/24 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.

2023/24 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

2023/24 Operational Priorities

MUNICIPAL PLANNING STRATEGY REVIEW

- The last Municipal Planning Strategy (MPS) Review was in 2012. This review will align the the Town's Plan with new provincial standards and statements of interest, add climate change and environment policies, and consider inclusive housing options, as well as, improving the structure and fixing inconsistencies between the current MPS and Land Use Bylaw (LUB).

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

Parks & Facilities includes 3 summer staff.

Parks & Facilities	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.

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 and 2 summer staff.

Economic Development	Areas of Responsibility
<ul style="list-style-type: none">• 0.5 Manager• VIC and Museum Manager	<ul style="list-style-type: none">• Business engagement• Marketing and events• Beautification and streetscaping• Tourism

2023/24 Operational Priorities

BUSINESS ENGAGEMENT

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

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	Areas of Responsibility
<ul style="list-style-type: none">• 0.5 Manager• Active Living Coordinator• Recreation Coordinator• Afterschool Coordinator• Program Leaders• Rec Intern• 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 opportunities• Diversity, Equity, and Inclusion• Accessibility• Festivals and Event

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.

DIVERSITY, EQUITY & INCLUSION

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

ACTIVE LIVING & OTHER STRATEGIES REVIEW

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

PARTNERSHIPS

- Establish better lines of communication and contact with community groups and organizations therefor increasing capacity for resource navigation.

PROGRAMMING

- Increase programming outside of traditional physical activity - i.e. food security initiatives. Also, focus on increasing opportunities for teens to stay active and engaged 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.

Fitness Centre	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.

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Appendix A

QUARTER 1 PRIORITIES: APRIL TO JUNE

	Priority	Proposed Outcome	Status
Administration	IT Upgrades	<ul style="list-style-type: none"> Complete Office 365 implementation and rollout to Council with training. Complete IT audit and identify/firm up support 	
	Performance Management	<ul style="list-style-type: none"> Develop and implement a Performance Management Policy and Procedures to support Compensation Plan 	
	Records Management	<ul style="list-style-type: none"> Begin training re: Record Management structure and move files to SharePoint 	New files are being saved in SharePoint.
Finance	New Payroll System	<ul style="list-style-type: none"> Identify new payroll/time entry system and implement 	Research options, complete demonstrations & receive quotes.
	Low Income Tax Exemption Policy	<ul style="list-style-type: none"> Review and propose changes to the Town's Low Income Tax Exemption Policy 	
Public Works	Storm Water Management Study	<ul style="list-style-type: none"> Apply for funding to offset project funding. Prepare Request for Proposal for project for procurement. 	
	Capital	<ul style="list-style-type: none"> Tender Asphalt Patch and Paving Tender O-Turn Mower for Parks Purchase 2 crosswalk lights 	<p>Asphalt tender closes April 6.</p> <p>O-Turn Mower tender closes April 20.</p>

Environmental (Sewer)	Wastewater Treatment Plant Filter and Blower Detailed Design	<ul style="list-style-type: none"> Apply for funding to offset project funding. Approve scope of work and begin capacity and design work to inform new filter and blower detailed design documents. 	
	New Diffuser Sleeves	<ul style="list-style-type: none"> Complete tender for documents to install new diffuser sleeves in cell/lagoon one. 	90% completed.
Parks and Facilities	Beautification	<ul style="list-style-type: none"> Collect quotes for hanging baskets, install banners, create map of local gardens indicating areas of Town responsibility. Preparation for beautification grant application. 	
	Centennial Park Plan	<ul style="list-style-type: none"> Draft RFP for hiring of Park Planning consultant. Apply for funding to offset project costs. 	
	Mill St. Trailhead	<ul style="list-style-type: none"> Secure contractor for Construction of decking, Secure funding for other elements at Trailhead through Active Communities Fund 	
	Spicer Park	<ul style="list-style-type: none"> Publish RFP and select successful proponent 	
Economic Development	Business Engagement	<ul style="list-style-type: none"> Business Community Social, Develop welcome protocol for new businesses 	
	Marketing and promotions	<ul style="list-style-type: none"> Launch of self-guided Tour Radio ads and promotion for Centennial Events, planning for summer evening market, Gather information for creation of Art Installation for Centennial 	
	Signage	<ul style="list-style-type: none"> Complete Park signage, Gather quotes and info for new directional signage posts in Town supported through Beautification Application 	

Recreation	Strategic Plans	<ul style="list-style-type: none"> • Complete draft one of Active Living Strategy 	
	Partnerships	<ul style="list-style-type: none"> • Begin developing a contact list with local community groups and organizations 	
	Programming	<ul style="list-style-type: none"> • AMANS Staff Wellness Challenge, • Summer staff hiring, • Concert Series Selection Process, • Earth Day Community Cleanup, • Plan and Host Centennial Day Celebration, • Seed starting workshop, • Launch of Summer Day Camp Registration through BookKing 	
	Reducing Barriers	<ul style="list-style-type: none"> • Call for Bikes during Spring Clean-up, • Grow Apple Fund, • Free Bike Repair Workshop, • Drop In program, • Easter Event including Easter Egg Hunt through Town 	
BFC	Membership	<ul style="list-style-type: none"> • Create Radio Ad, continue to build class schedule 	

REQUEST FOR DECISION

RFD007-2023: Employee Compensation & Review Policy and Plan



To: Town Council
From: Management
Date: ~~March 28, 2023~~ April 11, 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 as presented.

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 to 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 approve the placement of the CAO on the proposed salary range.

During discussion at the March 28, Committee of the Whole, Council recommended including reference to the Performance Management Policy and Procedure and step promotions within the Employee Compensation and Review Policy. This has been included as section 5.3.

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



Further, Council discussed identifying the holiday leave between Christmas and New Years in the Policy as a form compensation. Staff will be reviewing all compensation-related policies, such as vacation, sick leave, benefits, etc. And will make a recommendation on where to include this in that review.

Financial Implications

N/A

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 with 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. All step promotion recommendations for full-time, permanent, non-union employees will be determined as detailed within the Town's *Performance Management Policy and Procedure*. Employees who receive a satisfactory performance review each year will move a half step every other year. An employee may receive a half step promotion in any given year if their performance review reflects an overall metric of "exceeds expectations" on their performance review.

5.4. 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

POLICY

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 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	111,215	119,556	127,897	137,490	147,082
4	93,346	100,347	107,348	115,399	123,451
3	80,899	86,967	93,034	100,012	106,989
2	48,852	52,516	56,180	60,394	64,607
1	43,299	46,547	49,795	53,529	57,263

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.

DRAFT

REQUEST FOR DECISION

RFD008-2023: 2023/24 Asphalt Paving Streets & Sidewalks



To: Town Council
From: Director of Finance
Date: April 11, 2023
Subject: 2023/24 Asphalt Paving Streets & Sidewalks

References/Attachments

Request for Proposals: Asphalt Paving Streets & Sidewalks BER2023-001
2023/24 Operating Budget

Legislation

Purchasing and Tender Policy

Recommendation

To award tender BER2023-001 the 2023/24 Asphalt Paving Streets and Sidewalks, with a budgeted amount up to \$200,000 to Howard E. Little Excavating.

Background

The 2023/24 Asphalt Paving Streets & Sidewalks maintenance was approved in the 2023/24 Operating budget in March 2023. A call for tenders closed on April 6th, 2023 at 2pm. A summary of bids is attached.

Howard E. Little Excavating came in with the lowest bid overall. Staff considered the difficulties bidders may have in determining the per hour price for the large milling machine and agreed to remove that component from the evaluation. The Public Works department will prioritize areas to be completed through consultation with the asset management plan.

Financial Implications

The asphalt paving & streets maintenance has a maximum annual budget of \$200,000 for fiscal year 2023/24

REQUEST FOR DECISION
RFD008-2023: 2023/24 Asphalt
Paving Streets & Sidewalks



Priority Alignment

Check Applicable	Strategic Priority Area	Comments
X	Economic	
	Environmental	
	Social	
	Cultural	

Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

I support the recommendation of Staff.

CAO Initials: JB

Target Decision Date: April 11, 2023

Bidder	Asphalt Hand Patching \$ per Tonne	Asphalt for sidewalks \$ per linear meter placed	Remove sidewalk \$ per linear meter	Spreader Patching Street \$ per Tonne	Small milling machine \$ per hour	Large Milling Machine \$ per hour	Paved curb replacement \$ per linear meter
Howard Little Excavating	\$325.00	\$65.00	\$15.00	\$220.00	\$225.00	N/A	\$75.00
Dexter Construction Co. Ltd.	\$405.00	\$108.00	\$31.00	\$257.00	\$155.00	N/A	\$106.00

**REQUEST FOR DECISION
RFD009-2023: Reallocation of
2023/24 Capital Budget**



To: Town Council
From: Director of Finance
Date: April 11, 2023
Subject: Reallocation of 2023/24 Capital Budget

References/Attachments

2023/24 5 Year Capital Investment Plan

Legislation

MGA Section 65

Recommendation

That Council approve moving the New Backhoe to year 1 of the 2023/24 5 Year Capital Investment Plan and reallocating the New Plow Truck capital project to year 2.

Background

As approved in the 2023/24 5 Year Capital Investment Plan, the budget includes \$200,000 for a new plow truck in year 1 to be funded from debt and \$180,000 for a new backhoe in year 2 to be funded by debt.

The Town's existing backhoe experienced a catastrophic failure to the motor on April 6th, 2023. Public works has secured a rental backhoe for the interim. As this machine is critical for daily operations, public works has proposed swapping the replacement timing of the new plow truck and the new backhoe. The Director of Public Works has advised the wait period for a new plow truck would likely be 1-2 years before we would receive the equipment.

Financial Implications

No expected monetary impact to the overall capital budget at this time.

REQUEST FOR DECISION
RFD009-2023: Reallocation of
2023/24 Capital Budget



Priority Alignment

Check Applicable	Strategic Priority Area	Comments
X	Economic	
	Environmental	
	Social	
	Cultural	

Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

CAO Initials: JB

Target Decision Date: April 11, 2023