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Finance Committee Meeting Agenda

Tuesday, June 6, 2023 – 9:00 a.m.

MODL Council Chambers – 10 Allée Champlain Drive, Cookville

- 1. Call to Order**
 - 1.1 Mi'kma'ki Territorial Acknowledgement
- 2. Announcements, Acknowledgements, Recognition**
 - 2.1 Proclamation – World Ocean Day
- 3. Public Input (15 Minutes)**
- 4. Changes/Approval of Agenda (as circulated)**
- 5. Approval of Minutes – May 2, 2023**
- 6. Business Arising from Minutes**
- 7. Presentations/Scheduled Times - Nil**
- 8. Consideration of Correspondence – Nil**
- 9. Recommendations from Committees & Boards - Nil**
- 10. Staff Reports**
 - 10.1 Finance Department**
 - 10.1.1 2022-23 Proposed Capital Funding, CCBF Investment and 4th Quarter Capital variance report 1-6
 - 10.2 Admin Department**
 - 10.2.1 Noise By-law & By-law Enforcement 7-23
 - 10.2.2 Household Water Supply Financing Program Options 24-28
 - 10.2.3 Policy 045 Salary Administration 4-Year Review 29-49
- 11. Added Items**
- 12. In Camera**
 - 12.1 Land Negotiations under Section 22(2)(a) of the MGA
 - 12.2 Land Negotiations under Section 22(2)(a) of the MGA
- 13. Adjournment**



Municipality of the District of Lunenburg

Request for Decision

Report to: Finance Committee

Submitted by: Elana Wentzell, CPA, CMA

Date: 2023-06-06

Re: 2022-23 Proposed Capital Funding, CCBF Investment and 4th Quarter
Capital variance report

Recommendation

The Finance Committee recommends that Municipal Council approve the funding of 2022/23 completed capital projects and CCBF investment as noted in this report and as summarized on the enclosed 2022/23 Capital Project & CCBF Investment Plan.

Executive summary

Financing of the completed 2022/23 capital projects has been allocated as per the approved budget with exceptions that are noted in the attached report. Changes in financing can occur when a project is completed over budget or new sources of financing are found. A summary of all completed projects compared to budget is enclosed. This summary serves as the 4th quarterly variance report for the Capital Fund and outlines proposed funding of Capital and CCBF projects.

Discussion

Many of the 2022/23 capital projects were budgeted to be funded from Reserve funds. Under Section 99 (4) of the Municipal Government Act, Council approval is required for all withdrawals from capital reserves. As well, Council must approve all CCBF expenditures. Compliance occurs when Council approves the capital budget that shows withdrawals from reserves to fund capital expenditures. When funding changes are made at year end, Council should be made aware of them, and approval should be sought.

Budget implications

Several projects were completed under budget, some were over budget, re-evaluated or deferred to a future year. Of the \$8,897,500 approved 2022/23 Capital Budget, projects in the amount of \$5,128,495 were completed.

Financing of these projects included, \$1,700,736 in Provincial and Federal Grants, \$777,590 from General Operating Reserves, \$98,580 from Sewer Reserves, \$364,291 from Open Space Reserves, insurance recoveries for a damaged speed radar sign of \$4,248, and \$1,011,198 from resident payments for the LaHave Straight Pipe Replacement Program which included a payback to the Depreciation fund of \$195,592. As well, the Straight Pipe Program wrapped up with a \$52,807 surplus over the 5-year program period which will be transferred to a Straight Pipe Operating Reserve. This reserve will be used to cover future costs of remediating system issues that might occur that would not be the responsibility of the homeowner based on the agreement. Regular maintenance fees for the installed systems are billed to property owners on the final tax bill until the 7-year municipal ownership expires.

CCBF spending for 2022/23 totals \$1,359,686 consisting of capital projects of \$682,831, contributions to non-owned trails \$59,850, Rural Broadband Project Costs \$232,763 and \$384,243 in paving costs for non-owned roads in the Operating Fund.

Conclusion

Staff has made this recommendation to ensure compliance with the Municipal Government Act and the Federal CCBF Agreement.

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

5 Year Capital Investment and Canada Community Building Fund (CCBF) Plan - 4th Quarter Variance Report & Proposed Year End Funding	Project Approved Budget	Actual Cost 31-Mar-23	PROPOSED FUNDING						Proposed Funding & Notes:	
			Grants	CCBF	Depreciation Reserve	General Operating Reserve	Sewer/Open Space/ Lahave Reserve	Residents / Insurance recoveries		
Corporate Infrastructure Projects										
Facilities										
Accessibility Legislation Placeholder	250,000	17,265	-			17,265				As budgeted
MARC Dugout Upgrades	10,000	-								Project deferred
MARC Facility & Energy Assessment	75,000	7,821	-			7,821				Project carried forward. Grant received for energy assessment in 2023/24.
Municipal Services Building Final Costs	500,000	411,418				411,418				Pay from reserves until reimbursement by vendor insurance
Vehicles										
Rec Tractor	50,000	48,965				48,965				As budgeted
Bldg Insp Electric Vehicle	-	75,145		75,145						As budgeted
Other										
Tax Bill Portal	15,000	-								Project carried forward to 2023-24. SNSMR Grant received.
Subtotal Corporate Infrastructure Projects	900,000	560,614	-	75,145	-	485,469	-	-	-	
Climate Change Mitigation & Adaptation Projects										
Green/Climate Change Projects	50,000	-								Unspent funds to Climate Change reserve
Petite Riviere Watershed Flood Mitigation	100,000	33,580	16,790	16,790						As budgeted - remainder of project carried forward
Solar Panels - Municipal Building	400,000	204,484		204,484		-				As budgeted - remainder of project carried forward
EV Chargers Study & Installation	25,000	-								Project carried forward 2023-24
Subtotal Climate Change Mitigation & Adaptation Projects	575,000	238,065	16,790	221,274	-	-	-	-	-	

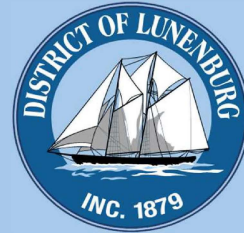
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<i>Economic Development Projects</i>									
Internet	700,000	232,763		232,763		-			As budgeted
Osprey Village Community Hub Complex/Land Development	50,000	6,162				6,162			As budgeted
Wayfinding (Directional/Visual Signage to MODL Assets)	225,000	225,858	23,182	202,675					As budgeted
<i>Subtotal Economic Development Projects</i>	975,000	464,782	23,182	435,438	-	6,162	-	-	
<i>Trail Development Projects</i>									
Annual contribution to Trail Groups	59,900	59,850		59,850					As budgeted
Art on the Trail	15,000	2,892				2,892			No grant - funded as budgeted
Osprey Village AT Connection (Pedestrian Bridge)	169,000	85,119	62,418			22,701			ICIP Grant - funded as budgeted
Indian Falls Trail upgrade & extension	90,000	5,123	5,123						Grant received
MARC existing Trail Upgrade	21,700	3,110				3,110			As budgeted - project carried forward 2023/24
MARC Trail Connect	19,800	-							Project deferred to 2024/25
Osprey Village Trail Connector	250,000	19,400		19,400				-	As budgeted
<i>Subtotal Trail Development Projects</i>	625,400	175,495	67,541	79,250	-	28,703	-	-	
<i>Parks & Open Space Projects</i>									
Future Land Purchases	50,000	364,291					364,291		Council Approved
Accessibility Plan envelope/ Improve Rec Assets, beaches etc.	250,000	58,222				58,222			As budgeted
Oakland Beach Conservation Area	15,000	2,383				2,383			As budgeted
Park Roads - Sand Dollar Park	6,000	4,296				4,296			As budgeted
- Wile's Lake	24,000	20,068				20,068			As budgeted

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River Ridge Phase 5	100,000	45,418		45,418		-			As budgeted
Sawpit Park	29,000	510				510			Design leading to capital project 2023-24
Active Living Park/Pickleball Courts	500,000	13,124		13,124					As budgeted
<i>Subtotal Parks & Open Space Projects</i>	<i>974,000</i>	<i>508,312</i>	<i>-</i>	<i>58,542</i>	<i>-</i>	<i>85,478</i>	<i>364,291</i>	<i>-</i>	
<i>Paving Projects - Roads & Shoulders</i>									
AT Plan - Osprey Village	50,000	-							No paving projects identified
J Class Roads (NSTIR paving Partnership) - carry over unused 2021-22	500,000	384,243		384,243					As budgeted
<i>Municipal Roads Paving</i>									
Harold Whynot Craig Chandler	25,000	16,769		16,769					As budgeted
CES Parking Lot	-	116,000				116,000			Council approved
Speed Radar Signs - post mounted	20,000	19,541				15,293		4,248	New Signs purchased. Insurance recovery to replace signage destroyed in vehicular accident
<i>Subtotal Paving Projects - Roads & Shoulders</i>	<i>595,000</i>	<i>536,553</i>	<i>-</i>	<i>401,012</i>	<i>-</i>	<i>131,293</i>	<i>-</i>	<i>4,248</i>	
<i>Water, Wastewater & Environmental Protection Projects</i>									
Green Compost Carts	60,000	51,574			51,574				As budgeted
LaHave River Straight Pipe	2,183,000	2,281,758	1,518,959		(195,592)		(52,807)	1,011,198	The project wrapped up with a \$68,157 surplus (over the 5 years) which will be transferred to Reserves for future costs. Homeowners payments will continue to pay back the Depreciation reserve over the next 7 years.
Osprey Village Water Tower	150,000	10,431				10,431			No grant claims permitted until site is selected

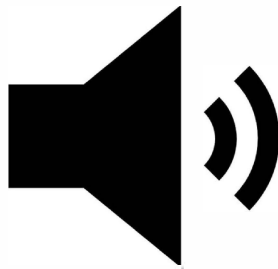
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Riverport School	50,000	55,257	40,514			14,743			As budgeted
WWTP Cookville Plant Expansion	500,000	-							Project carried forward 2023-24
WWTP Cookville Press	1,000,000	-							Deferred and included in WWTP expansion
WWTP Cookville I&I	45,000	40,356					40,356		As budgeted
WWTP Cookville Equipment Replacement	50,000	23,749	8,438			15,311			Bundled Grant approved \$67,500. Received \$33,750 (remaining balance to paid when all proejcts in bundle complete)
WWTP Cookville Inlet Filter	20,000	17,426	8,437		8,989				
WWTP NG Automatic Wasting Valves & Equipment	75,100	75,099	16,875				58,224		
WWTP NG Pump Stn 6 Electrical Upgrade	60,000	-	-						
WWTP Hebbville Pump Stns - Assess & Design	40,000	89,024		89,024					As budgeted
Water Resiliency/Dry Wells	20,000	-							Project carried forward 2023-24
<i>Subtotal Water, Wastewater, Environmental Protection Projects</i>	<i>4,253,100</i>	<i>2,644,675</i>	<i>1,593,223</i>	<i>89,024</i>	<i>(135,029)</i>	<i>40,485</i>	<i>45,774</i>	<i>1,011,198</i>	
TOTAL PROJECT COST	\$ 8,897,500	\$ 5,128,495	\$ 1,700,736	\$ 1,359,686	\$ (135,029)	\$ 777,590	\$ 410,065	\$ 1,015,446	

Noise By-law & By-law Enforcement

Spring 2023



Agenda



Noise Issues & By-laws

Enforcement Options

Discussion



Background

Common Sources of Noise Complaints

Entertainment Sound Systems and Social Gatherings

- Special events and venues
- Temporary rentals

Commercial/Industrial

- Refrigerator trucks/generators
- Construction sites

Agricultural/Private Land Activities

- E.g. noise cannons to deter wildlife
- Farming equipment
- Poultry (roosters) and dogs
- ATV and motorized vehicles
- Chainsaws/mowers



Balancing Interests

In Canadian Law noise pollution can be limited to maintain the quality spaces

Right to quiet enjoyment of public and private spaces

Freedom of expression & opportunity for economic activity



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Options for Addressing Noise



Land-use planning

- Reducing potential for incompatible uses

Criminal mischief

- Higher bar for prosecution

Noise by-laws

- Authority for local governments to regulate noise and quiet periods



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Authority for Noise By-laws - MGA

- **Section 172: The municipality may create by-laws for:**
 - Nuisance activities including noise (s. 172(d))
- **Additional authority provided:**
 - Provides power to classify a disturbance as an offense under the (s. 172(d) (vi))
 - Provides power to enter onto private property to investigate and enforce 172(l)(i))
 - Establishes ability to fine up to \$10,000 (s. 172(l)(iv))



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Noise By-laws in Nova Scotia

Components of a Noise By-law: What is Noise?

- **By-laws must provide a specific definition of noise**
- **“Any activity which is likely to generate noise or sound that unreasonably disturbs the peace and tranquility of a neighborhood” including:**
 - Unmuffled engines
 - Unnecessary use of car horns
 - Detonation of explosives*
 - Discharge of firearms*



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Quiet Periods

- **Evening hours**
 - Most commonly 10 or 11pm until 6 or 7am
 - Some vary by weekend or weekday
 - Some include 3 or more categories (e.g. day, evening & night)
- **Examples of noises only prohibited during quiet times:**
 - Sound systems heard beyond the bounds of the property
 - Use of construction equipment
 - Fighting, screaming, hooting



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Exemptions

- **Agricultural & natural resources activities**
- **Noise resulting from emergency response**
- **Municipal events and work**
- **Specially permitted events**
- **Religious activities**
- **Telecommunications and utility work**

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Penalties

- **Commonly have increasing fines for repeat offenses**
- **Maximum allowable fine is \$10,000**
- **Minimum fines:**
 - \$50 (Chester, Kings)
 - \$150 East Hants
 - \$300 (HRM, Colchester)
 - \$200 (Wolfville, Cumberland)
 - \$500 Queens
- **Some by-laws include option to fine owner of property, not just person generating noise**
 - Tool to address chronic issues from temporary rentals

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Local Examples of Noise By-laws

Municipality	Decibel Reading	Weekday Quiet Times	Owner Provision	Fines
Halifax	No	9pm -7am	No	\$300-\$10,000
Wolfville	Yes	10pm to 7am	Yes	\$200-\$900
County of Kings (In New Minas Only)	Yes	10pm to 7am	No	\$50-\$200
County of Cumberland	No	10pm-6am	No	\$200-\$2,000
County of Colchester	No	None	No	\$300-\$10,000
East Hants	No	9:30pm-7am	Yes	\$150-\$10,000
Town of Lunenburg	No	11pm-7am	No	\$237.20
Queens	No	11pm-6am	No	\$500-10,000
Chester	No	11pm-7am	Yes	\$50-500

Bridgewater repealed their by-law in 2019

Mahone Bay considered one this year but has not passed a by-law



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Issues & Analysis

Issues: How Do You Define a Nuisance?

- **Definition of nuisance noise should be tailored to community**
 - Previous Councils have examined noise bylaws and determined not to proceed
 - Predominantly rural communities have different expectations than denser town settings
 - Some residential hubs in MODL seek higher level of restriction than a rural neighbourhood
- **Some Municipalities have completed public engagement on Noise Bylaws**
 - What should be quiet times
 - What noises should be considered nuisances



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Issues – Limits of Noise Bylaw

- **Some noises are beyond the scope of municipal regulation:**
 - Provincially-regulated quarries
 - Normal farm uses
- **Enforcement for recalcitrant residents**
 - Definitions including decibel levels are attempts to improve prosecution success
 - Reports from other units indicate issues persist with procedural challenges, device maintenance
 - **The adoption of a noise by-law will not result in 100% success rate**



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Issues: Increased/New Service

- **Volume of complaints/service expectations**
 - Creation of a by-law will increase service level expectation among residents
 - Current resources for enforcement (RCMP) will be stretched
 - Lack of enforcement capacity will create new category of complaint
- **Equity Concerns**
 - Noise concerns, like dangerous and unsightly complaints are sometimes weaponized in neighbour disputes
 - Responding to noise complaints will consume enforcement staff time but may not address underlying disputes
 - Enforcement body should be aware of and trained to combat implicit bias



Final Thoughts on Noise Bylaws

- **Land use planning should be pursued to minimize conflicting uses before they are developed**
- **Creating a bylaw will increase service expectation for residents and result in a new cost centre for MODL**
- **It is unrealistic to expect a bylaw to fully curb noise issues**
- **Careful discussion and debate about bylaw parameters is required before adoption**
 - Council may want to consider public consultation on noise issues



Enforcement

Enforcement Philosophies

- **Complaint-based vs. proactive**
 - Complaint-based systems are more cost effective:
 - E.g. dangerous & unsightly,
 - NS Environment straight pipe complaints
 - Complaint-based systems are more prone to neighbour disputes, biases of complainants
 - Examples of proactive enforcement include:
 - Required reporting/permitting (e.g. building inspection)
 - Regular inspections (e.g. abattoirs)
 - Patrols (e.g. motor vehicle act infractions)

Graduated Compliance Approach



Enforcement staff work to secure compliance through education and persuasion

De-escalation and problem-solving skills are core competencies

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Enforcement Needs in MODL

Current:

- **Parks**
 - Overnight camping and fires
 - alcohol and after-hours use
 - Dogs off-leash
 - Trailer and boat parking
- **Dangerous & Unightly**
 - Currently provided by building inspectors
- **Animal Control**
 - currently through 3rd party provider
- **Waste (via MJSB):**
 - Illegal dumping
 - Improper sorting

Emerging:

- **Noise by-law**
- **Development Control**

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Local Data on Disturbances

Police investigations are classified into categories

Noise complaints fall under mischief/property damage/preventing lawful enjoyment of property

Approximate monthly average: 20*

* Currently MODL Averages 12 dog barking complaints per year

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RCMP & Municipal Noise By-laws

- **Ordinary noise complaints not sufficient to meet test of criminal mischief charge**
- **Municipal noise by-law would expand tools available to RCMP**
- **If MODL were to pass a noise by-law, the RCMP can investigate violations of the by-law**
- **RCMP resources are finite, calls for police assistance are prioritized**
- **Experience in neighbouring municipalities is that RCMP staffing is inadequate to effectively enforce municipal by-laws.**

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Existing Enforcement Models in Nova Scotia

- **2 types of Enforcement in NS Municipalities**

- Police service
- Hybrid bylaw enforcement/police service
 - commonly for after hours coverage
 - No unit exclusively uses bylaw enforcement staff

Municipalities with Hybrid Bylaw Enforcement

- Halifax
- Queens
- Cumberland
- Wolfville
- East Hants

Municipalities with Police Only

- Town of Lunenburg

- **Common issues:**

- After hours coverage/ RCMP responsiveness
- Low volume of complaints during business hours
- Issues with prosecution



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Enforcement Options

Use RCMP

- Least cost option
- Service level will result in enforcement complaints
- Will still have prosecution costs
- Does not fully incorporate graduated compliance principles



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Hire In-House By-law Enforcement Officer

Pro:

- **Maximum control over service development and delivery**
- **Avoid time consuming inter-municipal negotiations**

Con:

- **Costly relative to service provided**
- **Inadequate coverage and specialization**
 - Unlikely to respond to many complaints in real time

For Example:

- 2 FTES (1 full time & 2 ½ time officers)
- Training, supplies, & office expenses
- Vehicle operation costs
- \$210,000-\$235,000 annual cost
 - Does not include capital (equipment, vehicle)



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Develop Regional Shared Service

Pro:

- Allows for more coverage than with a single unit
- Greater training and specialization
- Can address other enforcement needs, e.g.:
 - parks issues
 - Animal control

Con:

- Costly & time-consuming to develop service from ground up
- Governance of service is indirect through regional body



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Contract with 3rd Party

Pro:

- RFP can request services tailored to municipal needs
- May avoid lengthy set-up period and development costs

Con:

- 3rd party pricing can be volatile
- Currently not widely used in rural municipalities in Eastern Canada



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Recommendations

- **Proceed with MODL 2040 – Comprehensive Land-use Planning**
 - Reduce potential for conflicting uses
- **If pursuing a noise by-law with summary offense powers:**
 - Implement with RCMP as enforcement mechanism for interim period
- **With or without a Noise Bylaw, there is merit in considering a bylaw enforcement service...**
- **Investigate a centralized shared service:**
 - Address current gaps (e.g. undesirable behaviour in parks)
 - Share costs regionally
 - Allows for graduated compliance model
 - Provides superior training and adequate coverage
 - Evaluate relative merits of Shared service (i.e. MJSB) vs. 3rd party contract

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Noise Bylaw and Enforcement Issues - Conclusions

- **Land use planning should be pursued to minimize conflicting uses before they are developed**
- **Creating a bylaw will increase service expectation for residents and result in a new cost centre for MODL**
- **Reports from other units indicate that enforcement remains challenging**
- **Unrealistic to expect a bylaw to fully curb noise issues**
- **Careful discussion and debate about bylaw parameters is required before adoption**

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Discussion

Possible Motions: Noise By-law



Move that the Committee direct staff to conduct further research on...



Move that the municipality not pursue the development of a Noise Bylaw



Move that the Committee direct staff to prepare a draft Noise Bylaw for Council consideration



Move that the Committee direct the mayor to write to the Municipal Joint Services Board requesting the Board explore a regional shared by-law enforcement service.





Municipality of the District of Lunenburg

Request for Decision

Report to: Finance Committee
Submitted by: Alex Dumaresq, Deputy CAO
Zander Zwicker, Policy & Records Management Assistant
Date: June 6, 2023
Re: Household Water Supply Financing Program Options

Recommended Motions

Move that the Finance Committee direct staff to prepare a draft of the Household Water Supply Financing Bylaw for Council consideration.

Background

Leading up to the 2010's, droughts and periods of drought-like weather have been infrequent in Southwestern Nova Scotia. Unfortunately, projections suggest that our region will increasingly see drier conditions. By 2050, the Federal Government projects that precipitation deficits, that being periods of abnormally low rainfall compared to the historical record, will be 36% more frequent.

Compounding the issue, MODL is a rural area where the majority of households source water from private wells, and there is a greater rate of shallow, dug wells in Southwest Nova Scotia compared to the rest of the province, resulting in a higher susceptibility to dry wells during precipitation deficits.

Council has been aware of and responding to the issue of drier summers since 2016. That year, the province experienced extreme periods of drought-like conditions resulting in more than 1,000 homes experiencing water shortages in Southwest Nova Scotia. In response, Council initiated a program to provide jugs of potable water to residents who were struggling with dry wells and worked with partners such as the LCLC to provide shower facilities.

The **Municipal Government Act** explicitly authorizes municipalities with the discretion to create lending programs for homeowners to address low water supply (MGA, s.81A(1)(c)). In February of 2023, Council directed staff to investigate the development of a financing program for households to complete upgrades to their potable water supply. This report outlines the basic parameters of a proposed program.

Parameters

Eligibility

Some key characteristics are required in order to target the program to homeowners experiencing dry wells, and to protect homeowners and the Municipality from the risk of default on overly burdensome tax and loan payments:

The by-law should require that there be a pre-existing dwelling on the property. The intent of the bylaw is not to assist with the financing of new development, but to provide avenues for existing homes who are having issues with their potable water supply.

The by-law should require the property to be occupied by the owner. The intent of the program is not to assist with the financing of income properties. Most by-laws in Nova Scotia permit up to 2 units, provided that the property owner occupies one of the units.

The by-law should require that all municipal taxes and charges are paid in full before entering into the program. For administrative purposes this would include no outstanding loans for septic or energy efficiency upgrades. Not only would this increase the exposure of the homeowner to unwieldy amounts of debt, having multiple loans creates issues with the collection and recording of payments and interest on the loans in the Municipality's accounting systems.

Council also has the discretion to require a credit check prior to enrollment in the program. The intention of a credit check is to reduce the probability that the Municipality would have to put the loan in default and pursue collection through the tax sale process. No other municipal by-laws reviewed by staff include this requirement, and it is not currently required of participants in MODL's Clean Energy Financing Program. In addition, it is expected that there is a narrow band of likely participants for the program. Higher income households with dry wells are more likely to access credit and address water supply issues independently, whereas low-income households, particularly those on fixed income are unlikely to have the means to assume the

burden of additional monthly loan payments. As a result, middle income households who may not have easy access to credit are the primary target population of the program.

Qualifying Upgrades

Staff recommend that the broadest possible definition of upgrades be included for consideration. The **MGA** permits any costs related to “the supply, use, storage or conservation of water” to be financed. While drilled wells are the most common solution to supply problems posed by shallow dug wells, this solution is not always feasible or appropriate for all properties. In addition, there are various solutions including collection and treatment options which can address water supply issues, without further encumbering the water table in the local area, which increases resiliency.

Financing Terms

Staff recommend capping the maximum loan for upgrades at the lower of \$20,000 per property, or 15% of the assessed value of the property. This aligns with the current thresholds for MODL’s Clean Energy Financing (CEF) program and would be sufficient to cover virtually all scenarios for a one- or two-unit water supply system.

Staff also recommend that the interest rate and term loans be set to correspond with the CEF program, namely 2% interest per year and terms not exceeding 15 years. Other municipalities’ programs generally range from 2% to prime plus 2 %, which is currently sitting at 8.7%. The rationale for a lower than market rate for interest is first, that the Municipality has additional collection tools compared with a private lender, and second, the intention of the program is to provide assistance to those households suffering from low water supply. The opportunity to finance the project through the Municipality is essentially the only incentive available, meaning using an average or market rate for interest eliminates the primary advantage of the program.

Administration

Staff recommend that the Municipality partner with the Clean Foundation for the administration of the program. This has the benefit of streamlining the process, and reducing any delays that would be required for establishing internal processes. It also reduces demand for municipal staff time. To maintain consistency with the CEF program, Staff recommend that the administrative fee for the program be set at \$250, which would be included in the total cost of the loan. This would require an offsetting amount of \$400 per loan from the Municipality’s dry wells budget.

An additional benefit of using the Clean Foundation to administer the water upgrades is that it provides an opportunity for cross marketing the CEF program to water program participants. Cross-marketing would mean permitting a well project to include energy efficiency upgrades to the home as well. As with the CEF program, the cost of the efficiency improvements would be offset by a reduction in monthly energy costs. To limit the risk of possible defaults, the maximum loan would still be the lesser of \$20,000 or 15% of the assessed value of the home.

Alternatives

A range of alternative parameters are provided in the discussion above. Furthermore, Council may also choose to delay implementation of a by-law to enable further research if there are areas of concern.

Budget Implications

Council included \$50,000 in this year's budget for a well financing program. Should Council adopt a \$250 processing fee, there would be sufficient funds in Council's overall water strategy operating budget to cover the additional \$400 per property for Clean Foundation costs.

Workplan/Timeline

The use of the Clean Foundation as administrators will reduce time required to establish the program and will reduce municipal staffing time demands. Should Council decide to pursue in-house administration, the launch of the program would have to be slightly delayed, and additional staff resources in the administration department would have to be diverted from other projects.

Finance staff are currently in a position to manage the small increase in the number of loans being administered, provided that there is a limit of one loan per property and all loans must be paid in full if a property is sold.

Conclusion

Increasingly dry weather has created major hardships for residents with little water supply. Council's strategy to address this climate change issue includes a by-law and program to finance water supply upgrades in private residences. The pre-existence of MODL's CEF program and neighboring units' well financing program provide excellent blueprints for the creation of a water supply financing program for MODL residents.

Department	Administration
Report Prepared by	Alex Dumaresq, Deputy CAO
Report Approved by	
Date Reviewed by C.A.O.	



Municipality of the District of Lunenburg

Request for Decision

Report to: Finance Committee

Submitted by: Alex Dumaresq, Deputy CAO

Date: June 6, 2023

Re: 4 year review – Policy MODL 045 – Salary Administration Policy

Recommended Motions

That the Finance Committee recommend that Municipal Council repeal MODL Policy 045, Salary Administration, approved June 11, 2019, and replace with new MODL 045, Salary Administration policy and hereby gives seven (7) days' notice of its intention to approve the proposed new policy at the June 13, 2023, Council meeting. And further that the finance committee recommend to Council that policy changes be implemented effective April 1, 2023.

Background

Policy environment

Council has had policy in place to govern the administration of salaries in the municipality. The policy requires a review of the compensation program at least once every four years. Council's role is to establish the parameters of a salary system. The policy also outlines the CAO's responsibilities which include providing advice, guidance, and administration to Council.

To satisfy the regular review requirement, MODL jointly procured (with the Towns of Berwick and Wolfville) the HR firm KBRS to complete a review and market comparison of the compensation system.

Methodology

The consultants selected 35 comparator positions from the 3 partnering organizations and created positions summaries from the job elements and qualification requirements. These

summaries were used to survey comparator organizations and therefore gauge the market competitiveness of MODL's salary structure.

Twenty comparators were approached and 13 provided completed survey information. These included common municipal comparators for MODL including: the Towns of Bridgewater and Lunenburg, and the rural municipalities of Kings, East Hants, and Colchester. Based on the sample returned, KBRS concluded they had sufficient data to draw reliable conclusions.

Discussion

Consultant findings

The results of the review were positive for the municipality: the consultants concluded that the system of pay and benefits had retained its competitive value since the previous review in 2018. They identified that some adjustments in the ranges at the top and bottom of the scale were required to ensure that the municipality remains able to attract senior professionals and high quality labourers, but endorsed the majority of the existing salary bands.

Based on the findings of the consultants, staff recommend adopting the consultant recommendation for bands 85 and 90, and the creation of a salary scale for 40-hour-a-week employees. These bands, compared with the existing bands, are included in the appendix to this report.

KBRS also included questions relating to benefits in the salary survey. They determined that the municipality had comparable benefits and noted that the municipality's pension and flexible work provisions were above average, likely giving the municipality an edge in recruitment and retention. They did note that the starting provision for vacation was lower than other municipalities surveyed. MODL is currently undertaking a regular, comprehensive review of the personnel policy. This recommendation will be considered during that time.

Recommendations Not Accepted

There were some recommendations from KBRS that staff do not recommend adopting. The consultants recommended expanding the range of salaries provided to directors. The rationale for the change was to permit greater discretion to the CAO to pay more salary to certain director positions. The recommendation would increase costs to the municipality and would contradict the performance evaluation process.

The consultant also recommended eliminating wage scales for labourer positions and simply paying a flat rate. Staff do not recommend adopting this change as it contradicts the performance evaluation and employee retention philosophies of the Municipality.

Finally, the consultants also recommended increasing the frequency of salary reviews and removing the annual adjustment for cost of living and replacing it with either a different industry generated measure, or some discretionary increase. Staff do not recommend adopting these recommendations, as it will impact the municipality's ability to remain competitive with wages and will result in additional workload and expense by switching to a 3-year review cycle compared to the current 4-year cycle. The consultant did note that if CPI continues to be used as a measure, then MODL should consider switching to the Nova Scotia measure of CPI.

Text Revisions

A series of text revisions are proposed to the current policy. The majority of the revisions are related to improving accessibility to meet current MODL standards and improve clarity. There are some more substantive changes highlighted below:

The cost-of-living adjustment (s.8) is revised to refer to the provincial measure of CPI, not the national measure.

Language explaining the creation of a new position is clarified and simplified to state that council must authorize the creation of any new permanent position and requiring consistent procedures from the CAO to complete a position development procedure once a new position is authorized.

The salary scales are provided by council via motion, which will save having to revise policy to update the salary scales, and will keep outdated scales out of the policy document. The original policy marked up with proposed revisions, as well as a clean copy of the proposed new policy, is included in the appendices of this report.

Implementation

MODL's current policy requires regular reviews, but specifies that the review may not necessarily correspond with a pay increase, even if a range is adjusted. This discretion is retained by council to ensure that budget space is available. The approach recommended by the consultants and endorsed by staff is as follows: first; move individual positions into appropriate revised bands, second; move shifted positions to minimum of revised/new band, and third; use affected staff's current salary for placement into revised band by rounding up to the nearest higher step. This approach is consistent both with other municipalities surveyed and MODL's previous salary review in 2018. In order to comply with the policy provision that the review be completed once every 4 years, staff recommend that the effective date of the changes be April 1, 2023.

Budget Implications

The cost to MODL for the independent review by KBRS was \$14,100, which was included in the 2022/23 budget and paid in that year. The implementation cost is estimated to be \$44,000 which has been incorporated in the approved 2023/24 budget.

Workplan/Timeline

The 4-year review requires significant time from finance and admin staff. This in part is why staff recommended rejecting the consultant’s recommendation to conduct reviews every 3 years. Implementation of the proposed changes is not anticipated to impact staff workplans.

Conclusion

The independent review determined that Council’s system governing salary administration has largely maintained a competitive position in the labour market, despite major economic changes since the last review. The proposed amendments make some adjustments recommended by the consultant and complete some housekeeping revisions to the policy.

Report Preparation	
Department	Administration
Report Prepared by	Alex Dumaresq, Deputy CAO
Report Approved by	
Date Reviewed by	
C.A.O.	

2023/2024 Pay Scales (6.3% CPI April 1, 2023)

Level Category	Group	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Entry	20	30,873	32,416	33,961	35,504	37,048	38,592
Clerical / Labor	30	34,462	36,186	37,909	39,633	41,356	43,079
Admin / Trade	40	47,417	49,789	52,158	54,530	56,901	59,272
Senior Administrative / Senior Trade	50	53,238	55,901	58,562	61,225	63,887	66,547
Specialist	60	60,514	63,540	66,565	69,590	72,618	75,644
Officer	70	70,701	74,238	77,771	81,307	84,842	88,377
Manager / Senior Professional	80	83,799	87,989	92,180	96,368	100,560	104,749
Director	90	98,353	103,270	108,187	113,104	118,023	122,940

Revised 35hr/Week (23/24, incl. CPI)

Level Category	Group	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Clerical	30	39,318	41,042	42,765	44,488	46,212	47,935
Admin	40	47,417	49,789	52,158	54,530	56,901	59,272
Senior Administrative	50	53,238	55,901	58,562	61,225	63,887	66,547
Specialist	60	60,514	63,540	66,565	69,590	72,618	75,644
Officer	70	70,701	74,238	77,771	81,307	84,842	88,377
Manager	80	83,799	87,989	92,180	96,368	100,560	104,749
Senior Professional	85	98,353	103,270	108,187	113,104	118,023	122,940
Director	90	106,500	110,078	114,457	119,638	126,607	133,576

Revised 40hr/Week (23/24, incl. CPI)

Level Category	Group	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Labour	A	44,935	47,631	50,327	53,023	55,720	58,416
Operator I	B	53,238	55,900	58,562	61,223	63,885	66,547
Supervisor	C	54,277	57,778	61,278	64,779	68,280	71,781
Senior Operator	D	60,514	63,540	66,565	69,590	72,618	75,644

Municipality of the District of Lunenburg

Policy Details	
Name	Salary Administration
Number	045
Legislative Authority	N/A
Effective Date	

Title

- 1 This Policy title is the Salary Administration Policy of the Municipality of the District of Lunenburg.

Purpose

- 2 (1) The Purpose of this Policy is to provide the approach for salary and compensation decisions for employees within the Municipality of the District of Lunenburg (MODL).

Responsibilities

- 3 (1) The salary structure is approved by the Council in consultation with the CAO.
(2) Chief Administrative Office (CAO) is responsible for salary decisions.
(3) Directors are responsible for the maintenance of position descriptions, hiring processes and performance reviews.
(4) All salary documentation is to be kept in the official file, maintained by the Payroll and Benefits Administrator, including all relevant employee information and correspondence.

Position Descriptions

- 4 (1) A Position Description must be completed for all jobs and will include the following sections:
 - a) Position Overview
 - b) Job Responsibilities
 - c) Team Responsibilities
 - d) Essential Criteria and Competencies
 - e) Direct Reporting Hierarchy
 - f) Position Category
 - g) Work Conditions

(2) The Position Description will be used for Job Evaluation, Recruitment, Career Development, Performance Management and Training/Development within MODL.

(3) The CAO will approve the final Position Description for the job in consultation with the departmental Director. On a schedule consistent with the Salary Review Process, all Position Descriptions will be reviewed every four (4) years to ensure appropriateness.

Job Evaluation

5 (1) Each job within MODL will be evaluated using a job evaluation tool, which will be the official Job Evaluation Plan for the organization. The factors and weighting used in the job evaluation plan are as follows:

Element	Job Evaluation Plan Factors	Factor Weight	Weight for Element
Knowledge and Skill	<ul style="list-style-type: none"> ▪ Education ▪ Experience ▪ Complexity 	11% 13% 13%	37%
Responsibility	<ul style="list-style-type: none"> ▪ Accountability for results / Impact of decisions ▪ Communications / Interpersonal skills ▪ Management, supervisory and advisory responsibility 	13% 13% 16%	42%
Effort	<ul style="list-style-type: none"> ▪ Initiative / Independence of action ▪ Physical / Sensory Demands 	13% 4%	17%
Working Conditions	<ul style="list-style-type: none"> ▪ Working Environment 	4%	4%
TOTAL		100%	100%

(2) The CAO will ensure that each job within the organization is evaluated and updated as job changes occur. If a job needs a re-evaluation because of a change in responsibilities, a new Position Description must be created and forwarded to the CAO for approval.

(3) The CAO will adopt and maintain up to date procedures for the creation and approval of evaluation of all job descriptions.

Job Levels

- 6 All the roles within the Municipality of the District of Lunenburg will be grouped into levels based on the point value of their role as determined by the results of the Job Evaluation.

Salary Ranges

- 7 (1) Each level has a salary range which includes a series of steps. Each level will have a total of 6 steps.
 - (2) The salary ranges are reviewed on a periodic basis, not to exceed 4 years, to keep current with the market and may be adjusted accordingly by motion of Council.
 - (3) Any adjustment to ranges does not mean an adjustment will be made to base pay.
 - (4) Salary ranges are based on:
 - a) Minimum (Step 1) 80% of target salary
 - b) Maximum (Step 6) 100% of target salary
 - (5) Each employee will be advised of their appropriate job level and the corresponding salary range based on their current role.
 - (6) Compensation programs may vary within the Municipality for specific roles. Part-time salaries will be prorated against the salary ranges to ensure the compensation for the role is appropriate and falls within the range.

Salary Increases - Annual

Consumer Price Index Increase

- 8 On April 1st, employees will be paid a cost-of-living adjustment based on the Provincial Consumer Price Index as determined by Statistics Canada as of December 31 of each year, over December 31 of the previous year. In the event that the Consumer Price Index is negative, there will not be a cost-of-living adjustment. Salary Ranges within the compensation structure will also be adjusted by the Provincial Consumer Price Index at this time.

Step Increase

- 9 (1) Step increases, through the salary bands, will be considered on an annual basis on October 1st of each calendar year for all employees. New hires will not be eligible for a step increase on October 1st if hired between April 1st and September 30th of same year.

- (2) Step salary increases will be based on:
 - a) a current satisfactory Performance Review of the employee;
 - b) the current salary as compared to the step; and
 - c) the budget.
- (3) A supervisor will assess the performance of all their subordinates on an annual basis. The Director will submit the completed Performance Review to the CAO for approval by September 1st. The CAO will approve individual salary adjustments, based on the compensation structure, for the October 1st annual increase.
- (4) Typically, the employee will move to the next step, upon a satisfactory performance review, each year until the employee reaches the maximum. Once the maximum has been reached, increases will only be received if an increase has been made to the compensation structure.
- (5) No other salary increases will be considered throughout the year without prior approval of the CAO.

New Hires

- 10 (1) Starting salaries for new hires are based on the actual salary range of the job along with the employee's relevant experience, education and development required to be fully competent in the position.
- (2) Compensation for part-time employees will be prorated.
- (3) Factors to consider when determining an equitable starting salary include:
 - a) salary range for the role;
 - b) compensation of other employees internally with similar experience and education in the same role or level (internal equity);
 - c) previous work experience;
 - d) experience in a field relating to the position to be filled;
 - e) educational requirements of the role; and
 - f) development required to perform the role at a fully competent level.
- (4) Starting salaries will normally be at the Minimum (Step 1) and in no cases will exceed the Maximum (Step 6). Starting salaries must be approved by the CAO prior to any offer being made by a Director.

Probation Period

- 11 (1) When a new employee is hired, they are placed on probation for a period of 6 months. During the probationary period, the employee's performance will be reviewed regularly.
- (2) When the probationary period is completed, the employee will no longer be on probation unless their performance warrants otherwise and the probation may be extended for an additional 3 months. Also, at this time a formal review will be initiated by the Director.

Training & Developmental Employees

- 12 At times, new employees will be hired into roles and will not possess the minimum skill/qualifications required for the role. They are considered "Developmental" employees and placed into a "Training Level". If so, the starting salary may be less than the Minimum (80%) of the actual salary range. The employee's salary can be brought up to the Minimum at any time once their performance warrants them to be paid at or closer to the Minimum. This can be done at any time during the year and does not need to coincide with the annual review period. Increases to the Minimum do not require any approvals with the exception of ensuring budgets support the change.

Lateral Transfers

- 13 Employees transferring from one role to another within the same job level will not receive a salary adjustment. The transfer usually represents a developmental opportunity. In most situations, the employee's performance in the current role should be reviewed within the annual performance cycle.

Job Level Change – Move to a Higher Level

- 14 (1) Employees may move to a position at a higher level if they are asked to assume a higher role, if they apply for a higher-level role or if the responsibilities of their current role significantly increase and a job evaluation determines that the role is now at a higher level. Moving to a higher level will likely result in a salary increase although it is not guaranteed.
- (2) All salary increases will be made in consultation with the CAO. Typically, a promotional increase would be from 0% up to 10% (to a step within the new range), however, when determining if a salary increase is warranted, the following should be considered:
 - a) The current salary relative to the salary range of the new position;
 - b) The employee's skills and responsibilities relative to others in a similar role;

- c) The developmental requirements of the employee to fully perform the role;
- d) The employee’s previous experience and education; and
- e) The salary budget available.

(3) It is customary that the employee would move to the minimum in the new role (Step 1), but this is not always the case. At times the employee will be placed at a higher step within the job level.

Job Level Change – Move to a Lower Level

- 15 (1) Occasionally, employees are moved to a lower-level role. This may occur if the current job has been phased out or if the current position is re-evaluated to a lower level.
- (2) If the employee is moved to a lower-level position, they will be “red circled” and will remain at their current salary without future increases until their salary is within the salary range of their new position. Once this salary is within the range, they may be eligible for future increases.

New Position Process

16 Directors must consult with the CAO to obtain approval for a new position. All new permanent positions require Council Approval. Once a new position is approved, a Position Description must be created and evaluated for salary as described above.

Repeal

17 Policy MDL-45 repealed and replaced on June 11, 2019, is hereby repealed and replaced with this Policy MDL-45.

Policy Adoption	
Date of Original Passage	
Date of Notice of Intent to Repeal	
Date of Council Approval	
Date of Effective Date	
I certify that this Policy 045 was adopted by Municipal Council as indicated above.	
Signature of Municipal Clerk	Date

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Version	Amendment Description	Approval Date
Original V1	MDL-045 Salary Administration	October 16, 2008
V2	Amended to add CPI adjustments based on National CPI provision.	November 10, 2009
V3	Amended the role and responsibilities of the Job Evaluation Committee and transferred authority to CAO	June 14, 2011
Repeal & Replace	Implementation of revised salary scales and procedures	June 11, 2019
Repeal & Replace		XXXX XX, 2023

Proposed

Municipality of the District of Lunenburg

POLICY Policy Details	
Title: Salary Administration	<u>Salary Administration</u>
Policy No. MDL-45	
Effective Date: June 11, 2019	
Name	
Number	<u>045</u>
Legislative Authority	<u>N/A</u>
Effective Date	

Inserted Cells

4. TITLE

Title

1 This Policy title ~~shall be titled~~ is the Salary Administration Policy of the Municipality of the District of Lunenburg.

2. PURPOSE

Purpose

2 (1) The Purpose of this Policy is to provide the approach for salary and compensation decisions for employees within the Municipality of the District of Lunenburg (MODL). The Chief Administrative Officer (CAO) is responsible for salary decisions, however, Managers are responsible for the maintenance of position descriptions, hiring processes and performance reviews.

Responsibilities

3 (1) The salary structure is approved by the Council in consultation with the CAO.
~~Council approves all changes to compensation philosophy, ranges, and overall~~

~~(2) Chief Administrative Office (CAO) is responsible for salary increase percentages as well as all tools and models decisions.~~

(3) Directors are responsible for the maintenance of position descriptions, hiring processes and performance reviews.

(4) All salary documentation is to be kept in the "official" file, which is maintained by the Payroll and Benefits Administrator. ~~Employee files should not be maintained in Manager's offices with the exception of "working" files. All, including all relevant employee information and correspondence should be maintained in the official file located with the Payroll and Benefits Administrator.~~

~~3. POSITION DESCRIPTIONS~~

Position Descriptions

(1) A Position Description must be completed for all jobs. ~~The Manager should write and/or update the Position Description. If there are more than one incumbent in the same position, only one Position Description is needed for the job.~~

4 ~~The description contains and will include~~ the following sections:

- a) Position Overview
- b) Job Responsibilities
- c) Team Responsibilities
- d) Essential Criteria and Competencies
- e) Direct Reporting Hierarchy
- f) Position Category
- g) Work Conditions

(2) The Position Description will be used for Job Evaluation, Recruitment, Career Development, Performance Management and Training/Development within MODL.

(3) The CAO will approve the final Position Description for the job in consultation with the departmental Director. On a schedule consistent with the Salary Review Process, all Position Descriptions will be reviewed every four (4) years to ensure appropriateness.

4. Job Evaluation

5 (1) Each job within MODL will be evaluated using a job evaluation tool, which will be the official Job Evaluation Plan for the organization. The factors and weighting used in the job evaluation plan are as follows:

Element	Job Evaluation Plan Factors	Factor Weight	Weight for Element
Knowledge and Skill	<ul style="list-style-type: none"> ▪ Education ▪ Experience ▪ Complexity 	11% 13% 13%	37%
Responsibility	<ul style="list-style-type: none"> ▪ Accountability for results / Impact of decisions ▪ Communications / Interpersonal skills ▪ Management, supervisory and advisory responsibility 	13% 13% 16%	42%
Effort	<ul style="list-style-type: none"> ▪ Initiative / Independence of action ▪ Physical / Sensory Demands 	13% 4%	17%
Working Conditions	<ul style="list-style-type: none"> ▪ Working Environment 	4%	4%
TOTAL		100%	100%

(2) The CAO will ensure that each job within the organization is evaluated and updated as job changes occur. If a job ~~is in need of~~needs a re-evaluation because of a change in responsibilities, a new Position Description must be created and forwarded to the CAO for ~~review~~approval.

(3) The CAO will adopt and maintain up to date procedures for the creation and approval of evaluation of all job descriptions.

5. Job Levels

6 All the roles within the Municipality of the District of Lunenburg will be grouped into "~~Levels~~levels" based on the point value of their role as determined by the results of the Job Evaluation. ~~MODL jobs are grouped into a total of 9 levels (including the CAO), which are from job level 20 to 100 as follows:~~

Levels	Level Category
20	Entry
30	Clerical / Labor
40	Administrative / Trade
50	Senior Administrative / Senior Trade
60	Specialist
70	Officer
80	Manager/ Senior Professional
90	Director
100	CAO

6. Salary Ranges

27 (1) Each level has a salary range which includes a series of steps. Each level will have a total of 6 steps.

(2) The salary ~~range is~~ranges are reviewed on a periodic basis, not to exceed 4 years, to keep current with the market and may be adjusted accordingly. ~~by motion of Council.~~

(3) Any adjustment to ranges does not mean an adjustment will be made to base pay.

- (4) Salary ranges are based on:
- a) Minimum (Step 1) 80% of target salary
 - b) Maximum (Step 6) 100% of target salary

(5) Each employee will be advised of their appropriate job level and the corresponding salary range based on their current role.

(6) Compensation programs may vary within the Municipality for specific roles. Part-time salaries will be prorated against the salary ranges to ensure the compensation for the role is appropriate and falls within the range.

The 2018 compensation structure is as follows:

Level Category	Levels	Step 1 - Min - 80%	Step 2	Step 3	Step 4	Step 5	Step 6 Max - 100%
Entry	20	\$ 26,400	\$ 27,720	\$ 29,040	\$ 30,360	\$ 31,680	\$ 33,000
Clerical / Labor	30	\$ 29,470	\$ 30,943	\$ 32,417	\$ 33,890	\$ 35,364	\$ 36,837
Admin / Trade	40	\$ 40,547	\$ 42,575	\$ 44,602	\$ 46,629	\$ 48,657	\$ 50,684
Senior Administrative / Senior Trade	50	\$ 45,525	\$ 47,801	\$ 50,077	\$ 52,354	\$ 54,630	\$ 56,906
Specialist	60	\$ 51,747	\$ 54,335	\$ 56,922	\$ 59,509	\$ 62,097	\$ 64,684
Officer	70	\$ 60,458	\$ 63,481	\$ 66,504	\$ 69,527	\$ 72,550	\$ 75,573
Manager / Senior Professional	80	\$ 71,658	\$ 75,241	\$ 78,824	\$ 82,407	\$ 85,990	\$ 89,573
Director	90	\$ 84,103	\$ 88,308	\$ 92,513	\$ 96,718	\$ 100,923	\$ 105,128

Level Category	Levels	Step 1 - Min - 80%	Step 2	Step 3	Step 4	Step 5	Step 6 Max - 100%
Entry	20	\$ 26,400	\$ 27,720	\$ 29,040	\$ 30,360	\$ 31,680	\$ 33,000
Clerical / Labor	30	\$ 29,470	\$ 30,943	\$ 32,417	\$ 33,890	\$ 35,364	\$ 36,837
Admin / Trade	40	\$ 40,547	\$ 42,575	\$ 44,602	\$ 46,629	\$ 48,657	\$ 50,684
Senior Administrative / Senior Trade	50	\$ 45,525	\$ 47,801	\$ 50,077	\$ 52,354	\$ 54,630	\$ 56,906
Specialist	60	\$ 51,747	\$ 54,335	\$ 56,922	\$ 59,509	\$ 62,097	\$ 64,684
Officer	70	\$ 60,458	\$ 63,481	\$ 66,504	\$ 69,527	\$ 72,550	\$ 75,573
Manager / Senior Professional	80	\$ 71,658	\$ 75,241	\$ 78,824	\$ 82,407	\$ 85,990	\$ 89,573
Director	90	\$ 84,103	\$ 88,308	\$ 92,513	\$ 96,718	\$ 100,923	\$ 105,128

7. Salary Increases -- Annual

National Consumer Price Index Increase

8 On April 1st, employees ~~shall~~will be paid a cost of living adjustment based on the ~~National~~Provincial Consumer Price Index as determined by Statistics Canada as of December 31 of each year, over December 31 of the previous year. In the event that the Consumer Price Index is negative, there ~~shall~~will not be ~~an annual~~a cost of living adjustment. Salary Ranges within the compensation structure will also be adjusted by the ~~National~~Provincial Consumer Price Index at this time.

Step Increase

9 (1) Step increases, through the salary bands, will be considered on an annual basis on October 1st of each calendar year for all employees. New hires will not be eligible for a step increase on October 1st if hired between April 1st and September 30th of same year.

(2) Step salary increases will be based on:

- a) ~~A~~ current satisfactory Performance Review of the employee;
- b) ~~The~~ current salary as compared to the step; and
- c) ~~The~~ budget.

(3) A supervisor ~~shall~~will assess the performance of all their subordinates on an annual basis. ~~The supervisor or Department manager~~The Director will submit the completed Performance Review to the CAO for approval by September 1st. The CAO ~~shall~~will approve individual salary adjustments, based on the compensation structure, for the October 1st annual increase.

(4) Typically, the employee will move to the next step, upon a satisfactory ~~Performance Review~~performance review, each year until the employee reaches the maximum. Once the maximum has been reached, increases will only be received if an increase has been made to the ~~actual~~ compensation structure.

(5) No other salary increases will be considered throughout the year without prior approval of the CAO.

8. New Hires

10 (1) Starting salaries for new hires are based on the actual salary range of the job along with the employee's relevant experience, education and development required to be fully competent in the position.

(2) Compensation for part-time employees will be prorated.

(3) Factors to consider when determining an equitable starting salary include:

- a) ~~Salary~~salary range for the role;
- b) ~~Compensation~~compensation of other employees internally with similar experience and education in the same role or level (internal equity);
- c) ~~Previous~~previous work experience;
- d) ~~Experience~~experience in a field relating to the position to be filled;
- e) ~~Educational~~educational requirements of the role; and
- f) ~~Development~~development required to perform the role at a fully competent level.

(4) Starting salaries will normally be at the Minimum (Step 1) and in no cases will exceed the Maximum (Step 6). Starting salaries must be approved by the CAO prior to any offer being made by a ~~hiring manager~~.
Director.

9. Probationary Probation Period

11 (1) When a new employee is hired, they are placed on probation for a period of 6 months. During the probationary period, the employee’s performance will be reviewed regularly.

(2) When the probationary period is completed, the employee will no longer be “on probation” unless their performance warrants otherwise and the probation may be extended for an additional 3 months. ~~As well~~Also, at this time a “formal” review will be initiated by the Manager/Director.

40. Training & Developmental Employees

12 At times, new employees will be hired into roles and will not possess the minimum skill/qualifications required for the role. They are considered “Developmental” employees and placed into a “Training Level”. If so, the starting salary may be less than the Minimum (80%) of the actual salary range. The employee’s salary can be brought up to the Minimum at any time once their performance warrants them to be paid at or closer to the Minimum. This can be done at any time during a year and does not need to coincide with the annual review period. Increases to the Minimum do not require any approvals with the exception of ensuring budgets support the change.

44. Lateral Transfers

13 Employees transferring from one role to another within the same job level will not receive a salary adjustment. The transfer usually represents a developmental opportunity. In most situations, the employee’s performance in the current role should be reviewed within the annual performance cycle.

42. Job Level Change – Move to a Higher Level

14 (1) Employees may move to a position at a higher level if they are asked to assume a higher role, if they apply for a higher-level role or if the responsibilities of their current role significantly increase and a job evaluation determines that the role is now at a higher level. Moving to a higher level will likely result in a salary increase although it is not guaranteed.

(2) All salary increases will be made in consultation with the CAO. Typically, a promotional increase would be from 0% up to 10% (to a step within the new range), however, when determining if a salary increase is warranted, the following should be considered:

- a) The current salary relative to the salary range of the new position;
- b) The employee’s skills and responsibilities relative to others in a similar role;

- c) The developmental requirements of the employee to fully perform the role;
- d) The employee’s previous experience and education; and
- e) The salary budget available.

(3) It is customary that the employee would move to the minimum ~~of~~ in the new role (Step 1) but this is not always the case. At times the employee will be placed at a higher step within the job level.

13. Job Level Change – Move to a Lower Level

15 (1) Occasionally, employees are moved to a lower level role. This may occur if the current job has been phased out, or if the current position is re-evaluated ~~into~~ to a lower level ~~or if the employee’s responsibilities have decreased due to performance issues.~~

(2) If the employee is moved to a lower level position, they will be “red circled” and will remain at their current salary without future increases until their salary is within the salary range of their new position. Once this salary is within the range, they may be eligible for future increases.

14. New Position Process

16 ~~Managers~~ Directors must consult with the CAO to obtain approval for a new position. All new permanent positions require Council Approval. Once a new position is approved, a Position Description must be created. ~~This can be done in consultation with the CAO. The Position Description must be created and evaluated for the job evaluation to be completed so the new role can be assigned a Job Level and appropriate Salary Range. Any, and all, new permanent positions require Council approval.~~ salary as described above.

15. Repeal

17 Policy MDL-45 ~~approved~~ repealed and replaced on ~~October 16, 2008 and amended on November 10, 2009 and June 14, 2011~~ 11, 2019 is hereby repealed and replaced with this Policy MDL-45.

Clerk’s Annotation for Official Policy Book

Date of Adoption _____ June 11, 2019 _____

Date of Notice to Council Members
of Intent to consider amendments

Date of Passage of Amendments:

I certify that this “Salary Administration Policy – MDL-45” was adopted by Council as indicated above.

<u>Date of Council Approval</u>	
<u>Date of Effective Date</u>	
I certify that this Policy 045 was adopted by Municipal Council as indicated above.	
<u>Signature of Municipal Clerk</u>	<u>Date</u>

<u>Version</u>	<u>Amendment Description</u>	<u>Approval Date</u>
<u>Original V1</u>	<u>MDL-045 Salary Administration</u>	<u>October 16, 2008</u>
<u>V2</u>	<u>Amended to add CPI adjustments based on National CPI provision.</u>	<u>November 10, 2009</u>
<u>V3</u>	<u>Amended the role and responsibilities of the Job Evaluation Committee and transferred authority to CAO</u>	<u>June 14, 2011</u>
<u>Repeal & Replace</u>	<u>Implementation of revised salary scales and procedures</u>	<u>June 11, 2019</u>
<u>Repeal & Replace</u>		<u>XXXX XX, 2023</u>