

TOWN OF
Mahone Bay



2020-21 BUSINESS PLAN

Adopted by Council June 9, 2020

2020-21 Business Plan

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Chief Administrative Officer's Message

The Town introduced its first annual Business Plan last year and I am pleased to continue the practice this year. When the 2020-21 fiscal year began on April 1st the global COVID-19 pandemic had just reached Nova Scotia. We have had to adjust our business practices as a result, to ensure the continued provision of needed services to our residents and businesses. We have an excellent staff team who have adapted well to our changing circumstances, it won't be a typical year, but Town staff remain ready to delivery on Council's priorities.

Supported by professional staff, the Town Council elected in the fall of 2016 has approved the 2018-21 Strategic Plan and associated Strategic Plan Action Plan. These documents are reviewed annually and reflected in the Town's annual budget process.

These documents provide numerous benefits including:

- Improving Council's strategic control over Town operations;
- Establishing a professional operating environment to support staff effectiveness;
- Increasing openness and transparency to the public; and,
- Improving organizational resilience to emergencies, unanticipated costs, staff turnover, etc.

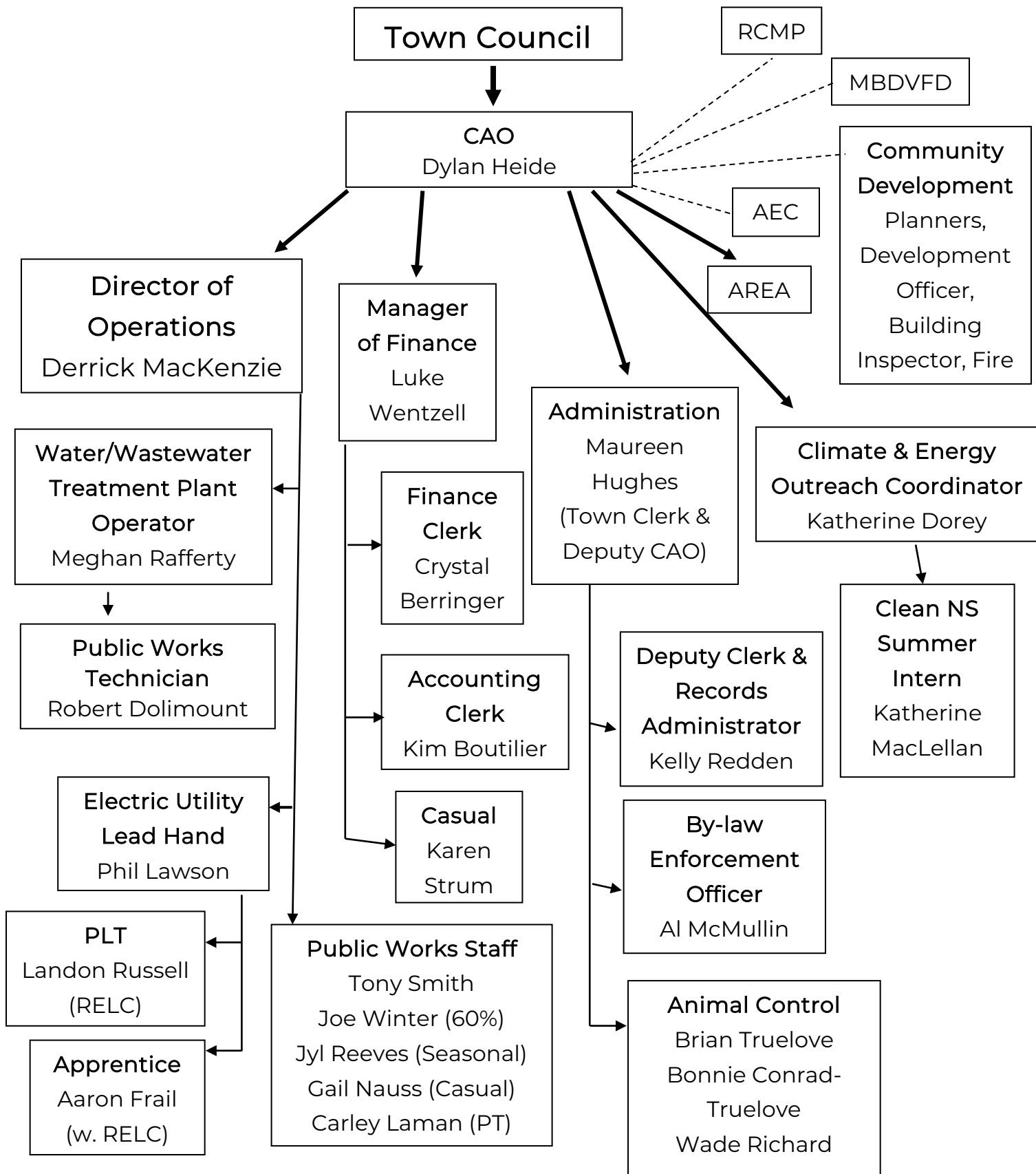
This Business Plan was developed to support and enhance the above-noted benefits.

Plan Introduction & Department Structure

Developed by staff in accordance with the Council's 2018-21 Strategic Plan and associated Strategic Plan Action Plan (both updated May 12, 2020), as well as the Town's 2020-21 Budget (approved May 12, 2020), the 2020-21 Business Plan aligns the work of Town Departments (CAO, Administration, Finance, and Operations (Public Works & Utilities)) with Council's priorities for the year.

Business plans are presented annually by staff following the conclusion of the annual budget process. The approval of this document by Council completes an annual cycle which begins with Council's review of the strategic plan and associated action plan in February/March and includes the operating and capital budget process in Apr/May.

The annual Business Plan serves as reference document for Council, staff and the public. Once approved by Council, annual Business Plans will be available to the public, presented on the Town's website along with the 2020-21 Budget.



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CAO	Administration	Finance	Operations
Core Function: Staff Management	Core Function: Council Support	Core Function: Assessment roll, taxation and billing	Core Function: Safe Public Drinking Water
Core Function: Contract Management	Core Function: By-laws and Policies	Core Function: Accounts Receivable / Collections	Core Function: Wastewater Treatment
Core Function: Strategic Direction	Core Function: Communications & Public Engagement	Core Function: Utility accounts and billing	Core Function: Electric Power Supply
Core Function: Communications	Core Function: Projects	Core Function: Accounts Payable	Core Function: Streets & Sidewalks
Core Function: Public Safety / Traffic Authority	Core Function: Development of HR Documents	Core Function: Payroll & Benefits	Core Function: Parks & Open Space Facilities
Special Mandate: Accessibility	Special Mandate: Park Cemetery Project	Core Function: Cemetery Administration	Special Mandate: Local Improvements
Special Mandate: Climate and Energy Strategies	Special Mandate: Economic Development	Core Function: Budgeting and reporting	Special Mandate: Special Projects
Special Mandate: Major Projects	Special Mandate: Implementation of Record Mgmt. System	Core Function: Journal entries and reconciliations	Special Mandate: Asset Management
Special Mandate: COVID-19	Special Mandate: 2020 Municipal Election	Core Function: Annual audit preparation / support	
Special Mandate: Asset Management	Special Mandate: Asset Management	Core Function: Insurance	
		Core Function: External reporting requirements	
		Special Mandate: Setup Accountability Codes	
		Special Mandate: Asset Management	

Chief Administrative Officer (CAO)

The Town's Chief Administrative Officer (CAO) is Dylan Heide. The CAO reports directly to Council, leads and manages the Town's administrative functions and is responsible for all Town staff. It is the duty of the CAO to inform, support, and guide the Town Council in the development and evaluation of strategic directions, policies and priorities.

Department heads (Administration, Finance and Operations) report to the CAO who is also responsible for managing intermunicipal partnerships including the Municipal Joint Services Board (MJSB), Regional Emergency Management Organization (REMO), Alternative Resources Energy Authority (AREA) and contracting relationships such as that with the Municipality of the District of Chester (MODC) for the provision of community development services. Climate and Energy Outreach Coordinator Katherine Dorey and Clean Nova Scotia summer intern Katherine MacLellan also report to the CAO.

Special Mandate / Core Function	Activities
Core Function: Staff Management	Overall Management of Town Staff / Oversees Management Team. Management / Employee Relations.
Core Function: Contract Management	Management of intermunicipal partnerships (MJSB, REMO, AREA, Riverport Electric) and contracting relationships (MODC - development services, etc.).
Core Function: Strategic Direction	Strategic Advice to Council (Strat. Plan development). Preparation of Staff Reports / Council Reports. Support for Council Advisory Committees. Financial Planning & Budgeting (2020-21 budget with Finance). Procurement for Town Projects (with DOO). Oversight of land-use planning processes include MPS/LUB review. Liaising with Town Solicitor on matters of legal significance.
Core Function: Communications	Communication with residents, stakeholders, partners, clients, etc.. Oversight of Media / Social Media contact / outgoing Correspondence. FOIPOP / PIIDPA Coordinator.

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Special Mandate / Core Function	Activities
Core Function: Public Safety / Traffic Authority	Oversight and recommendations to council, speed / traffic counting, development of Transportation Plan. EMO coordination / planning.
Special Mandate: Accessibility	Oversee Town's compliance with new Accessibility Act including providing support for Town's participation on Lunenburg County Accessibility Committee and contracting for development of Mahone Bay Accessibility Operating Plan Appendix.
Strat Plan Links - 3.1	
Special Mandate: Climate and Energy Strategies	Pursue Climate Mitigation Strategies (Climate & Energy / GHG Reduction Initiatives). Undertake Climate Adaptation Initiatives - Shoreline. Expand Green Energy Generation (Solar Garden).
Strat Plan Links - 3.4	
Special Mandate: Major Projects	Projects - Facilities Projects (Fire Station, Town Hall), Water/Wastewater Projects, Shoreline Project, additional capital projects and operating initiatives. Public engagement and consultations in relation to approved projects.
Strat Plan Links - 3.1	
Special Mandate: COVID-19	Participating in local, regional and provincial response planning, overseeing Town staff response, facility opening/closing protocols, approving modified SOPs and other work procedures, advising Council regarding potential response measures, communicating adjustments in Town services to the public.
Strat Plan Links - 3.1	
Special Mandate: Asset Management	Support for AM initiatives / Committee (CAO Participation on Committee) / AIM Network Cohort 2.0 participation.
Strat Plan Links - 3.1	

Administration

The Town's Administration Department is comprised of Town Clerk / Deputy CAO Maureen Hughes and Deputy Clerk / Records Administrator Kelly Redden, along with part-time By-Law Enforcement Officer Al McMullin. The Department provides administrative support to the Town Council as well as to other Town Departments. The Deputy CAO also serves as the Town's RCMP liaison.

Special Mandate / Core Function	Activities
Core Function: Council Support	Council Agendas, Meeting Packages, Minutes Receiving, Filing, and Sending Correspondence Support for Various Committees Documents for training and best practices Maintenance of Official Records
Core Function: By-laws and Policies	Creation of new By-laws and Policies Research and communication with other units Review / amendment of By-laws and Policies Respond to inquiries from Council, staff, public Consistent enforcement of the Town's by-laws (including animal control by-laws)
Core Function: Communications and Public Engagement	Mgmt. of website and social media content Website redesign Respond to phone, email, in-person inquiries Publication of Mayor's Newsletter Preparation of media releases Youtube – Council videos and others if required Share information with public in a manner consistent with their needs Policy and Framework to engage public in Council activities and decision making Coordination of Public Information Sessions Municipal Awareness Week
Core Function: Projects	Coordinate with Community Initiatives Project management External Funding Applications

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Special Mandate / Core Function	Activities
Core Function: Development of HR Documents	Development of HR Policies and Procedures Development of new orientation material for new staff and Council members.
Special Mandate: Park Cemetery Project	Develop database identifying each point in Park Cemetery (owner and interment) GIS mapping of plots Photographs of monuments linked to GIS map
Strat Plan Links – 3.1	Develop an online map for the public (to support plot sales and/or genealogical research)
Special Mandate: Economic Development	Lunenburg County Economic Development Group Work with EDC to engage development partners Work with EDC to identify potential areas of economic development Work with MBTCC to improve Events Coordination
Strat Plan Links – 3.2	Work with MBTCC to identify opportunities for tourism supporting infrastructure Support MPS/LUB Review
Special Mandate: Implementation of New Record Mgmt. System	Develop new records management system compatible with AMANS model Implement online records management system
Strat Plan Links – 3.3	
Special Mandate: 2020 Municipal Election	Prepare election materials, including public awareness, information for candidates / voters. Prepare the voting list Make arrangements for voting (location, method, supplies, etc.) Train election staff Coordinate with Elections NS on process, candidates, election calendar, results, etc.
Strat Plan Links –3.3	Orientation of new Council
Special Mandate: Asset Management	Support for Asset Management Committee Coordination of Public Engagement Sessions
Strat Plan Links – 3.1	

Finance

The Finance Department is comprised of Manager of Finance Luke Wentzell, along with Finance Clerk Crystal Berringer and Accounting Clerk Kim Boutilier, occasionally supplemented by casual staff. The Finance Department provides direct customer service to the public, oversees the Town's accounts, working closely with Council and other departments, and is responsible for all external financial reporting including the annual audit.

Special Mandate / Core Function	Activities
Core Function: Assessment roll, taxation and billing	Maintain assessment roll and monitor appeals. Conduct bi-annual tax billing. Collect rental and lease income from Town-owned properties.
Core Function: Accounts Receivable / Collections	Conduct yearly tax sale. Oversee tax payment arrangements. Send arrears notices. Oversee collections on outstanding accounts.
Core Function: Utility accounts and billing	Maintain utility accounts. Conduct monthly and bi-monthly water and electrical billings. Oversee connection and disconnection requests. Issuing utility arrears / cut off notices. Sending closed accounts to collections.
Core Function: Accounts Payable	Oversight of invoice filling. Preparation of weekly and special cheque runs.
Core Function: Payroll & Benefits	Processing bi-weekly payroll. Administer employee benefits such as Pension Plan, Medical/Dental Benefits
Core Function: Cemetery Administration	Process cemetery transactions for new plot sales/interment fees. Maintain records of purchased burial plots. Provide administrative support to Cemetery Commission.

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Special Mandate / Core Function	Activities
Core Function: Budgeting and reporting	Preparation of YTD Quarterly financial reports regarding budget implementation. Development of operating and capital budgets including a 10-year Capital Investment Plan (CIP)
Core Function: Journal entries and reconciliations	Monthly bank reconciliations. Preparation of journal entries and review of general ledger. Daily cash balance.
Core Function: Annual audit preparation / support	Preparation and support for external audit. Participation on Audit Committee; new Audit Committee requirements.
Core Function: Insurance	Liaise with insurance provider when required (i.e. annual renewal, submitting claim)
Core Function: External reporting requirements	Filing FIR, SOE, CIP, Gas Tax (AER), GST/HST and other Provincial and Federal required information.
Special Mandate: Setup Accountability Codes	Setup accountability codes in PROCOM to allow for segregated reporting directly from Procom, to support annual budget process / improve related financial reporting.
Strategic Plan Links: 3.2	
Special Mandate: Asset Management	Provide support as required for asset management initiatives, participation on AM Committee.
Strategic Plan Links: 3.1	

Operations (Public Works & Utilities)

The Operations Department provides day-to-day operations of the water treatment plant, water distribution system, wastewater treatment plant, wastewater collection system, electric power distribution system, streets & sidewalks, and parks & open space facilities.

The Department delivers essential services such as providing safe public drinking water, maintaining wastewater facilities, street & sidewalk repairs/renewals, snow ice & ice control, delivering electricity to homes & businesses, and maintaining parks, playgrounds and related facilities and equipment. Department staff include:

Derrick MacKenzie – Director of Operations and Recreation Facilities

Phil Lawson – Powerline Technician

Meghan Rafferty – Water/Wastewater Operator

Robert Dolimount – Public Works Technician

Tony Smith – Public Works Technician

Joe Winter – Part-time (60%) Public Works Technician

Jyl Reeves – Seasonal Groundskeeper

Carley Laman – Part-time Meter Reader

Gail Nauss – Casual

Aaron Frail – Casual

The Director of Operations, on behalf of the department, reports directly to the Town’s CAO.

Special Mandate / Core Function	Activities
<p>Core Function: Safe Public Drinking Water</p>	<p>Water treatment, distribution, fire hydrants, monitoring & reporting to meet Federal & Provincial regulatory requirements. 2020-21 Priorities: Relocate antenna, dead-end flushings.</p>
<p>Core Function: Wastewater Collection & Treatment</p>	<p>Wastewater collection system, lift stations & wastewater treatment plant. Stormwater collection (ditches, culverts, & catch basins). 2020-21 Priorities: Effluent chlorination.</p>

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Special Mandate / Core Function	Activities
Core Function: Electric Power Supply	The Electric Utility supplies power via it's distribution system to local residents and businesses. 2020-21 Priorities: AM condition assessments and mapping, EV charger installations.
Core Function: Streets & Sidewalks	Snow & ice control, patching, paving, line painting, signage, street & sidewalk repairs and/or renewals.
Core Function: Parks & Open Space Facilities	Mowing, leaves, vegetation maintenance, maintenance of parks & playgrounds, ball field, trails, swimming pool, public washrooms, etc.
Special Mandate: Local Improvements	Supporting/planning for infrastructure development and renewals (streets, sidewalks, water & wastewater systems).
Strategic Plan Links: 3.1	
Special Mandate: Special Projects	Accessibility Operational Plan, Waste Receptacles, Security Cameras, Bandstand Renovation, Edgewater Beautification, Ballfield Backstop, Etc.
Strategic Plan Links: 3.1	
Special Mandate: Asset Management	Support for AM Committee, condition assessments and diagnostics (PCAP Projects).
Strategic Plan Links: 3.1	