

TOWN OF
Mahone Bay



2022-23 BUSINESS PLAN

2022-23 Business Plan

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Chief Administrative Officer's Message

This is the Town's fourth annual business plan, following a year characterized by significant staff turnover and supply chain disruptions in the wake of the global COVID-19 pandemic. For these reasons there have been a number of prior-year projects carried forward into 2022-23. Fortunately, we have a strong and resilient staff team with excellent new additions in the past year, who will help carry the Town forward in 2022-23, delivering on Council's agenda.

The Town Council adopted a new 2021-25 Strategic Plan on June 3rd, 2021 and as a consequence the Town's Business Plans will be closely aligned with this key governance document over the next several years. This year-over-year predictability in Council's strategic priorities is essential in making effective use of limited staff and financial resources. We're also more able to identify and benefit from external funding sources to support the implementation of Council's strategic projects.

The strategic plan and annual budget, combined with this business plan, 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.

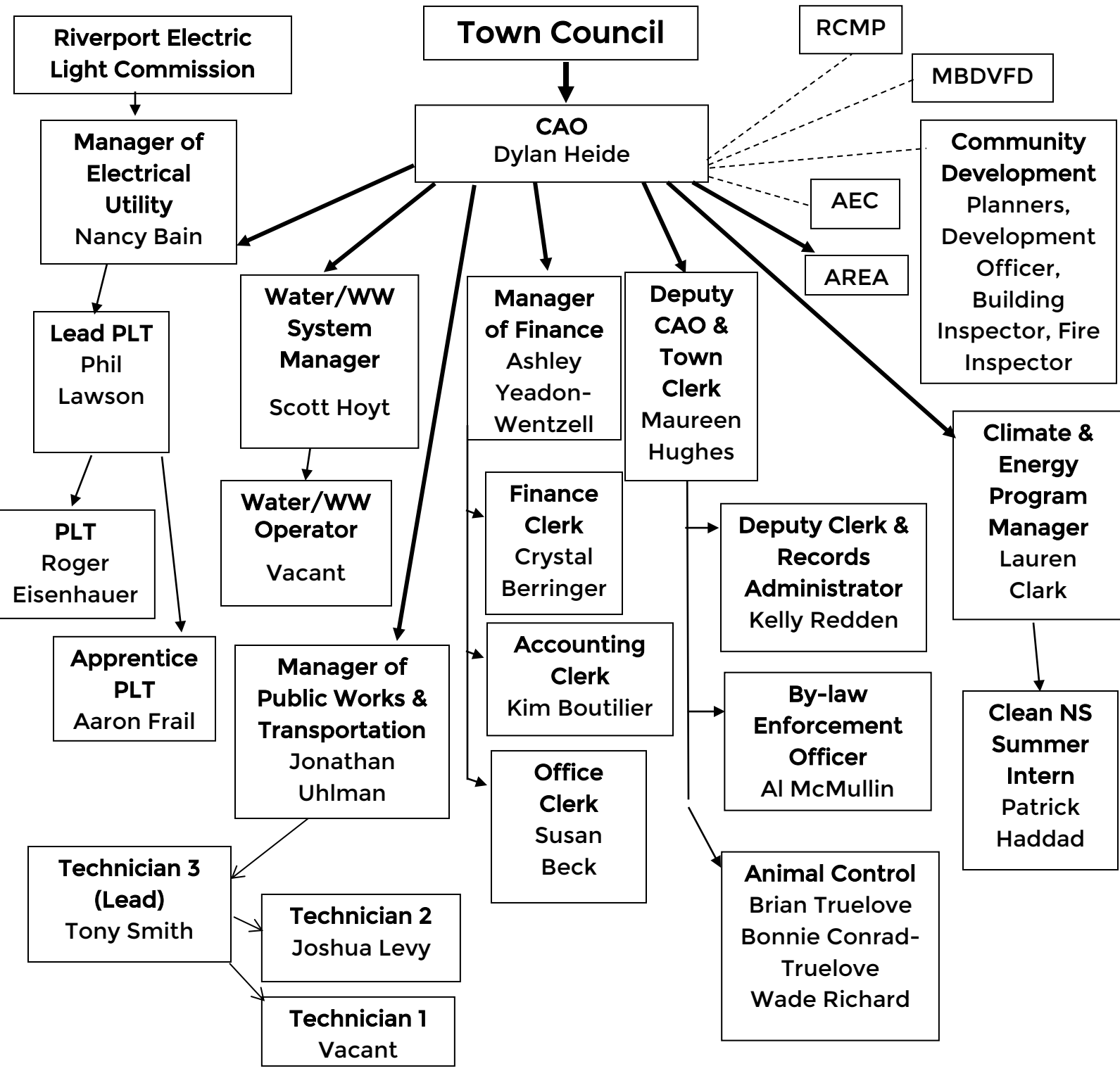
Plan Introduction & Department Structure

Developed by staff in accordance with the Council's [2021-25 Strategic Plan](#) (adopted by Council June 3rd, 2021), as well as the Town's [2022-23 Budget](#) (approved July 28th, 2022), the 2022-23 Business Plan aligns the work of Town Departments (CAO, Administration, Finance, Climate & Energy, Electrical, Water / Wastewater, and Public Works & Transportation) 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 in Feb/Mar 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 annual Budgets.

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CAO	Administration	Finance	
Core Function: Staff Management	Core Function: Council Support	Core Function: Assessment Roll, Taxation and Billing	Core Function: Annual Audit Preparation / Support
Core Function: Contract Management	Core Function: By-law and Policy Development	Core Function: Accounts Receivable / Collections	Core Function: Insurance
Core Function: Strategic Direction	Core Function: Communications and Public Engagement	Core Function: Utility Accounts and Billing	Core Function: External Reporting Requirements
Core Function: Communications	Core Function: Budget Initiatives and Projects	Core Function: Accounts Payable	Core Function: Inventory Management
Core Function: Public Safety / Traffic Authority	Core Function: Development of Internal Documents	Core Function: Payroll and Benefits	Core Function: Administration of Permits
Special Mandate: Accessibility	Core Function: By- law Enforcement	Core Function: Cemetery Administration	Core Function: Support for Capital Projects
Special Mandate: Safety Program Implementation	Special Mandate: Capacity and Effectiveness Initiative	Core Function: Budgeting and Reporting	Core Function: Journal Entries and Reconciliations
Special Mandate: Major Projects	Special Mandate: Implementation of Record Mgmt. System	Special Mandate: Setup Accountability Codes	Special Mandate: Implementation of PO Module
Special Mandate: Capacity and Effectiveness Initiative	Special Mandate: Safety Program Implementation	Special Mandate: Separation of Cemetery Ledger	Special Mandate: Capacity and Effectiveness Initiative
Special Mandate: Asset Management		Special Mandate: Implement Inventory Management System	Special Mandate: Asset Management

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Climate	Public Works	Electrical	Water/WW
Core Function: Customer Initiatives and Engagement	Core Function: Streets and Sidewalks	Core Function: Electrical Power Supply	Core Function: Source Water Protection
Core Function: Monitor & Implement GHG Plan	Core Function: Stormwater Management	Core Function: Service Extensions	Core Function: Drinking Water Treatment
Core Function: Special Projects Management	Core Function: Parks and Greenspaces	Core Function: Electrical Inspections	Core Function: Water Distribution and Hydrants
Core Function: Asset Management (GIS Coordination)	Core Function: Facilities	Core Function: Street Lighting	Core Function: Water Quality Monitoring
Special Mandate: Natural Asset Management	Core Function: Support for Utilities	Special Mandate: System Upgrades on Main St.	Core Function: Wastewater Collection
Special Mandate: Asset Management (Reporting System)	Special Mandate: Local Improvements	Special Mandate: Transformer testing and replacement	Core Function: Wastewater Treatment
Special Mandate: Community Solar Garden Project	Special Mandate: Special Projects	Special Mandate: Capacity and Effectiveness Initiative	Special Mandate: Water System Loss Reduction Project
Special Mandate: Home Heating Programs	Special Mandate: Capacity and Effectiveness Initiative	Special Mandate: Safety Program Implementation	Special Mandate: Capacity and Effectiveness Initiative
Special Mandate: Shoreline Improvement	Special Mandate: Safety Program Implementation		Special Mandate: Safety Program Implementation

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, Water/Wastewater, Electrical, and Public Works & Transportation) 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 Town/RELC Utility Shared Service Advisory Committee, 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 Program Manager Lauren Clark and indirectly Clean Nova Scotia summer intern Patrick Haddad (the Town's Climate & Energy Division detailed below), 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. Human Resource Management.
Core Function: Contract Management	Management of intermunicipal partnerships (MJSB, REMO, AREA, Riverport Electric) and contracting relationships (MODC - development services, etc.).

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<p>Core Function: Strategic Direction</p>	<p>Strategic Advice to Council (Strat. Plan development/amendment). Preparation of Staff Reports / Council Reports. Support for Council Advisory Committees. Financial Planning & Budgeting (2022-23 budget with Finance). Procurement for Major Town Projects. Oversight of land-use planning processes include MPS/LUB review. Liaising with Town Solicitor on matters of legal significance.</p>
<p>Core Function: Communications</p>	<p>Communication with residents, stakeholders, partners, clients, etc.. Oversight of Media / Social Media contact / outgoing Correspondence. FOIPOP / PIIDPA Coordinator.</p>
<p>Core Function: Public Safety / Traffic Authority</p>	<p>Oversight and recommendations to council, speed / traffic counting, development of Transportation projects with Manager of Public Works & Transportation. Coordination of fire service operations with MBDFD with Manager of Finance. EMO coordination / planning.</p>
<p>Special Mandate: Accessibility</p>	<p>Oversee Town's compliance with new Accessibility Act and Lunenburg County Accessibility Plan, including the development of the associated Mahone Bay Accessibility Operational Plan.</p>
<p>Strat Plan Links - 1.3</p>	
<p>Special Mandate: Safety Program Implementation</p>	<p>Oversight of safety program development and implementation process with all Departments. Development of HR/policy components with Administration Dept. Coordination with Safety Representative.</p>
<p>Strat Plan Links - 2.3</p>	
<p>Special Mandate: Major Projects</p>	<p>Oversight of Major Projects - Facilities Projects (Fire Station, Town Hall), Water/Wastewater Projects, Shoreline Project, additional capital projects and operating initiatives (Plan Mahone Bay process, Housing Strategy development, utility rate studies). Funding applications, procurement activities, management of contracts, public engagement and</p>
<p>Strat Plan Links - Numerous</p>	

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	consultations in relation to approved projects, etc..
Special Mandate: Capacity and Effectiveness Initiative	Improve staff capacity and operational effectiveness with all Departments prioritizing:
Strat Plan Links - 2.3	<ul style="list-style-type: none"> ▪ Management of Work Orders ▪ Shared Document Access ▪ Calendar Coordination ▪ Process Improvement
Special Mandate: Asset Management	Support for AM initiatives / Committee (CAO Participation on Committee) / AIM
Strat Plan Links - 1.2	Network participation.

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 Preparation of reports, memoranda, etc. Support for Various Committees Documents for training and best practices Maintenance of Official Records
Core Function: By-law and Policy Development	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
Core Function: Communications and Public Engagement	Respond to phone, email, in-person inquiries Publication of Mayor's Newsletter Preparation of media / social media releases YouTube - Council videos and others if required Coordination of Public Information Sessions, Hearings, and other engagement activities. Municipal Awareness Week
Core Function: Projects	Coordinate with Community Initiatives Project management External Funding Applications Cemetery administration (with Finance Dept.)
Core Function: Development of Internal Documents	Development of HR Policies and Procedures Development of orientation material for new staff and Council members. Development of new forms and templates.
Core Function: By-Law Enforcement	Consistent enforcement of the Town's by-laws (including animal control by-laws) 2022-23 priorities: enforcement training program development, JEIN (vehicle owner information) implementation, ticket review.

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<p>Special Mandate: Capacity and Effectiveness Initiative</p>	<p>Improve staff capacity and operational effectiveness with all Departments prioritizing:</p> <ul style="list-style-type: none"> ▪ Management of Work Orders ▪ Shared Document Access ▪ Calendar Coordination ▪ Process Improvement
<p>Strat Plan Links -2.3</p>	<p>Finish ongoing overhaul of historic physical records</p> <p>Amend Records Management Manual</p> <p>Complete Filing Upgrade</p> <p>Work with Departments to support proper handling of records</p> <p>Implement NEW File Sharing Protocol</p>
<p>Special Mandate: Implementation of New Record Mgmt. System</p>	<p>Department participation in safety program development and implementation. Development of safety policies.</p>
<p>Strat Plan Links -2.3</p>	

Finance

The Finance Department is comprised of Manager of Finance Ashley Yeadon-Wentzell, along with Office Clerk Susan Beck, 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 and utilities, 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 and 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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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: 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	Keeping appropriate and up-to-date records for external reporting. Filing FIR, SOE, CIP, Gas Tax (AER), GST/HST and other Provincial and Federal required information.
Core Function: Inventory Management	Maintain accurate records of inventory for the Water, Wastewater, and Electric Utilities. Performing monthly inventory reconciliations.
Core Function: Administration of Permits	Receive and process various permit applications such as facility use, temporary vending, burial, building, and development permits
Core Function: Support for Capital Projects	Staff setup the various financing/borrowing requirements for Capital Projects, and prepare both internal status reports, as well as external reports to various stakeholder parties.
Core Function: Journal entries and reconciliations	Bi-weekly reconciliations. Preparation of journal entries and review of general ledger. Daily cash balance.
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: 2.3	
Special Mandate: Separation of Cemetery Ledger	Staff are working to create a segregated chart of accounts for Bayview and Park Cemeteries which will allow for more accurate and timely financial reporting.
Strategic Plan Links: 2.3	

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Special Mandate: Implement Inventory Management System	In coordination with other Departments (Management of Work Orders below), implement new electronic inventory management system to support inventory reconciliation.
Strategic Plan Links: 2.3	
Special Mandate: Implement PO Module	Create the ability for Purchase Orders to be created electronically to ensure proper sign off and to enhance the timeliness of information being captured in the Town's Financial Reporting System.
Strategic Plan Links: 2.3	
Special Mandate: Capacity and Effectiveness Initiative	Improve staff capacity and operational effectiveness with all Departments prioritizing: <ul style="list-style-type: none"> ▪ Management of Work Orders ▪ Shared Document Access ▪ Calendar Coordination ▪ Process Improvement
Strategic Plan Links: 2.3	
Special Mandate: Asset Management	Provide support as required for asset management initiatives, participation on AM Committee.
Strategic Plan Links: 1.2	

Climate & Energy

The Town’s Climate & Energy division reports to the CAO. The division consists of Climate & Energy Program Manager Lauren Clark, supported by Clean NS summer intern Patrick Haddad. The Climate & Energy division oversees the Town’s environmental initiatives including the implementation of the Community GHG Reduction Action Plan and supports the Town’s asset management program.

Special Mandate / Core Function	Activities
Core Function: Customer Initiatives and Engagement	<ul style="list-style-type: none"> ▪ Implement GHG Reduction Engagement Campaign Plans ▪ Create system for residents & business to implement behaviours and self-report emissions reductions. ▪ Begin inter-community sustainability challenges. ▪ Implement Active Transportation Engagement Campaign. ▪ Support implementation of active transportation infrastructure improvements.
Core Function: Monitor & Implement GHG Plan	<ul style="list-style-type: none"> ▪ Continue implementing current capital Projects and engagement on sustainable behaviours. ▪ Assess funding opportunities coming up and identify what actions in GHG Plan are eligible to build a pipeline of GHG reducing projects once current projects begin to wrap up. ▪ Support new Climate & Environment Committee to complete climate analyses, review and reprioritize GHG actions as needed. ▪ Produce annual progress reports stating which actions are complete, amendments to the plan needed, GHG emissions saved from progress with Plan.

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<p>Core Function: Special Projects Management</p>	<ul style="list-style-type: none"> ▪ Coordinate the review and expansion of the HOME Program (with potential FCM support) and proposed home EV Charger pilot program. ▪ Neothermal pilot project (archetype modelling with Dalhousie University and NRCAN, selection of pilot candidates/financing for ETS installations). ▪ Identify and pursue project funding opportunities.
<p>Core Function: Asset Management (GIS Coordination)</p>	<p>Provide mapping of assets as needed to support Town departments / Asset Management Committee. Train staff and volunteers in GIS data capture as required.</p>
<p>Special Mandate: Natural Asset Management</p>	<p>Completion of natural asset data collection project. Coordinate and integrate data with asset management program / urban forest master plan development.</p>
<p>Strategic Plan Links: 1.2/3.3</p>	
<p>Special Mandate: Asset Management (Reporting System)</p>	<ul style="list-style-type: none"> ▪ Implement reporting system with public works and utilities. ▪ Receive updates from public works and utilities to continue to update data in relation to town asset, conditions, and upgrades. ▪ Provide quarterly updates of data layers to Municipality of Chester for back-up (under intermunicipal contract).
<p>Strategic Plan Links: 1.2</p>	
<p>Special Mandate: Community Solar Garden Project</p>	<ul style="list-style-type: none"> ▪ Finalize arrangements for service corridor to substation. ▪ Coordinate public engagement activities in relation to the project. ▪ Promote subscription opportunities with solar garden to community (with AREA staff). ▪ Support development of solar garden assets by AREA.
<p>Strategic Plan Links: 3.1</p>	
<p>Special Mandate: Home Heating Programs</p>	<ul style="list-style-type: none"> ▪ Coordination of HOME Program advertising and promotion (with AREA staff).
<p>Strategic Plan Links: 3.1</p>	

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	<ul style="list-style-type: none"> Assess opportunities for HOME program expansion (ETS, home EV chargers, etc.) and pursue external funding.
<p>Special Mandate: Shoreline Improvement</p>	<p>Coordinate with Coastal Action to engage and communicate demonstration project progress and importance to the community (i.e. social media updates, poster updates and website upkeep). Support Coastal Action in securing external funding for living shoreline expansion.</p>
<p>Strategic Plan Links: 3.2</p>	

Public Works & Transportation

The Department of Public Works & Transportation is responsible for the safe operation of the Town’s streets and sidewalks (including snow and ice control) and for maintenance of assets including fleet, buildings, recreational facilities, parks and open spaces, stormwater management and transportation infrastructure (including active transportation). Department staff coordinate closely with and support water, wastewater and electrical utility operations. The Manager, on behalf of the department, reports directly to the Town’s CAO. Department staff include:

- Jonathan Uhlman - Manager
- Tony Smith - Public Works Technician 3 (Lead)
- Joshua Levy - Public Works Technician 2
- Vacant - Public Works Technician 1

Special Mandate / Core Function	Activities
Core Function: Streets and Sidewalks	Snow & ice control, patching, paving, line painting, signage, street & sidewalk repairs and/or renewals. 2022-23 Priorities: Implementation of approved transportation projects, Accessibility audits of existing infrastructure.
Core Function: Stormwater Management	Stormwater collection (ditches, culverts, & catch basins). 2022-23 Priorities: Preventative maintenance and improvement of stormwater assets incorporated into AM Plan / Budget.
Core Function: Parks and Greenspaces	Mowing, leaves, vegetation maintenance, maintenance of parks & playgrounds, ball field, trails, swimming pool, public washrooms, etc. 2022-23 Priorities: Strengthen shared-service partnerships for recreational service delivery, Accessibility audits of existing infrastructure.
Core Function: Facilities	Maintenance of Town-owned facilities. 2022-23 Priorities: Operation and maintenance of fire station (and repurposing or divestiture of old), new public works garage or alternative.

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<p>Core Function: Support for Utilities</p>	<p>Provide support for support water, wastewater and electrical utility operations.</p>
<p>Special Mandate: Local Improvements</p>	<ul style="list-style-type: none"> ▪ Strategic expansion of existing infrastructure to support planned growth and development. ▪ Explore shared services and partnerships for efficient service delivery while connecting with community passion and interest.
<p>Strategic Plan Links: 2.2</p>	
<p>Special Mandate: Special Projects</p>	<ul style="list-style-type: none"> ▪ Participation in Safety Program Development and Implementation ▪ Transportation Projects ▪ Support for Accessibility Plan Development and Implementation ▪ Cemeteries vegetation management
<p>Strategic Plan Links: Numerous</p>	
<p>Special Mandate: Capacity and Effectiveness Initiative</p>	<p>Improve staff capacity and operational effectiveness with all Departments prioritizing:</p> <ul style="list-style-type: none"> ▪ Management of Work Orders ▪ Shared Document Access ▪ Calendar Coordination ▪ Process Improvement
<p>Strategic Plan Links: 2.3</p>	
<p>Special Mandate: Asset Management</p>	<ul style="list-style-type: none"> ▪ Support for AM Committee, condition assessments and diagnostics. ▪ Operationalization of AM practice to front line PW staff.
<p>Strategic Plan Links: 1.2</p>	

Electrical Utility

The Town’s electric utility operates in partnership with the Riverport Electric Light Commission (RELC) to deliver dependable electrical service to residents of both communities. Our shared electrical staff team includes:

- Nancy Bain - Electric Utility Manager
- Phil Lawson - Lead Powerline Technician
- Roger Eisenhauer - Powerline Technician
- Aaron Frail - Apprentice Powerline Technician

Special Mandate / Core Function	Activities
Core Function: Electrical Power Supply	<ul style="list-style-type: none"> • Respond to outages • Repair/replace poles • Repair/replace lines • Repair/replace transformers • Meter reading • Meter changes
Core Function: Service Extensions	<ul style="list-style-type: none"> • Run new services • Scope new lines • Install new poles • Install new lines • Install new transformers
Core Function: Electrical Inspections	Timely conduct of electrical inspections to support development.
Core Function: Street Lighting	Maintenance of street lighting to serve streets and sidewalks.
Special Mandate: System Upgrades on Main St.	Ongoing replacement and upgrading of depreciated system infrastructure to support development.
Strategic Plan Links: 1.1	
Special Mandate: Transformer testing and replacement	Implementation of transformer testing program and planned replacement of transformers as required to meet legislated environmental requirements.
Strategic Plan Links: 1.1	
Special Mandate: Capacity and Effectiveness Initiative	Improve staff capacity and operational effectiveness with all Departments prioritizing:

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Strategic Plan Links: 2.3	<ul style="list-style-type: none"> ▪ Management of Work Orders ▪ Shared Document Access ▪ Calendar Coordination ▪ Process Improvement
Special Mandate: Safety Program Implementation	Department participation in safety program development and implementation.
Strategic Plan Links: 2.3	

Water / Wastewater

The Water / Wastewater Department is responsible for the reliable supply of drinking water to residents and businesses as well as the collection and treatment of wastewater. The Department operates in accordance with all federal and provincial regulations to ensure the safety of staff, the public and our natural environment. Department staff include:

Scott Hoyt - Water/Wastewater System Manager
 Vacant - Water/Wastewater System Operator

Special Mandate / Core Function	Activities
<p>Core Function: Source Water Protection</p>	<ul style="list-style-type: none"> ▪ Oakland Lake Watershed Advisory Committee ▪ Source Water Protection Plan ▪ Approval to Withdrawal (Province) ▪ Source Water Sampling ▪ Lake Outlet Flow Monitoring ▪ Compliance Reporting (Province) <p>2022-23 Priorities: Continue to update and evaluate hazard assessments for source water protection area with committee. Update withdrawal permit.</p>
<p>Core Function: Drinking Water Treatment</p>	<ul style="list-style-type: none"> ▪ Raw water pumping and transmission ▪ Tanks Inspections/Cleaning ▪ Membrane Filters Inspections/Cleaning ▪ Chemical handing and equipment ▪ Inspection and exercise of pumps/mixers, air compressors, valves/actuators ▪ UV System operation and inspection ▪ SCADA operation ▪ Compliance Reporting (Province) ▪ Approval to Operate (Province) ▪ Procurement ▪ Clearwell inspection ▪ Online Analyzers Maintenance/Calibration

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	<p>2022-23 Priorities: Facilities improvements (chemical room, etc.), Replace RW flow meter and check valve assembly WTP.</p>
<p>Core Function: Water Distribution and Hydrants</p>	<ul style="list-style-type: none"> ▪ Biannual unidirectional flushing ▪ Annual valves inspection/exercise ▪ Water quality maintenance flushing ▪ Install new services as needed ▪ Service repairs as needed ▪ PRV/ARV inspection ▪ Water meters operation and repair ▪ Water disconnections / connections <p>2022-23 Priorities: Draft 10-year AM Plan for Water Assets, Capital Replacement of Water Distribution Lines on Main St., Installation of deadend flushing equipment.</p>
<p>Core Function: Water Quality Monitoring</p>	<ul style="list-style-type: none"> ▪ Annual Sampling Plan (Province) ▪ Compliance Reporting (Province) ▪ Approval to Operate (Province) ▪ In-House sampling and analysis ▪ Third-part sampling and analysis ▪ 5-year GCDWC Samples 2022
<p>Core Function: Wastewater Collection</p>	<ul style="list-style-type: none"> ▪ SCADA monitoring ▪ Lift station inspection and cleaning ▪ Compliance monitoring and reporting (Provincial and Federal) ▪ Approval to Operate (Province) ▪ Sewer Main cleaning and inspection ▪ Install new services as needed ▪ Service repairs as needed <p>2022-23 Priorities: Draft 10-year AM Plan for Wastewater Assets, Capital Replacement of Wastewater Collection Mains or Trunk Sewer.</p>
<p>Core Function: Wastewater Treatment</p>	<ul style="list-style-type: none"> ▪ Headworks Inspections/Cleaning ▪ Daily inspections and calibration (aerators, blowers, effluent chamber) ▪ Chemical handling and equipment ▪ Approval to Operate (Province) ▪ Compliance Monitoring and Reporting (Provincial and Federal) ▪ Procurement <p>2022-23 Priorities: Continued PAA Effluent Implementation & Compliance Monitoring</p>

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	(chemical storage and injection), Contact cell cleaning.
Special Mandate: Water System Loss Reduction Project	In 2021-22 a comprehensive non-revenue water audit was completed which provides detailed system information to focus on water loss areas. Continue working with internal resources and third-party contractors to further pinpoint sources of water loss in need of repair or replacement.
Strategic Plan Links: 1.1	
Special Mandate: Capacity and Effectiveness Initiative	Improve staff capacity and operational effectiveness with all Departments prioritizing: <ul style="list-style-type: none"> ▪ Management of Work Orders ▪ Shared Document Access ▪ Calendar Coordination ▪ Process Improvement
Strategic Plan Links: 2.3	
Special Mandate: Safety Program Implementation	<ul style="list-style-type: none"> ▪ Department participation in safety program development and implementation. ▪ SOP and O&M manual review and updates.
Strategic Plan Links: 2.3	