

TOWN OF ST. STEPHEN
REGULAR COUNCIL
73 MILLTOWN BLVD., SUITE 112
JANUARY 24, 2011 @ 7:00 P.M.

1. PRAYER
2. RECORDING OF ATTENDANCE

PRESENT: Mayor G. L. (Jed) Purcell; Deputy Mayor Jim Maxwell; Councillors Ralph Williams, Robert Tinker, Barb Donovan, Jeremy Copeland and Gavin Toumishey; CAO John Ferguson; and, Town Clerk Joan Flewelling.

3. APPROVAL OF AGENDA

AGENDA

Moved by Councillor Tinker
Seconded by Councillor Williams

01/11

THAT the Agenda be approved with four additions: (l) Abolition of Office – Coordinator, Compensation & Public Services; (m) Severance Package – Coordinator, Compensation & Public Services; (n) Sick Leave Bank – Canadian Union of Public Employees (CUPE), Local 770; and (o) Organizational Renewal; be added under 14. **NEW BUSINESS. CARRIED**

4. CONFLICT OF INTEREST

No conflicts were declared.

5. READING OF PETITIONS/PRESENTATIONS/PROCLAMATIONS

- (a) United Way – Chuck Hickey, Account Executive and Past President, Board of Directors and Elizabeth Jadoo, Executive Director, presented to Council a brief summary on United Way's history to date, and suggested that perhaps Town employees could show their support through payroll deduction.

The CAO stated that, of course, payroll deduction would be voluntary and Mayor Purcell thanked them for their presentation.

- (b) Heart Month
Mayor Purcell proclaimed the month of February, 2011 as Heart Month:

Whereas:

the effects of heart disease and stroke are responsible for widespread suffering and create serious hardship in our community; and

Whereas:

the Heart and Stroke Foundation of New Brunswick is taking positive action to reduce disability and death from heart and stroke disease through:

- (1) a planned, priority research program
 - (2) an accelerated public and professional heart health promotion program;
- and

Whereas:

the Heart and Stroke Foundation of New Brunswick's Annual Person-to-Person Campaign is being conducted during the Month of February 2011.

Now Therefore:

I, G. L. (Jed) Purcell, Mayor of the Town of St. Stephen, hereby proclaim the month of February, 2011 as Heart Month in St. Stephen and urge all citizens to cooperate in the Heart Fund Drive and all civic, social and fraternal organizations and business establishments to give this campaign the greatest possible support.

(c) Heritage Week and Heritage Day

Mayor Purcell proclaimed the week of February 14 – 21, 2011 as Heritage Week and February 21, 2011 as Heritage Day:

WHEREAS the second week in February is provincially recognized as the time to celebrate our heritage; and

WHEREAS the third Monday in February is National Heritage Day in Canada; and

WHEREAS the significant heritage which we have inherited from our ancestors plays a vital role in providing a unique identity to our Town; and

WHEREAS our built heritage provides us with a legacy to be handed down for the benefit and enjoyment of future generations; and

WHEREAS our heritage has played a vital role in developing the rich social fabric of our Town, and will continue to provide a framework for "*Celebrating our Heritage*".

NOW THEREFORE, I, G. L. (Jed) Purcell, Mayor the Town of St. Stephen, do hereby proclaim the week of February 14 – 21, 2011 as **HERITAGE WEEK** in the Town of St. Stephen and Monday, February 21, 2011 as **HERITAGE DAY** in the Town of St. Stephen and urge all citizens to support and participate in heritage activities occurring throughout the Town.

6. NOTICES OF MOTIONS

No notices of motions.

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7. APPROVAL OF COUNCIL MINUTES

REGULAR COUNCIL MEETING

Moved by Councillor Copeland

Seconded by Councillor Donovan

02/11 **THAT** the Minutes of the Regular Council meeting held on December 20, 2010 be approved as circulated. **CARRIED**

SPECIAL COUNCIL MEETING

Moved by Councillor Tinker

Seconded by Deputy Mayor Maxwell

03/11 **THAT** the Minutes of the Special Council meeting held on December 29, 2010 be approved as circulated. **CARRIED**

8. ACCOUNTS

PAID BILLS

Moved by Councillor Williams

Seconded by Councillor Tinker

04/11 **THAT** the paid bills in the amount of \$1,105,445.67 (one million, one hundred and five thousand, four hundred and forty-five dollars and sixty-seven cents) be ratified. **CARRIED**

9. COMMUNICATIONS

COMMUNICATION FOR INFORMATION FILE

Moved by Councillor Donovan

Seconded by Councillor Tinker

05/11 **THAT** Communication for Information, note and file, be adopted. **CARRIED**

COMMUNICATION FOR ACTION

No communication for action.

10. APPROVAL OF COMMITTEE MINUTES

COMMITTEE OF COUNCIL MEETING

Moved by Councillor Donovan

Seconded by Councillor Copeland

06/11 **THAT** the Minutes of the Committee of Council meeting held on December 20, 2010 be approved as circulated. **CARRIED**

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COMMITTEE OF COUNCIL MEETING

Moved by Councillor Tinker

Seconded by Councillor Donovan

- 07/11** **THAT** the Minutes of the Committee of Council meeting held on December 21, 2010 be approved as circulated. **CARRIED**

COMMITTEE OF COUNCIL MEETING

Moved by Councillor Tinker

Seconded by Councillor Williams

- 08/11** **THAT** the Minutes of the Committee of Council meeting held on January 5, 2011 be approved as circulated. **CARRIED**

COMMITTEE OF COUNCIL MEETING

Moved by Councillor Williams

Seconded by Deputy Mayor Maxwell

- 09/11** **THAT** the Minutes of the Committee of Council meeting held on January 11, 2011 be approved as circulated. **CARRIED**

COMMITTEES MEETING

Moved by Deputy Mayor Maxwell

Seconded by Councillor Copeland

- 10/11** **THAT** the Minutes of the Committees meeting – Public Safety & Environment; Planning & Priorities; Finance & Administration; and Community Services held on January 13, 2011 be approved as circulated. **CARRIED**

COMMITTEE OF COUNCIL MEETING

Moved by Councillor Donovan

Seconded by Councillor Toumishey

- 11/11** **THAT** the Minutes of the Committee of Council meeting held on January 20, 2011 be approved as circulated. **CARRIED**

11. **STAFF REPORTS**

STAFF REPORTS

Moved by Councillor Tinker

Seconded by Councillor Williams

- 12/11** **THAT** the following staff reports for the month of December 2010 be adopted: Treasury Department; Public Works Department; Department of Parks, Recreation and Property Management; Fire Department; Department of By-Laws and Building Inspection; and Development Office. **CARRIED**

12. **UNFINISHED BUSINESS**

No unfinished business.

13. CONSIDERATION OF BY-LAWS

EMERGENCY: BY-LAW RESPECTING THE DUTIES AND POWERS OF THE CHIEF ADMINISTRATIVE OFFICER

Moved by Councillor Tinker

Seconded by Councillor Donovan

13/11

WHEREAS Section 12(2) of the *Municipalities Act* provides that all members of Council present may declare by resolution that an emergency exists and thereafter a by-law may be read three times at the one meeting of Council; **THEREFORE** be it unanimously resolved that an emergency exists and By-law No. A -8.1, being a By-law to Amend a By-law Respecting the Duties and Powers of the Chief Administrative Officer, be read three times at this Council meeting. **CARRIED**

BY-LAW NO. A – 8.1 - “A BY-LAW TO AMEND A BY-LAW RESPECTING THE DUTIES AND POWERS OF THE CHIEF ADMINISTRATIVE OFFICER” – FIRST READING – SHORT TITLE ONLY

Moved by Councillor Tinker

Seconded by Councillor Williams

14/11

THAT By-Law No. A – 8.1 – “A By-law to Amend a By-law Respecting the Duties and Powers of the Chief Administrative Officer” - be given First Reading – Short Title Only. **CARRIED**

BY-LAW NO. A – 8.1 - “A BY-LAW TO AMEND A BY-LAW RESPECTING THE DUTIES AND POWERS OF THE CHIEF ADMINISTRATIVE OFFICER” – SECOND READING – READING IN ITS ENTIRETY

Moved by Councillor Williams

Seconded by Councillor Tinker

15/11

THAT By-Law No. A – 8.1 – “A By-law to Amend a By-law Respecting the Duties and Powers of the Chief Administrative Officer” - be given Second Reading – Reading in its Entirety. **CARRIED**

BY-LAW NO. A – 8.1 - “A BY-LAW TO AMEND A BY-LAW RESPECTING THE DUTIES AND POWERS OF THE CHIEF ADMINISTRATIVE OFFICER” – THIRD AND FINAL READING – SHORT TITLE ONLY

Moved by Councillor Tinker

Seconded by Councillor Copeland

16/11

THAT By-Law No. A – 8.1 – “A By-law to Amend a By-law Respecting the Duties and Powers of the Chief Administrative Officer” - be given Third and Final Reading – Short Title Only. **CARRIED**

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14. NEW BUSINESS

PURCHASING POLICY SCHEDULE "A" – REVISION

Moved by Councillor Tinker

Seconded by Councillor Williams

17/11 **THAT** the Council of the Town of St. Stephen approves the following revised Schedule "A" which replaces the former dated August 20, 2007:

Schedule "A"

- A) General Government Services – Mayor, Chief Administrative Officer, Treasurer, Town Clerk, Director of Parks, Recreation and Property Management, Human Resources/Office Manager
- B) RCMP – Chief Administrative Officer, Director of Parks, Recreation and Property Management
- C) Fire – Chief Administrative Officer, Fire Chief
- D) Animal and Pest Control – Chief Administrative Officer, Manager of Bylaws/Building Inspection
- E) Building Inspector/By-Law Officer – Chief Administrative Officer, Manager of Bylaws/Building Inspection
- F) Crosswalk Guards – Chief Administrative Officer
- G) Transportation Services (not including Airport) – Chief Administrative Officer, Director of Operations, Superintendent of Public Works, Director of Parks, Recreation and Property Management
- H) Airport – Director of Parks, Recreation and Property Management
- I) Environment Health Services – Chief Administrative Officer, Director of Parks, Recreation and Property Management
- J) Environmental Development Services – Chief Administrative Officer, Director of Parks, Recreation and Property Management
- K) Recreation and Cultural Services – Chief Administrative Office, Director of Parks, Recreation and Property Management, Assistant Recreation Director
- L) Fiscal Services – Treasurer
- M) Water Supply – Chief Administrative Officer, Treasurer, Director of Operations, Superintendent of Public Works, Human Resources/Office Manager
- N) Sewerage Collection and Disposal – Chief Administrative Officer, Treasurer, Director of Operations, Superintendent of Public Works

CARRIED

REAPPOINTMENT – ST. CROIX PUBLIC LIBRARY

Moved by Deputy Mayor Maxwell

Seconded by Councillor Toumishey

18/11 **THAT** Jane Lindsay be reappointed to the Board of Trustees of the St. Croix Public Library for a one year term effective February 1, 2011 and expiring January 31, 2012. **CARRIED**

VOLUNTEER FIREFIGHTERS' STIPEND AND WAGE INCREASES

Moved by Councillor Williams

Seconded by Councillor Tinker

19/11 **THAT** the Council of the Town of Stephen authorizes the following 2011 volunteer firefighters' stipends and wages retroactive to January 1, 2011:

	<u>2010</u>	<u>2011</u>
1) Callouts	\$8.50/callout	\$9.00/callout
2) Out of Town Fires	\$9.50/hour	\$10.00/hour
3) Out of Town Forest Fires	DNR reimburse rate	DNR reimburse rate
4) Regular Volunteer Stipend	\$130/month	\$130/month
5) Lieutenant Stipend	\$130/month	\$140/month
6) Captain Stipend	\$130/month	\$150/month
7) Assistant Chief Stipend	\$250/month	\$250/month
8) Assistant Chief filling in for Chief	\$100/week	\$150/week
9) Evening Training	\$20/evening	\$20/evening
10) Day Training	\$40/day	\$40/day

CARRIED

NON-UNION MANAGEMENT AND ADMINISTRATIVE STAFF SALARY INCREASE

Moved by Councillor Tinker

Seconded by Councillor Williams

20/11 **THAT** the Council of the Town of St. Stephen authorizes the lifting of its wage freeze on non-union employees' wages effective January 1, 2010. **AND FURTHER THAT** it authorizes that all permanent non-union management and administrative staff be awarded a 2.5% (two and one-half percent) unbudgeted salary/wage increase for the 2010 calendar year retroactive to January 1, 2010 and an additional 1.5% (one and one-half percent) increase for the 2011 calendar year retroactive to January 1, 2011. **CARRIED**

COST OF LIVING FREEZE-MAYOR AND COUNCILLORS

Moved by Councillor Tinker

Seconded by Councillor Copeland

21/11 **THAT** the Council of the Town of St. Stephen authorizes the lifting of its freeze on annual, not to exceed 3% (three percent) Cost of Living, as outlined in Section 5.05 of the Town's By-Law No. A-2, "A By-Law Respecting Procedures of the Town Council and Town Administration", retroactive to December 1, 2009.

CARRIED

RESCINDING OF RESOLUTION (APPOINTMENT – MUNICIPAL PLANNING OFFICER)

Moved by Councillor Tinker
Seconded by Councillor Williams

22/11 **THAT** Resolution #102/09 as stated in the Minutes of April 20, 2009, which reads

THAT the Council of the Town of St. Stephen appoints Janet McAuley to act as the Town's Municipal Planning Officer as outlined in Section 16(1)(a)(ii) of the *Community Planning Act*, and who shall also be the Town's Development Officer as outlined in Section 16(2) of the *Community Planning Act*, retroactive to 1 April 2009. **CARRIED**

be rescinded retroactive to November 15, 2010. **CARRIED**

APPOINTMENT – MUNICIPAL PLANNING OFFICER

Moved by Councillor Tinker
Seconded by Councillor Donovan

23/11 **THAT** the Council of the Town of St. Stephen appoints the Chief Administrative Officer to act as the Town's Municipal Planning Officer as outlined in Section 16(1)(a)(ii) of the *Community Planning Act*, and who shall also be the Town's Development Officer as outlined in Section 16(2) of the *Community Planning Act*, retroactive to November 15, 2010. **CARRIED**

PARTIAL RESCINDING OF RESOLUTION (APPOINTMENT – CHIEF ADMINISTRATIVE OFFICER/TOWN CLERK)

Moved by Councillor Tinker
Seconded by Deputy Mayor Maxwell

24/11 **THAT** the portion which refers to the appointment of Town Clerk in Resolution #234/09 as stated in the Minutes of September 21, 2009, which reads in part

THAT the Council of the Town of St. Stephen appoints John Ferguson as the . . . /Town Clerk for the Town of St. Stephen commencing on Monday, September 28, 2009 . . . **CARRIED**

be rescinded retroactive to November 15, 2010. **CARRIED**

APPOINTMENT – TOWN CLERK

Moved by Councillor Tinker
Seconded by Councillor Donovan

25/11 **THAT** the Council of the Town of St. Stephen appoints Joan Flewelling to act as the Town Clerk as outlined in Section 74(2) of the *Municipalities Act* retroactive to November 15, 2010. **CARRIED**

ABOLITION OF OFFICE – SUPERINTENDENT OF PUBLIC WORKS

Moved by Councillor Tinker

Seconded by Councillor Donovan

- 26/11 **THAT** the Council of the Town of St. Stephen accepts the recommendation of the Chief Administrative Officer to abolish the Office of the Superintendent of Public Works retroactive to January 21, 2011. **CARRIED**

SEVERANCE PACKAGE – FORMER SUPERINTENDENT OF PUBLIC WORKS

Moved by Councillor Tinker

Seconded by Councillor Donovan

- 27/11 **THAT** the Council of the Town of St. Stephen authorizes the sum of \$65,187.98 (sixty-five thousand, one hundred and eighty-seven dollars and ninety-eight cents) be paid to the former Superintendent of Public Works as consideration of the severance package offered and accepted.
AND FURTHER THAT the Town agrees to pay 50% (fifty percent) of medical premiums for coverage under the Town's policy for the former Superintendent of Public Works until the age of 65 (sixty-five) years. **CARRIED**

ABOLITION OF OFFICE – COORDINATOR, COMPENSATION & PUBLIC SERVICES

Moved by Councillor Tinker

Seconded by Councillor Donovan

- 28/11 **THAT** the Council of the Town of St. Stephen accepts the recommendation of the Chief Administrative Officer to abolish the Office of the Coordinator, Compensation & Public Services effective upon receipt of correspondence from Canada Revenue Agency (CRA) related to the severance package.
AND FURTHER THAT the Chief Administrative Officer be directed to finalize the mutually agreed severance package in respect to the abolition of the Office of Coordinator, Compensation & Public Services, effective upon receipt of the CRA correspondence. **CARRIED**

SEVERANCE PACKAGE – COORDINATOR, COMPENSATION & PUBLIC SERVICES

Moved by Councillor Tinker

Seconded by Councillor Donovan

- 29/11 **THAT** the Council of the Town of St. Stephen authorizes the sum of \$175,294.00 (one hundred and seventy-five thousand, two hundred and ninety-four dollars) be paid to the Coordinator, Compensation & Public Services as consideration of the severance package offered and accepted effective upon receipt of correspondence from the Canada Revenue Agency.
AND FURTHER THAT the Town agrees to pay 100% (one hundred percent) of medical premiums for coverage under the Town's policy for the Coordinator, Compensation & Public Services until the age of 65 (sixty-five) years. **CARRIED**

**SICK LEAVE BANK - CANADIAN UNION OF PUBLIC EMPLOYEES
(CUPE), LOCAL 770**

Moved by Councillor Williams
Seconded by Councillor Tinker

- 30/11** **THAT** the Council of the Town of St. Stephen agrees to supply thirty (30) days from the Union Sick Leave Bank for Firefighter # 13314 effective February 10, 2011, as requested by the Canadian Union of Public Employees (CUPE), Local 770, and outlined in Article 18.06 of its Collective Agreement. **CARRIED**

ORGANIZATIONAL RENEWAL

Moved by Councillor Tinker
Seconded by Councillor Williams

- 31/11** **THAT** the Council of the Town of St. Stephen approves the Chief Administrative Officer's (CAO) report dated January 24, 2011 (copy attached). **AND FURTHER THAT** performance measurements – salary treatment (increases) as noted in Appendix A of the CAO's report due to increased management responsibilities or matters of pay equity effective January 28, 2011 be approved. **CARRIED**

At the request of the Mayor, the CAO reviewed the organizational renewal.

15. **REPORTS OF MAYOR AND COUNCILLORS**

Deputy Mayor Maxwell

- Attended various Town meetings.
- Enjoyed the Mayor's Levee and pleased that Harry Dever was Honourary Mayor for the Day.
- Attended a Chocolate Museum Operational Committee meeting.
- Attended a retirement party for Raymond Day and Lorraine Richard.
- Organized a fundraiser at Dooly's with proceeds going to the dialysis unit.

Councillor Donovan

- Enjoyed the Mayor's Levee.
- Attended various Town meetings.
- Attended an Arena Board meeting.
- Congratulations extended to the two Town retirees.

Councillor Toumishey

- Congratulations extended to the two Town retirees.

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- Thanked and congratulated Town staff, and in particular, the CAO, for the amount of work involved in the clear organizational structure.
- Attended various Town meetings.
- Attended a Development St. Stephen board meeting and concerned with increased rates in natural gas which could affect Ganong and Flakeboard.
- Concerned with the affect of extreme weather patterns on lives and must work together with the community to prepare for any future disasters.
- Very pleased to have been given a tour of the building which housed the Wood & Wardrobe Thrift Shop, now under construction from last year's fire. The first basketball game in Canada was played upstairs and the Town should be proud of the history and embrace the potential.

Councillor Copeland

- Congratulations extended to the two Town retirees.
- Congratulated the CAO for his work involved in the organizational renewal.
- Attended the Mayor's Levee.
- Attended various Town meetings and disappointed that some were during the day and therefore was unavailable due to work commitments.

Councillor Tinker

- Congratulations extended to the two Town retirees.
- Clarified comments in a recent article in *The Saint Croix Courier* with respect to the Town's Economic Development Plan and focused more on the positive with the opening of a few new businesses, rather than just the negative with a few closures.

Councillor Williams

- Stated, once again, the staff/council Christmas party at the CAO's home was a good idea which created a team atmosphere.
- Enjoyed the Mayor's Levee and pleased that Harry Dever was Honourary Mayor for the Day.
- Attended numerous Town meetings.
- Suggested that when Town meetings are held during the day, it could discourage younger citizens who would be working to run in future Municipal elections.
- Pleased with the organizational renewal which creates a new trend and allows department heads to act more independently of the CAO.
- Stated that due to the recent flood, the Town needs to have more coordination and remediation roles in place.
- Stated that the budget process this year was less burdensome.
- Attended a retirement party for Raymond Day and Lorraine Richard.

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- Congratulations extended to the two Town retirees.
- Stated that the organizational renewal is timely and a move in the right direction, and is confident that staff is competent to handle the changes.
- Suggested that Council needs to address the placement of trailers in the new Municipal Plan.

Mayor Purcell

- Thanked Councillor Tinker for his comments with respect to the Town's Economic Development Plan.
- Met with Honourable Greg Thompson, P.C., M.P., along with the CAO, with respect to the Civic Center.
- Stated a lot of work is being done on the Civic Center which remains confidential at this time, but the project is definitely progressing.
- Thanked Councillors for supporting the organizational renewal.

16. QUESTION PERIOD

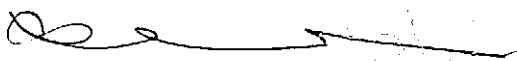
There were no questions.

17. ADJOURNMENT

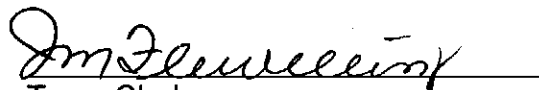
ADJOURNMENT

Moved by Councillor Tinker
Seconded by Councillor Copeland

32/11 THAT the meeting adjourn at 8:20 p.m. CARRIED



Mayor



Town Clerk

REPORT

To: Mayor and Council

From: John Ferguson, Chief Administrative Officer (CAO)

Date: January 24, 2011

Subject: **ORGANIZATIONAL RENEWAL**
- Financial and organizational implications; management responsibility changes; salaries and severance package recommendations.

Background

In respect to direction specifically described in the CAO's performance review and approved by Town Council I am providing the following report describing the financial implications of the Organizational Renewal - for Council's consideration.

Town Council has been fully briefed on the recommended management/non-union staffing changes affecting Town operations which form the basis of this report.

Town of St. Stephen's Organizational Renewal financial implications:

The organizational renewal interim changes were implemented with endorsement of the Town Council. The organizational renewal is predicated on the abolition of office (deletion of the management position from the town's establishment), yet maintain; with the existing management work complement, the ability to renew management responsibilities and implement a workforce reduction that leads to greater operational efficiencies. Any initial financial investment to implement a workforce reduction through attrition (abolition of office) must demonstrate and result in long term operational efficiencies.

Although the organizational renewal process had been in the review for several months there had been additional influences that necessitated immediate changes in November 2010 on an interim basis.

On November 15, 2010 the interim changes were approved by Council with no salary treatment for managers assigned additional work responsibility except for the acting position of Human Resource Officer/Office Manager and Acting Manager of By-laws and Building Inspection. These particular organizational changes were identified early in 2010 recognizing a municipal

service gap in the respective offices. These staffing changes were considered in 2010 budget deliberations and are reflected in the base budget for 2011.

Excerpt from CAO's report dated November 10, 2010.

There are no salary implications for the interim positions except for the Acting Human Resource Officer/Office Manager and Acting Manager of By-laws and Building Inspection (attached is a report on the immediate financial implications prepared by the Treasurer). The permanent positions are not planned until early in 2011 and will only be implemented upon final approval of Council. It is the intent of the CAO to create and recommend full-time positions from the interim assignments. Salaries will be reviewed leading to Council's final consideration in the New Year. Several positions will see an increase in work responsibility so, therefore, those positions will not be posted. However, the Town will adhere to appropriate postings in respect to any new positions that will be approved by Council on a permanent basis.

The permanent changes affecting positions with increased responsibility resulting from the organizational renewal will be considered by Council as part of this report and the recommendation that follows. See Appendix A attached (page 4).

The cost of the abolition of office in respect to mutually agreed severance was based on a five year analysis. The severance amounts calculated in the buy-out severance packages also included severance amounts that formed part of the Town's policies dating back to 1984.

The total cost to the operational and utility budget (including reserve funding) specifically compared to the abolition of office is approximately \$243,158.00. The operational savings resulting from the abolition of office from 2011 to 2016 is approximately \$785,986.00 resulting in a net savings of approximately \$542,828.00.

The operational cost in respect to increased management responsibility created by the abolition of office in 2011 is \$21,500.00 and is anticipated to increase by \$10,500.00 in 2012. These increases also trigger the first performance based management system for the Town of St. Stephen. The performance based salary treatment is described in Appendix A. The six year anticipated cost to the operational budget is approximately \$181,500.00.

Performance management and organizational renewal will be an ongoing evaluation process with the goal of improving operational efficiencies.

In closing, I would like to stress that organizational renewal is change and will require all Staff and Town Council to support one another as we meet the expectations that our citizens expect as we improve our leadership and cooperation to improve our local community and economy.

Note: The supporting documentation and references are attached to this report.

Recommendations

1. That Council approves the performance based management system, permanent management position changes and salary treatment described in Appendix A, and endorses all changes described in this report and attachments.
2. That Council approves the severance package "Release" agreements – detailed amounts described in Appendix B attached (page 5) for the position of Superintendent of Public Works and Coordinator Compensation and Public Service.
3. That Council congratulates our retiring employees and thanks our managers for embracing the Town's organizational renewal with optimism and enthusiasm.

Respectfully Submitted,



John Ferguson
Chief Administrative Officer

Attachments

Appendix A

ORGANIZATIONAL RENEWAL

<u>STAFF</u>	<u>FORMER POSITION</u>	<u>NEW POSITION</u>	<u>PERFORMANCE BASED SALARY TREATMENT</u>
John Ferguson	Chief Administrative Officer/Town Clerk	Chief Administrative Officer/Development Officer	Performance measurements based on existing responsibility level.
Joan Flewelling	Assistant Clerk	Town Clerk	\$2,000 initial responsibility pay increase. Additional \$2,000 pay increase based on satisfactory performance review – determined by Council.
Mike O'Connell	Director, Parks & Recreation	Director, Parks, Recreation and Property Management	\$2,000 initial responsibility pay increase. Additional \$2,000 pay increase based on satisfactory performance review – determined by CAO.
Leah Nixon	Assistant Director, Parks & Recreation	Assistant Director, Parks, Recreation and Property Management	\$2,000 initial responsibility pay increase. Additional \$2,000 pay increase based on satisfactory performance review – determined by Director of Parks, Recreation and Property Management and CAO.
Janet McAuley	Municipal Planning Officer	Manager, Compensation and Benefits/Accounts Receivable and Collections	Performance measurements based on existing responsibility levels – no salary treatment at this time - determined by Treasurer and CAO.
Mark Fleming	By-law Enforcement Officer	Manager, By-laws and Building Inspection	\$2,000 initial responsibility pay increase. Additional \$2,000 pay increase based on satisfactory performance review – determined by CAO.
Kimberly Ste Marie	Assistant Treasurer	Assistant Treasurer	\$2,000.00 initial pay equity increase. Additional \$2,000.00 pay increase based on satisfactory performance – determined by the Treasurer and CAO.
Lee Johnson	Director of Operations	Director of Operations & Labour Relations - Assistant Chief Administrative Officer	\$3,000 initial responsibility pay increase. Additional \$3,000 pay increase based on satisfactory performance review – determined by CAO.
Tim Tozer	Treasurer	Treasurer / Chief Financial Officer	\$3,000 initial responsibility pay increase. Additional \$3,000 pay increase based on satisfactory performance review – determined by CAO.

The responsibility allowance increases anticipated for all managers this fiscal year totals approximately - \$21,500.00.

Note: There is no salary treatment unless there has been a clear increase in responsibility due to organizational renewal. Casual (full-time) positions will not be affected by this salary treatment at this time.

Appendix B

Town of St. Stephen Organizational Renewal-Abolished Positions

	2011	2012	2013	2014	2015	2016	Total
Superintendent of Public Works							
Severance Package	\$65,188						\$65,188
Lump Sum Payment - including amts - 1984 policy	\$892	\$992	\$1,012	\$1,033	\$1,053	\$0	\$4,983
Medical Premium	\$66,080	\$992	\$1,012	\$1,033	\$1,053	\$0	\$70,171
							11 months in 2011
Budget	\$58,194	\$59,358	\$60,545	\$61,756	\$62,991	\$0	\$302,844
Salary	\$14,041	\$14,322	\$14,608	\$14,900	\$15,198	\$0	\$73,070
Payroll Expenses & Benefits	\$72,235	\$73,680	\$75,153	\$76,656	\$78,189	\$0	\$375,914
Coordinator Compensation and Public Service							
Severance Package	\$175,294						\$175,294
Lump Sum Payment - including amts - 1984 policy	\$1,784	\$1,985	\$2,025	\$2,065	\$2,106	\$2,149	\$12,114
Medical Premium	\$177,078	\$1,985	\$2,025	\$2,065	\$2,106	\$2,149	\$187,408
Budget	\$47,719	\$48,673	\$49,647	\$50,640	\$51,653	\$52,686	\$301,017
Salary	\$39,262	\$13,219	\$13,484	\$13,753	\$14,028	\$14,309	\$108,055
Payroll Expenses & Benefits	\$86,981	\$61,893	\$63,130	\$64,393	\$65,681	\$66,995	\$409,072

REPORT

To: Mayor and Council

From: John Ferguson – Chief Administrative Officer

Date: November 10, 2010

Subject: **Organizational Renewal Town Office –
Management/Non-Union Proposed Interim Changes**

Background

As part of my work plan and review, Council has directed me to review our operations and implement a renewal of our organization (organizational renewal). Please refer to a quote from the action plans laid out by Council in my performance review:

“1. Undertake an organizational review of the Town Office reporting relationships and make renewal recommendations to Council...”

The time and consideration of our organizational renewal has been lengthy, although work in progress, staff performance and reviews are not fully complete. Nonetheless, recent changes in our office have necessitated a need to implement interim changes to ensure the smooth function of our Town office and services.

I have spent the last several months working with Council and staff in respect to the management functions of our Town. There have been clear deficiencies in our office functions in respect to the services we provide. The gaps include property management, records management, cross training, technology upgrades, compensation/benefit management, accounts payable and receivable, and succession planning - to name but a few. Our Finance Department is simply overwhelmed.

The Town Council values the work of its employees and wants to ensure we have a safe and healthy work environment. There must be increased job knowledge sharing and training. A simple vacation leave disrupts the function of certain offices.

A recent and important void has been created in our office due to an unexpected leave. This unexpected leave has triggered the need for the following interim management changes.

I have met with several managers and have received their full support in respect to interim assignments.

The specifics of the interim assignments and the managers who have agreed to act on an interim basis are as follows:

- The Development Office shall merge with the CAO's Office - CAO/Development Officer
 - John Ferguson – CAO/Development Officer
- The Clerk's position shall be removed from the Office of the CAO and stand alone. Administrative support to the Mayor's Office shall be coordinated through the Clerk's Office, and support to public reception in the front office - Clerk's Office
 - Joan Flewelling – Clerk's Office
- The Office of the Director, Parks and Recreation shall be expanded to include Property Management, EMO, Airport property, board, leases and contracts, Municipal Plan, liaise with PAC, respond and manage re-zoning applications - Department of Parks, Recreation and Property Management. *It is recommended the relationship with the Arena Board will change in the interim, and the CAO will discuss the responsibility change from the Director to Assistant Director.*
 - Mike O'Connell – Parks, Recreation, and Property Management
 - Leah Nixon - It is proposed that Leah Nixon represent the Town at Arena Board meetings in the interim.
- Finance shall maintain the responsibility of payroll, accounts payable and receivable, compensation, benefits, pension plan, leases, contracts, special projects and support to public reception in the front office. An existing staff person within the organization shall be reassigned and dedicated to the Finance Department - Manager of Compensation and Benefits/Accounts Receivable and Collections
 - Janet McAuley – Finance Compensation and Benefits/Accounts Receivable and Collections

A separate budget amount will also be maintained (Accounting Services Fees) for assistance to the Finance Department for special projects and periods of higher than normal workloads.

- Human Resource Services shall be formalized to act as reception in the front office, support payroll, compensation/benefits, pension, records management, document control, office management, training, and administrative support to the Mayor's Office via the Clerk's Office. This position shall be renamed Human Resource Officer/Office Manager. This position will report directly to the CAO, work with all departments when necessary, and respond to the needs of Finance and the Clerk's Office.
 - Acting Human Resource Officer/Office Manager – Act as Clerk in the absence of the Clerk, and when necessary, provides assistance to the Office of the Clerk.

The CAO is in the process of negotiations with an individual for the interim position, and should a permanent position be approved by Council in the future, then it will be posted at that time.

- The Office responsible for By-law Enforcement and Building Inspection shall be increased to administer and manage by-laws and permits, field by-law enforcement and liaise with the contract responsible for building inspection. This position shall increase to full-time hours - Department of By-laws and Building Inspection
 - Mark Fleming – Acting Manager of By-laws and Building Inspection
- The Public Works and Water and Sewerage Utility Operations will experience position changes (those changes will be recommended following further review and position renewal).
 - Lee Johnson – Director of Operations – Works and Water and Sewerage Utility. The Director of Operations will act as the CAO when designated by the CAO.

This report is not meant to be a full and complete job description for the interim positions.


There are no salary implications for the interim positions except for the Acting Human Resource Officer/Office Manager and Acting Manager of By-laws and Building Inspection (attached is a report on the immediate financial implications prepared by the Treasurer). The permanent positions are not planned until early in 2011 and will only be implemented upon final approval of Council. It is the intent of the CAO to create and recommend full-time positions from the interim assignments. Salaries will be reviewed leading to Council's final consideration in the New Year. Several positions will see an

increase in work responsibility so, therefore, those positions will not be posted. However, the Town will adhere to appropriate postings in respect to any new positions that will be approved by Council on a permanent basis.

I have attached a proposed organizational chart to assist with the understanding of the proposed interim changes.

Thank you for considering this important matter.

Respectfully submitted,



John Ferguson

Attachments

St. Stephen
Mayor and Council

Administration

**Office of the
CAO/Development
Officer**
Responsible to the Mayor and
Council for the full
administration and operation

RCMP
Municipal and Provincial Contract

Governance

**Office of the
Town Clerk**
Clerk's Office
Responsible for
Municipal procedures
and meetings of
Mayor and Council,
Records Management,
Municipalities Act,
Conducting Admin.
support to Office of
the Mayor

Municipal Finance

**Office of the
Chief Financial officer**
Accounting,
Accounts Payable and
Receivable, Insurance,
Leases, Contracts, Capital
Expenditures and Projects,
Payroll and
Compensation/Health
Benefits
&
Training

**Office of By-
law
Enforcement &
Building
Inspection**
Municipal Plan
Municipal by-laws
PAC

**Office of Public
Works &
Sewerage Utility**
Roads and W/S
Infrastructure-Capital
Work, Snow Removal,
Property Maintenance,
General Repairs and
Upkeep, Vehicle and
Equipment
Maintenance,
Labour Relations,
Assist the Office of the
CAO in the absence of
the CAO

**Office of Parks,
Recreation &
Management**
Volunteer
Organizations
Community
Development
Arts &
EMO,
Municipal Plan,
PAC,
Vehicle and
Equipment
Maintenance

**Office of the
Fire
Department**
Fire protection,
fire fighter
Training and
Volunteer
Training,
Fire Prevention,
Vehicle and
Equipment
Maintenance
EMO

**Office of the Human
Resource Officer/Office
Manager**
Support to: Payroll and
Compensation, Health Benefits,
Pension.
Responsible for Office
Management,
Records Management, Document
Control, Training,
Administrative support to the
Office of the Mayor.
Assist the Office of the Clerk in the
absence of the Clerk

Municipal Operations

