Municipal Joint Services Board

AGENDA

Oct 28, 2026, 6:30 pm
Municipality of the District of Lunenburg Council Chambers

We begin by acknowledging we are gathered today in Mi'kma'ki, the ancestral present and future territory of the Mi'kmaw people. Today we gather with respect, cooperation, and coexistence following the intent of the living peace and friendship treaties.

1. **CALL TO ORDER**

2. **APPROVAL OF AGENDA – Added Items**

3. **APPROVAL OF MINUTES OF SEPTEMBER 23, 2026, MEETING, AS CIRCULATED.**

4. **NEW BUSINESS:**
   - 4.1. Memo – MJSB 2026-27 Strategic Priorities – Q2 Update
     - 4.1.1. Q2 Report of 2026-27 Strategic Priorities
   - 4.2. Memo – Award – Solid Tires
   - 4.3. Memo – Senior Waste Operations Specialist – Position Description
     - 4.3.1. - Senior Waste Operations Specialist – Position Description
     - 4.3.2. – Cross Training Program

5. **ADDED ITEMS:**

6. **CORRESPONDENCE / INFORMATION**
   - 6.1. Waste Management Update – September 2026
     - 6.1.1.WMSS Tonnage and Revenue Report

7. **IN CAMERA:**
   - 7.1. Municipal Government Act Section 22(2)(c) – Personnel Matters

8. **NEXT MEETING DATE** – Nov. 25, 2026

9. **ADJOURNMENT**

Minutes of the Municipal Joint Services Board, Lunenburg Region
Held in the Municipality of the District of Lunenburg Council Chambers
Wednesday, September 23, 2026, 6:30 pm.

ATTENDANCE

MUNICIPALITY OF THE DISTRICT OF LUNENBURG
Mayor McLean-Wile
Councillor Oickle- Vice Chair
Councillor Burns
Tim MacEwan, CAO

TOWN OF BRIDGEWATER
Mayor Mitchell - Chair
Councilor Conklin
Councilor Fougere
Tammy Crowder, CAO

TOWN OF MAHONE BAY
Mayor Lohnes-Croft
D. Mayor Feeney
Councillor McCarron
Dylan Heide, CAO (virtual)

REGRETS

ALSO IN ATTENDANCE WERE
Councillor Hubley, Municipality of the District of Lunenburg (alternate)
Lynn Wagner, Director of HR
Gabe Welsh, Director of Solid Waste Management
Liam Craig, Director of Corporate Services
Tamara Fraser, Recording Secretary

1. **CALL TO ORDER**

Mayor Mitchell called the meeting to order at 6:30 pm.

He began by acknowledging that we are gathered today in Mi'kma'ki, the ancestral present and future territory of the Mi'kmaw people. Today we gather with respect, cooperation, and coexistence following the intent of the living peace and friendship treaties.

2. **APPROVAL OF AGENDA**

The agenda was approved as circulated.

3. **ADOPTION OF MINUTES OF September 2, 2026, MEETING AS CIRCULATED**

Having no additions or revisions, the Minutes of September 2, 2026, be adopted as circulated.

4. **NEW BUSINESS**

4.1 Draft Financial Statements 2025-26

Mr. Craig reviewed the 2025-26 Financial Statements. A copy is attached to the agenda.

He advised that the Finance Committee met with the auditors on September 3, 2026. While there was not a quorum of the Finance Committee to pass the motion to the Board, the Finance Committee member present had no concerns regarding the Financial Statements or the Independent Auditor Report.

He explained the auditors issued a clean opinion, confirming the financial statements present fairly, in all material respects, the Board's financial position and results of operations are in accordance with Canadian Public Sector Accounting Standards.

STATEMENT OF FINANCIAL POSITION HIGHLIGHTS

- Financial assets are $4.90M (2025 – $5.03M), decrease mainly due to reduced HST recoverable and accrued accounts receivables from the insurance claim payment in 2025.

- Liabilities are $1.39M (2025 – $1.95M), due to reduced payments to contractors for insurance-related work.
- Net financial assets are $3.51M (2025 – $3.09M), showing ability to meet upcoming obligations.
- Capital assets are $5.48M (2025 – $5.42M), remaining stable.
- Accumulated surplus is $8.99M (2025 – $8.53M), maintaining a strong and stable balance sheet.

STATEMENT OF OPERATIONS HIGHLIGHTS

- Revenues totalled $7.71M (budget – $7.45M; 2025 – $8.52M):
    - Insurance proceeds for the transfer station restoration was a significant one-time payment in 2025
    - Increased non-partner revenue from IT services and transition to Circular Materials for curbside recycling
- Expenses totalled $7.25M (budget: $7.55M; 2025: $7.83M), driven by:
    - Reduced contract fees due to decreased landfill and septic tonnage volumes
    - Reduced IT expenses due to deferred server replacement and cybersecurity insurance savings
- Net impact: Annual surplus of $461k which was ahead of budget.

Councillor Feeney noted the auditors increased the asset retirement obligation disclosure in the statements, in line with the new 2023 policy.

He explained changes are coming to PSAS next year, 2027; this will change the look and presentation of the statements. He recommended that MJSB remain with Doane Grant Thornton for the next few years.

Moved by, Councillor Burns seconded by Councillor Fougere, that the Board approve the Consolidated Financial Statements of the Municipal Joint Services Board, Lunenburg Region, for the year ended March 31, 2026, as presented. Carried.

4.2 First Quarter Financial Report

Mr. Craig reviewed the First Quarter Financial Report. A copy of his report is attached to the agenda.

He advised that First-quarter results are consistent or slightly ahead of budget expectations and the full-year forecast remains aligned with budget.

The forecast shows the organization is on track to finish the year with a minor operating surplus, with no concerns currently.

Only one capital project, site road resurfacing, has been removed from the capital projects due to proposals significantly exceeding budget.

He explained Management will continue to monitor risks and opportunities throughout the year.

Moved by, Mayor Lohnes-Croft seconded by D. Mayor Oickle, that the Board accept the 2026/27 First Quarter Financial Report for information purposes. Carried.

4.3 OHS Policy Statement

Ms. Wagner advised that MJSB's OHS Policy Statement had not been updated since September 2014. Under the Nova Scotia Occupational Health and Safety Act, employers are required to maintain a written policy and review it at least annually.

She noted an update is necessary to ensure alignment with current legislation.

D. Mayor Oickle inquired about the main changes that had been made to the OH & S Policy.

Ms. Wagner explained that the main workplace health regulations changes were, psychological safety, culture, responsibilities of the Joint Occupational Health and Safety Committee.

Moved by, D. Mayor Oickle seconded by Councillor Conklin, that the Board approve the attached MJSB Occupational Health and Safety (OHS) Policy with an effective date of September 24, 2026, and to repeal the existing MJSB Safety Policy dated September 16th, 2014, in the Occupational Health and Safety Program binder and the in the in the Personnel Policy. Carried.

4.4 RFP 2026-003 Biosolids Removal – Recommendation for Award

Mr. Welsh explained that the existing biosolids processing pad has a capacity of approximately 800 tonnes per year. SSWS staff are working on an expression of interest to develop a long-term solution for use of the excess biosolids.

Mr. Welsh advised that RFP 2026-003 was issued publicly on September 1, 2026, and closed on September 11, 2026. One proposal was received in response to the RFP, submitted by Fundy Compost Inc.

Vendor	Biosolids Treatment Price per Tonne	Estimated Freight Cost per Tonne	Estimated Tonnes to be Removed	Estimated Total Cost
Fundy Compost Inc.	$100	$38.79	360	$49,964.40

He noted the 2026-27 budget contained $50,000 for transportation and processing offsite. 360 tonnes will be shipped out to Fundy Compost Inc.

Moved by, Councillor Fougere seconded by Councillor Burns, that the Board approve the award of RFP 2026-003 Biosolids Removal to Fundy Compost Inc. for up to $50,000.00 +HST. Carried.

5. **ADDED ITEMS:**

6. **CORRESPONDENCE/ INFORMATION**

6.1 Waste Management Update

The WMSS Tonnage and Revenue Report was circulated with the agenda as an information item.

Mr. Welsh, Ms. Wagner and Mr. Craig left the meeting at 6:50 p.m.

7. **IN CAMERA**

At 6:50 p.m., it was moved by Councillor Fougere, and seconded by Councillor Burns, that the Municipal Joint Services Board go In Camera to discuss the following item:

7.1 Municipal Government Act Section 22(2)(c) – Personnel Matters

Carried.

Municipal Joint Services Board In Camera in session.

At 6:55 p.m.; it was moved by Mayor Lohnes-Croft, seconded by D. Mayor Oickle, that the Municipal Joint Services Board come out of In Camera and return to open session. Carried.

Municipal Joint Services Board in session.

8. **ADJOURNMENT**

There being no further business at 6:56 pm., the meeting was adjourned.

_____

MAYOR MITCHELL, CHAIR

_____

TAMMY CROWDER OR TOM MACEWAN
Interim COOs

To: Municipal Joint Services Board
From: Liam Craig, Director of Corporate Services
Date: October 28th, 2026
Subject: Agenda Item 4.1 Memo – MJSB 2026-27 Strategic Priorities – Q2 Update

---

DECISION		DIRECTION		INFORMATION	X

Q2 UPDATE

Overall, the MJSB remains on track to complete the majority of its 2026-27 strategic priorities by the end of the current fiscal year.

Two strategic priorities are delayed due to competing operational priorities and staff turnover. These strategic priorities may not be completed by the end of the current fiscal year. MJSB staff will continue to take action on these strategic priorities to ensure they progress towards completion.

Two strategic priorities are on hold based on feedback from the respective MJSB and LCLC Boards. These strategic priorities will be reviewed in the future to determine MJSB's next steps.

ATTACHMENTS

4.1.1 Q2 Report of 2026-27 Strategic Priorities

Q2 Report of 2026-27 Strategic Priorities

Strategic Priorities	Description	Status	Progress and Results to Date
Establish Mature Cybersecurity Foundation	• Adopt a shared cybersecurity policy framework across all partners. • Support SCADA hardening. • Socialize and test Incident and Breach Response plans	Delayed	Cybersecurity policy framework delayed. SCADA hardening quick wins implemented. SCADA cybersecurity assessment RFP posted with recommendations due Jan 29, 2027. IRP socialization planned for IT Strategy Workshop Nov 5. Tabletops with Partners scheduled for Q4.
AI Enablement	• Train staff on Microsoft Copilot • Adopt AI Policies • Implement Microsoft Purview	On Track	80% staff trained on Microsoft Copilot. AI Responsible Use policy coming to Board/Councils in Q4. Purview & Copilot implementation requires 3rd party expertise. Procurement targeted for Q4.
Comply with Bill 150	• Hire Privacy Officer • Complete gap assessments • Develop & implement privacy programs	On Track	Privacy programs created for each Partner. Status report coming to the November Board meeting. On track for April 1, 2027, compliance.
Waste Management Service Improvements	• Negotiate contract for continued processing of ICI recyclables. • EPR Transition - negotiate contract to continue to act as receiving facility. • Transition to new scale software and implement Customer Account Policy • Transition MODL and TOB to 4-day collection schedule. • Simplify the collection calendar for 2027.	On Track	Extended the recycling processing contract with Scotia Recycling for ICI (Industrial, Commercial, Institutional) recyclables without incurring additional costs. Contract negotiation underway for receiving facility. Scale software transition complete with new billing and Customer Account Policy implemented. 4-Day collection implemented.
Asset Management & Capital Planning	• Develop asset inventory • Conduct high-level condition assessments of key infrastructure. • Review reserve fund management	Delayed	Worked with AIM to build asset inventory. Working with AIM tools/resources to develop working long term asset management plan.
LCLC Governance Review	• Develop service agreement with LCLC, align policies, implement changes.	On Hold	Pending COO arrival.
Office Improvements	• Improve office space to promote professionalism and retention of staff.	Deferred	Relocation of MJSB office to WellTide is now deferred to next fiscal year per Board motion on September 2. Remain at Aberdeen Rd.
Talent Planning & Leadership Development	• Develop skills matrix • Deliver internal training • Support identification of high-potential employees for targeted development.	On Track	Slow start given staff changes, higher volume of recruitment, support for LCLC and support for complex HR cases. MJSB is implementing a Cross-Training Program for SSWS.
Equity, Diversity, Inclusion and Accessibility	• Establish partnerships with equity deserving groups • Strengthen relationships with regional coordinators • Develop partnerships with coordinators representing African NS and Mi'kmaq	On Track	Partnerships being developed and participation is occurring.
Policy Renewal	• Support partners to implement updates to policies.	On Track	Privacy, IT & AI Responsible Use – drafts shared with Partners HR - In progress OHS – In progress Procurement – coming to Nov Board meeting

To: Municipal Joint Services Board
From: Jim Gomm, Waste Site Manager
Date: October 28, 2026
Subject: Agenda Item 4.2 Memo – Resilient Solid Tires RFQ 2026-004

DECISION	X	DIRECTION		INFORMATION	

RECOMMENDATION / MOTION

That the Board approve the award of RFQ 2026-004 – Supply, Delivery & Installation of Four (4) Resilient Solid Loader Tires to Kal Tire for $34,640.38 + HST.

BACKGROUND

The Municipality's front-end loaders operate daily in the challenging environment of the South Shore Waste Solutions Waste Management Facility, handling mixed waste, scrap metal, construction debris, and other materials that create a high risk of tire punctures and failures. The existing pneumatic (air-filled) tires are subject to regular punctures, pressure loss, uneven wear, and occasional blowouts, resulting in increased repair costs and operational downtime.

As part of the approved Fiscal 2026-27 Capital Budget, funding was allocated to begin a phased upgrade of loader tires from pneumatic to resilient solid rubber tires. This project represents the first phase of that upgrade strategy, with one loader being converted every two years until all four loaders have been transitioned to solid tires.
Resilient solid tires are specifically designed for waste handling applications and provide several advantages over traditional pneumatic tires, including:

- Elimination of punctures and blowouts.
- Reduced equipment downtime.
- Improved operator safety.
- Reduced maintenance and repair requirements.
- Increased reliability in debris-heavy environments.
- Lower lifecycle costs over the operating life of the tires.

ANALYSIS

RFQ 2026-004 was issued on September 10, 2026, and closed on October 9, 2026. One submission was received in response to the procurement opportunity.

The submission was evaluated based on compliance with the specifications, pricing, product suitability, warranty provisions, delivery schedule, installation requirements, and overall value to the Municipality.

Based on the evaluation completed, Kal Tire provided the submission representing the best overall value to the Municipality and is therefore recommended for award.

FINANCIAL IMPLICATIONS

The approved FY2026-27 Capital Budget includes $45,000 for the purchase and installation of resilient solid loader tires.

The table below outlines the submissions received and anticipated total purchase cost exclusive of HST:

Vendor	Pricing	Warranty	Delivery Time	Installation
Kal Tire	$30,815.15	5 - Years	2 Weeks	$3825.22

The recommended award to Kal Tire in the amount of $34,640.38+HST is within the approved project budget.

In addition to reducing tire replacement costs over the life of the equipment, the project is expected to generate operational savings through reduced maintenance requirements, fewer service interruptions, and improved equipment availability. The approved capital request estimated lifecycle savings of approximately $17,000 over 4,000 operating hours when compared to conventional pneumatic tires.

CONCLUSION / NEXT STEPS

Upon Board approval, staff will proceed with issuing a purchase order and coordinating delivery and installation with the successful proponent. Completion of the project is anticipated within the supplier's proposed lead time of 2 weeks following award.

To: Municipal Joint Services Board (MJSB)
From: Gabe Welsh, Director of Waste Management
Date: September 23, 2026
Subject: Agenda Item 4.3 Memo – Senior Waste Operations Specialist

---

DECISION	X	DIRECTION		INFORMATION	

RECOMMENDATION / MOTION

That the Board approve the establishment of the Senior Waste Operations Specialist position at South Shore Waste Solutions (SSWS).

BACKGROUND

Municipal Shared Services (MSS) staff have been developing a cross-training initiative to allow for increased operational flexibility and enhance employee development and retention. As part of the implementation of this initiative as a pilot program, SSWS has developed a proposed position description that recognizes when someone has been deemed competent in all operational functions of the site. The role would be the Senior Waste Operations Specialist (SWOS).

As per the MSS Salary Administration Policy, this position has been evaluated by the review committee and would be compensated at Group 5 on the salary range scale.

To meet all requirements of this position description, a staff member would have to have demonstrated competency in the following areas of the operation:

- Scale operation
- Waste sorting
- Household hazardous waste sorting and packing
- Heavy equipment operation (excavator, loader, forklift, skidsteer)
- Wastewater treatment plant operation (minimum certification of Operator-in-Training)

ANALYSIS

The creation of the SWOS position description encourages employees to develop skills across the entire SSWS operation while providing a clear pathway for career advancement. The role recognizes and rewards employees who attain competency in multiple specialized

operational areas and supports a culture of continuous learning and professional development.

The position enhances operational flexibility and resilience by increasing the number of employees capable of performing critical functions throughout the facility. This reduces operational risk by ensuring essential services can be maintained during staff absences, vacations, leaves, or turnover.

The role also supports employee retention and succession planning. By creating a tangible career development opportunity within the organization, SSWS can encourage long-term employment and retain institutional knowledge and operational expertise.

The role does not add to the overall staffing complement. Rather, it provides a progression opportunity for existing employees who have successfully completed training and demonstrated competency across all operational functions.

FINANCIAL IMPLICATIONS

The SWOS role would be compensated at Group 5 of the MSS Salary Range Scale and would serve as a progression opportunity for SWSS operational staff. Advancement into the role is expected to occur gradually as employees develop the required competencies through cross-training and operational experience.

Employees who demonstrate competencies in all required areas would be placed at the appropriate step within the Group 5 salary range based on their skills, experience, and demonstrated competencies, subject to management and Director/COO approval. While the immediate wage increase would generally be modest, the designation provides meaningful recognition of the broader operational knowledge, versatility, and cross-functional expertise required by the position, while also enhancing long-term earning potential.

Salary Ranges -
Group 4: $24.76/hr to $34.05/hr ($51,506 to $70,821 annually)
Group 5: $29.12/hr to $40.04/hr ($60,575 to $83,290 annually)

As an example, a Group 4, Level 5 employee earning $28.89 per hour who is appointed to the SWOS role would move to a minimum of Group 5, Level 1 at $29.12 per hour. Depending on qualifications and demonstrated competencies, the employee could be placed at a higher step within the Group 5 range, such as Level 2 at $30.33 per hour. Although the initial increase may only be 1% to 5%, the maximum earning potential under Group 5 is approximately 18% higher than Group 4, excluding future cost-of-living adjustments. This provides incentive for staff to complete training and further their career with SSWS.

The wage premium associated with the position is expected to be partially offset through operational efficiencies, enhanced workforce flexibility, reduced overtime requirements, and lower recruitment and onboarding costs resulting from improved employee retention. While implementation may require additional investment in cross-training, certifications, and employee development, these investments support a more skilled and adaptable workforce capable of performing multiple operational functions. This increased capacity strengthens service continuity, reduces the operational impacts of vacancies and absences, and helps retain valuable organizational knowledge and experience. There would be a maximum of three SWOS available in the organization at a time.

CONCLUSION / NEXT STEPS

If the Board is in agreement, MSS staff will implement the new position along with the cross-training pilot program to staff in November.

ATTACHMENTS

4.3.1 - Senior Waste Management Operations Specialist Position Description
4.3.2 – Cross Training Program

Municipal Joint Services Board

Title:	Senior Waste Operations Specialist		
Department:	South Shore Waste Solutions		
Reports to:	Jim Gomm		
Status:	☒ Permanent	☐ Seasonal	☐ Term
	☒ Full Time	☐ Part Time	☐ Casual

Position Summary:

The Senior Waste Operations Specialist (SWOS) is a highly experienced operational employee within the Waste Management Division who provides technical knowledge, operational support, and guidance to other employees across all areas of the facility

The primary purpose of this position is to provide operational flexibility and continuity across the facility. While the incumbent maintains competency in all operational functions and may perform any operational role when required, the position is not intended to perform all specialized functions simultaneously. The SWOS serves as a cross-functional resource who provides coverage, technical support, training, and expertise during operational demands, employee absences, vacancies, peak periods, emergencies, and special projects.

The SWOS contributes to consistent and safe work practices, operational efficiency, and continuous improvement by working collaboratively with the team and management. The position supports the day-to-day operation of the facility by assisting with challenges, providing technical input, and helping less experienced employees develop their skills and knowledge. The SWOS does not have formal supervisory responsibility or authority over other employees.

The position is expected to perform all operational duties as required while promoting a positive team environment, regulatory compliance, operational excellence, and exceptional customer service.

Responsibilities:

Practice workplace safety in accordance with MJSB policies, procedures, regulatory requirements, and safe operating practices.

Collaboration with Others

- Work closely with the Site Manager to coordinate daily operational activities.
- Assist with assigning daily work responsibilities based on operational priorities.
- Provide technical guidance and mentoring to all operational employees.
- Support training and cross-training initiatives for all site staff.
- Support implementation of new operating procedures, software systems, and equipment.
- Work collaboratively with Education and Compliance staff regarding contamination issues and regulatory requirements.
- Communicate with contractors regarding material handling and operational requirements.

- Coordinate with maintenance personnel regarding equipment inspections and repairs.
- Promote teamwork, accountability, and continuous improvement throughout the organization.
- Serve as the primary operational resource for staff requiring technical assistance.
- Promote a positive workplace culture through coaching and mentoring.

Job Responsibilities:

Operational Support & Technical Expertise

-
- Maintain competency in all operational positions and provide operational coverage, support, and relief in any area of the facility as required.
- Provide experienced operational support and technical guidance to employees during daily operations.
- Work collaboratively with the team to support an efficient workflow and positive customer experience. Identify operational issues as they arise, provide observations and recommendations, and contribute to improvements in facility operations. Follow established Standard Operating Procedures and assist other employees with understanding and applying procedures as required. Identify potential operational or safety concerns and bring them forward to management for appropriate action.
- Assist with development, review and updating of Standard Operating Procedures based on hands-on operational experience.
  Participate in planning and preparation for seasonal operational requirements.
  Provide experienced operational support and continuity during management absences, within the scope of the position and established procedures.

Training & Knowledge Sharing

Assist with the onboarding and orientation of new employees by providing hands-on instruction and sharing operational knowledge. Support training activities for operational positions as requested by management. Provide hands-on instruction and demonstrate proper procedures for operational functions, equipment and site activities. Share knowledge, experience and best practices that support continuous improvement in operational performance and safe work practices. Assist the Site Manager with identifying training needs, knowledge gaps and opportunities to strengthen operational capabilities within the team.

Scale House Operations

- Perform all Scale House Operator duties.
- Operate electronic scale software and process customer transactions.
- Ensure accurate waste identification, coding, billing, and financial transactions.
- Support implementation of software upgrades and operational improvements.
- Train and mentor Scale House Operators.

- Monitor transaction accuracy and procedural compliance.

Heavy Equipment Operations

- Perform all Heavy Equipment Operator duties.
- Operate loaders, excavators, forklifts, trommels, and other site equipment safely and efficiently.
- Coordinate material movement and stockpile management.
- Complete equipment inspections and daily maintenance checks.
- Assist with equipment operator training and competency assessments.
- Identify maintenance requirements and coordinate repairs

Public Bins & Household Hazardous Waste

- Perform all Public Bin Attendant duties.
- Ensure customers are directed safely and efficiently.
- Monitor waste sorting and contamination.
- Resolve waste acceptance issues.
- Maintain clean, safe, and organized public areas.
- Perform all HHW and Stewardship duties.
- Ensure regulatory compliance for handling, storage, packaging, and shipping.
- Coordinate outbound shipments.
- Train employees in hazardous materials handling.
- Maintain inventory and tracking documentation.

Waste Water Treatment Plant

- Operate septage treatment plant and associated infrastructure.
- Ensure optimal performance of septage treatment plant, achieving targeted performance metrics.
- Identifies mechanical problems and work with management and other staff to perform preventative maintenance to minimize downtime.
- Work with outside contractors to perform service maintenance.
- Support projects related to maintenance and construction at the septage treatment plant.
- Perform minor maintenance and repairs.
- Maintains general area around the septage treatment plant such as mowing, snow clearing and general building maintenance.

Site Operations

- Support compost operations.
- Support cardboard processing.
- Assist with well monitoring.

- Participate in environmental monitoring activities.
- Assist with snow removal and ground maintenance.
- Coordinate special operational projects.
- Support emergency response activities when required.

Continuous Improvement

- Identify opportunities to improve operational efficiency.
- Assist in development and revision of Standard Operating Procedures.
- Recommend equipment and process improvements.
- Support implementation of Lean operational practices where appropriate.
- Promote innovation and operational excellence.

Working Conditions

- Regular hours are Monday to Friday from 8:00 am to 4:30 pm (40 hours per week).
- Saturdays and statutory holidays are rotating on a schedule.
- Additional hours may be required depending upon operational demands.
- Work is performed throughout all operational areas of the waste management facility.
- Exposure to heavy equipment, moving vehicles, noise, dust, odors, and varying weather conditions.
- Frequent lifting of materials up to 50 pounds.
- Extended periods of standing, walking, climbing, and operating equipment.
- Required to wear Personal Protective Equipment (PPE) appropriate to assigned duties.

Qualifications Statement:

Education and Certification

- High School Diploma or equivalent.
- Valid Nova Scotia Driver's License.
- Class 3 Driver's License is considered an asset.
- Heavy Equipment Operator training.
- Forklift Certification (to be provided)
- Ozone Depleting Substance (ODS) Certification (to be provided)
- WHMIS Certification.
- First Aid/CPR Certification.
- Transportation of Dangerous Goods (TDG) Certification.
- Additional industry certifications are considered an asset.

Skills

- Exceptional customer service and communication skills.
- Strong leadership and mentoring abilities.
- Excellent organizational and planning skills.
- Strong decision-making and problem-solving skills.
- Strong computer skills.
- Excellent attention to detail.
- Mechanically inclined.
- Perseverance and problem-solving skills.
- Ability to coordinate multiple priorities.
- Strong conflict-resolution skills.
- Ability to interpret operational policies and procedures.

Ability

- Perform every operational function within the waste management facility.
- Provide guidance to employees by sharing knowledge, experience and best practices. Provide hands-on training and practical feedback to support development and competency in operational tasks.
- Assist management with organizing and coordinating daily operational activities in collaboration with the team.
- Operate heavy equipment safely.
- Work independently with minimal supervision.
- Communicate effectively with staff, contractors, regulators, and customers.
- Promote teamwork and continuous improvement.

Personal Suitability

- Demonstrates leadership by example.
- Highest commitment to workplace safety.
- Ethical, dependable, and accountable.
- Professional and respectful.
- Adaptable and flexible.
- Positive mentor and coach.
- Committed to continuous learning.
- Customer-focused.
- Results-oriented.

Critical Accountabilities

- Provides effective cross-functional operational support and coverage to maintain continuity of service throughout the facility.
- Demonstrates leadership in workplace safety.
- Maintains competency in all operational functions.

- Ensures operational continuity across all areas of the facility.
- Successfully trains and develops operational staff.
- Maintains employee competency and training records.
- Ensures compliance with permits, legislation, policies, and SOPs.
- Maintains high standards of customer service.
- Supports efficient and cost-effective operations.
- Promotes teamwork and a positive workplace culture.
- Identifies and implements operational improvements.
- Supports achievement of organizational strategic objectives.

Compensation:

Approved by: _____

Name Title

Date: _____

I have received and reviewed a copy of this position description:

Signature of Incumbent: _____

Date: _____

Cross-Training Program

Effective Date:	**Oct 29, 2026**
Review Date:	

1.0 Purpose

The purpose of the Cross-Training Program is to provide employees with structured opportunities to learn new skills, expand their knowledge, and gain experience to prepare them for future opportunities within the organization, while contributing to MJSB's goals of employee retention, workforce flexibility, succession planning, and the delivery of reliable service.

2.0 Applicability

All hourly permanent employees of the South Shore Waste Solutions team within the Municipal Joint Services Board are eligible to apply for this program. It does not apply to external contractors, consultants, service providers or employees in probationary, temporary, intern or student positions.

3.0 Guiding Principles

Fairness and Equity: All employees will have fair and equitable access to cross-training opportunities, based on clear and consistently applied criteria.

Transparency: Cross-training opportunities will be communicated openly through a clear and accessible internal process.

Merit and Operational Need: Selection will balance operational requirements with employee interest, attitude, readiness, and demonstrated ability to learn.

Development-Focused: Cross-training is intended to support employee development and succession planning.

Collaboration: Supervisors and employees will work together to identify cross-training opportunities that support both operational needs and employee development goals.

Operational Priority: Cross-training activities will be planned to minimize disruption to service delivery, and operational requirements will remain the priority.

Consistency and Accountability: Cross-training decisions will be made and documented in a consistent manner to support fairness and transparency.

4.0 Roles and Responsibilities

4.1 Employees

Employees participating in cross-training are expected to:

- Actively participate in training and demonstrate a willingness to learn;
- Maintain performance standards in their primary role;
- Follow all applicable policies, procedures, and safety requirements;
- Communicate any challenges or concerns to their supervisor; and,
- Apply knowledge and skills gained through cross-training in a professional and responsible manner.

4.2 Supervisors / Managers

Supervisors and Managers are responsible to:

- Identify and support cross-training opportunities within their teams;
- Encourage the planning and coordination of cross-training activities;
- Provide guidance, instruction, and feedback during the training period;
- Monitor employee progress, performance, and readiness;
- Maintain operational coverage ensuring service delivery is not negatively impacted; and,
- Recommend employees for cross-training opportunities based on operational needs and employee readiness.

4.3 Directors

Directors and Leadership are responsible to:

- Review and approve cross-training opportunities and selection decisions, where required;
- Align with organizational priorities and operational requirements; and,
- Apply this Program consistently across departments.

4.4 Chief Operating Officer (COO)

The COO is responsible to administer the interpretation of this Program.

5.0 Types of Cross-Training

Cross-training may be delivered in a variety of formats, depending on operational needs and the nature of the role. These may include:

Job Shadowing: Short-term observation of another role to build awareness and understanding of responsibilities

Task-Based Training: Learning and performing specific duties within another role under supervision

Temporary Assignments or Acting Roles: Short-term placement in another role to provide coverage or gain hands-on experience

Rotational Opportunities: Planned movement between roles or departments for a defined period

Emergency or Backup Training: Training provided to ensure coverage for critical roles during unexpected absences

The type and duration of cross-training will be determined based on operational requirements, employee readiness, and the complexity of the role.

6.0 Cross-Training Process

6.1 Identification of Opportunities

Cross-training opportunities will be identified based on operational needs, service priorities, and employee development goals.

Opportunities may arise from:

- The need to ensure coverage for critical roles;
- Anticipated absences, vacancies, or peak workload periods;
- Succession planning for key positions;
- Opportunities to improve knowledge sharing across teams; and,
- Employee development needs identified through performance discussions or career planning.

Supervisors are responsible for identifying and recommending cross-training opportunities within their teams, in alignment with departmental and organizational priorities. Where appropriate, employees are also encouraged to express interest in cross-training opportunities.

All identified opportunities will be assessed by the Directors to ensure they align with operational requirements and can be supported without negatively impacting service delivery.

6.2 Eligibility Criteria

Employees may be considered for cross-training opportunities if they:

- Are permanent hourly employees of the SSWS team;
- Have successfully completed their probationary period;
- Are meeting or exceeding performance expectations in their current role;
- Demonstrate reliability, positive behaviors, and a willingness to learn;
- Have the support and approval of their supervisor.

Eligibility does not guarantee participation. Selection will be based on operational needs, available opportunities, and the selection process outlined below.

Participation in cross-training may be delayed, adjusted, or limited based on operational requirements.

6.3 Selection Process

Cross-training opportunities will be filled through a fair and transparent process that aligns with the Guiding Principles outlined in this Program.

Cross-training opportunities will be communicated to eligible employees through an internal Expression of Interest (EOI) posting or notification process whenever feasible.

Communications regarding cross-training opportunities will include a brief description of the role, key responsibilities, and any required qualifications or skills, where applicable.

Employees may express their interest within the specified timeframe using the EOI Form.

Supervisors may also recommend employees for consideration based on operational needs and employee readiness.

Selection decisions will consider:

- Operational requirements and service priorities;
- Employee:
    - interest in the opportunity;
    - commitment to development;
    - behavior;
    - attendance, punctuality, and reliability;
    - performance in current role and most recent performance review;
    - ability to learn; and,
    - adherence to values of the organization.

Where multiple employees express interest, priority may be given to employees:

- without previous cross-training opportunities

- identified in succession plans
- with approved Growth and Development Plans

Some opportunities may be assigned directly based on operational requirements, urgency, approved employee growth and development plans, or the specialized nature of the role.

Final selection decisions will be made by the appropriate Director in consultation with the Chief Operating Officer.

All selection decisions will be documented and applied consistently to support fairness, transparency, and accountability.

6.4 Training Plans and Conditions

Each cross-training plan will be developed including learning objectives, assigned trainer, schedule, and evaluation criteria.

Cross-training will be scheduled based on operational needs and may be adjusted to ensure service delivery is maintained.

Cross-training may occur on a full-time or part-time basis, depending on operational requirements.

Participation in cross-training may be adjusted, paused, or ended at any time based on operational needs or employee performance.

All cross-training activities must comply with applicable MJSB Policies and health and safety requirements.

Participation in cross-training does not change an employee's position, classification, or compensation unless otherwise formally approved.

Participation in cross-training does not guarantee future promotion or placement in a specific role, however, it may enhance an employee's skills and qualifications to improve their likelihood of success in future staffing processes.

7.0 Compensation for Cross-Training Assignments

Where employees are formally assigned to perform the duties of a cross-trained role, compensation will be applied as follows.

7.1 Pay for Temporary Assignment

Employees must successfully complete the required cross-training and be deemed competent by management before becoming eligible for temporary assignment compensation.

Only work that has been formally assigned and authorized in advance by management will qualify for temporary assignment pay. Employees who perform duties associated with a cross-trained role without prior assignment and authorization will not be eligible for temporary assignment pay.

Temporary assignment pay and acting pay will be administered in accordance with Section 13 of the MJSB Salary Administration Policy.

7.2 Senior Waste Operations Specialist Designation

Employees who have successfully completed the cross-training program and have demonstrated competency in all areas of waste site operations may be considered for the Senior Waste Operations Specialist (SWOS) designation. This position has been evaluated by the MJSB Salary Administration Review Committee and is compensated at Group 5 of the Salary Range Scale.

To qualify for the SWOS designation, employees must demonstrate competency in all the following areas:

- Scale operation
- Waste sorting
- Household hazardous waste sorting and packing
- Heavy equipment operation (excavator, loader, forklift, and skid steer)
- Wastewater treatment plant operation, including a minimum certification level of Operator-in-Training

Competency will be assessed by the Site Manager and the Director of Waste Management based on demonstrated performance, required certifications, and successful completion of applicable training requirements.

Promotion to the SWOS position is not automatic upon completion of cross-training and requires approval by the Chief Operating Officer. A maximum of three (3) employees may hold the Senior Waste Operations Specialist (SWOS) designation at any given time. Attainment of the required competencies does not guarantee promotion to the SWOS position where all designated positions are occupied.

8.0 Program Review and Continuous Improvement

The Cross-Training Program will be reviewed periodically to ensure it remains effective, fair, and aligned with operational needs.

Feedback from employees and supervisors may be used to identify opportunities for improvement.

Program adjustments may be made as required to support continuous improvement and organizational effectiveness.

9.0 Version Control

Version	Approved Date	Approved by	Key Changes
1	Oct 29, 2026	Tom MacEwan (Interim COO)	New Program Introduced

To: Municipal Joint Services Board (MJSB)
From: Gabe Welsh - Director of Waste Management
Date: October 28, 2026
Subject: Agenda Item 6.1 – Waste Management Update

DECISION		DIRECTION		INFORMATION	X

TONNAGE REPORT UPDATE

Material volumes during the first half of FY 2026–27 showed a modest increase compared with both budget projections and the corresponding period in the previous year.

Tonnage levels are generally tracking at or above budget assumptions, and no material budget concerns have been identified at this time. Septage volumes are tracking for a significant increase putting pressure on operations. The treatment plant has had to run additional hours to keep up with volume.

REGIONAL CHAIRS TOUR

Region 6 Solid Waste Management hosted the Regional Chairs Meeting in September. Attendees were invited to tour South Shore Waste Solutions as part of the agenda. The tour was attended by thirteen participants, including elected officials and solid waste professionals representing municipalities and organizations from across Nova Scotia. Feedback was positive, with attendees expressing appreciation for the tour and the insights provided into the facility's operations and programs.

ATTACHMENTS

6.1.1 WMSS Tonnage & Revenue Report – September 2026

Municipal Joint Services Board
Lunenburg Regional Community Recycling Centre
September 2026

	Bridgewater		Mahone Bay			Lunenburg		Total Partners Tonnage		Outside Tonnage		Total Tonnage					Total Revenue				
	YTD 2026-27	YTD 2025-26	YTD 2026-27	YTD 2025-26		YTD 2026-27	YTD 2025-26	YTD 2026-27	YTD 2025-26	YTD 2026-27	YTD 2025-26	YTD 2026-27	YTD BU 2026-27	YTD 2025-26	vs. BU	vs. LY	YTD 2026-27	BU 2026-27	YTD 2025-26	vs. BU	vs. LY
Curbside Recyclables	268	260	66	48	#	754	730	1,087	1,037	653	-	1,741	1,956	1,037	- 215	704					
ICI Recyclables	109	112	10	21	#	32	89	151	222	87	25	238	251	248	- 14	- 10	$ 479,792	$ 496,954	$ 474,785	-$ 17,162	$ 5,008
GE Cardboard	427	420	6	38	#	89	177	522	635	147	-	669	614	635	55	34					
Total Recycables	804	792	82	107		874	996	1,760	1,895	887	25	2,647	2,821	1,920	- 174	727	$ 479,792	$ 496,954	$ 474,785	-$ 17,162	$ 5,008
														-	-	-					
Curbside Organics	637	595	118	96	#	1,459	1,332	2,214	2,023	-	-	2,214	2,008	2,023	206	191	$ 261,212	$ 224,491	$ 234,716	$ 36,722	$ 26,497
Billable Organic	303	351	11	34	#	104	80	418	465	1,019	1,016	1,437	1,589	1,481	- 152	- 44	$ 183,013	$ 152,464	$ 178,901	$ 30,549	$ 4,111
Bio Solid	296	290	-	-	#	39	31	335	321	81	110	416	442	432	- 26	- 16	$ 67,778	$ 90,002	$ 81,118	-$ 22,224	-$ 13,341
Total Organics	1,236	1,236	129	130		1,601	1,444	2,966	2,810	1,100	1,126	4,066	4,038	3,936	28	130	$ 512,002	$ 466,957	$ 494,735	$ 45,046	$ 17,267
														-	-	-					
Billable Waste	1,419	1,389	54	89	#	1,207	1,247	2,679	2,724	333	230	3,012	3,065	2,954	- 53	58	$ 643,264	$ 611,193	$ 624,201	$ 32,071	$ 19,063
Curbside Landfill	556	537	105	87	#	2,298	2,198	2,960	2,822	-	-	2,960	2,817	2,822	143	137	$ 582,868	$ 499,059	$ 544,702	$ 83,809	$ 38,166
C & D	431	419	75	116	#	1,415	1,400	1,920	1,934	194	132	2,115	2,540	2,067	- 425	48	$ 293,838	$ 261,258	$ 276,072	$ 32,580	$ 17,766
Asphalt	57	56	10	4	#	256	274	324	334	22	14	346	325	347	21	- 1	$ 29,363	$ 25,031	$ 28,877	$ 4,332	$ 486
Clean Wood	58	133	12	15	#	298	402	368	550	12	10	380	561	560	- 181	- 179	$ 17,912	$ 21,573	$ 25,442	-$ 3,661	-$ 7,530
Painted / Ply Wood	158	88	22	26	#	470	300	649	414	17	11	667	407	425	259	241	$ 66,005	$ 31,899	$ 42,609	$ 34,106	$ 23,396
Pressure Treated Wood	54	53	6	10	#	144	152	204	215	21	15	224	227	231	- 3	- 6	$ 42,984	$ 39,000	$ 49,106	$ 3,984	-$ 6,122
Wood Clean Up	43	25	3	4	#	21	127	67	156	-	-	67	156	156	- 89	- 90	$ 9,332	$ 10,920	$ 21,406	-$ 1,588	-$ 12,074
Drywall	12	11	4	1	#	52	54	68	66	-	-	68	76	66	- 8	2	$ 8,291	$ 8,891	$ 7,576	-$ 600	$ 715
Curbside Metal Clean Up	5	5	0	1	#	3	19	9	26	-	-	9	25	26	- 16	- 17	$ -	$ -	$ -	$ -	$ -
Metal	9	19	5	2	#	113	101	126	122	1	3	128	110	124	18	3	$ -	$ -	$ -	$ -	$ -
FireSmart Brush	35	56	22	25	#	366	258	423	339	-	-	423	341	339	82	84	$ 23,681	$ 14,588	$ 18,647	$ 9,093	$ 5,034
Total Other	2,837	2,790	317	379		6,644	6,533	9,797	9,702	600	415	10,397	10,650	10,117	- 253	280	$ 1,717,539	$ 1,523,412	$ 1,638,639	$ 194,127	$ 78,900
															-	-					
Septic/Treatment plant	281	111	29	-	#	8,162	7,634	8,472	7,745	641	566	9,112	8,380	8,311	732	801	$ 344,514	$ 265,976	$ 331,294	$ 78,538	$ 13,220
Sub Totals	**5,158**	**4,930**	**556**	**616**		**17,281**	**16,606**	**22,995**	**22,152**	**3,228**	**2,133**	**26,223**	**25,890**	**24,285**	**333**	**1,938**	**$ 3,053,848**	**$ 2,753,299**	**$ 2,939,453**	**$ 300,549**	**$ 114,395**