



**REGION OF WINDSOR AND WEST HANTS MUNICIPALITY  
CO-ORDINATING COMMITTEE**

Meeting Minutes

Thursday, January 10, 2019 – 6:15 – 9:01 p.m.

Windsor Council Chambers, 100 King Street, Windsor, NS



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## ATTENDANCE

### Co-ordinating Committee Members

Kevin Latimer	Co-ordinator, Chair
Anna Allen	Mayor, Town of Windsor
Laurie Murley	Deputy Mayor, Town of Windsor
Abraham Zebian	Warden, Municipality of the District of West Hants
Jennifer Daniels	Councillor /Alternate Co-ordinating Committee Member, Municipality of the District of West Hants

### Staff/Alternate Committee Members

Todd Richard	Acting CAO/Director of Public Works, Town of Windsor
Martin Laycock	CAO, Municipality of the District of West Hants
Shelleena Thornton	Municipal Clerk, Town of Windsor
John Bregante	Councillor/Alternate Co-ordinating Committee Member, Town of Windsor
Shannon Bennett	Department of Municipal Affairs, Province of NS
John Heseltine	Presenter, Stantec

### Regrets

Paul Morton	Deputy Warden, Municipality of the District of West Hants (Committee Member)
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### Gallery

Colin Chisholm Reporter, Valley Journal Advertiser  
24 in the gallery (which included other Windsor and West Hants Council members and staff)

- 1. CALL TO ORDER** – K. Latimer called the meeting to order at 6:22pm and welcomed everyone. He introduced himself and outlined his role. This is the second meeting of the Co-ordinating Committee; the first held in mid-December at West Hants. Introductions of the Co-ordinating Committee (incl. Alternates), CAO's, Municipal Clerk, and Shannon Bennett of Dept. of Municipal Affairs was held.

Public interest in this is appreciated and encouraged/welcomed, and to-date, staff support has been great in helping get this successfully launched and underway.

- 2. APPROVAL OF AGENDA** – Additions and/or Deletions

Item 8(a) – Add Establishment of Tax Rate Policy

Item 9(a) – Add In-camera – Contract and Personnel matters

**MOVED/SECONDED THAT THE AGENDA BE APPROVED AS AMENDED. MOTION CARRIED**

- 3. APPROVAL OF MINUTES** - of December 13, 2018

Amendment(s):

- Change all references of “Transition Committee” to “Co-ordinating Committee”

- Change all references of “Transition Co-ordinator” to “Co-ordinator”
- Remove “alternate” beside Councillor Shelley Bibby’s name (as she is not an alternate)
- Add approval signature lines at end of meeting minutes (Chair and Recorder)
- Committee member Murley identified as Councillor and should be changed to Deputy Mayor

NOTE: Approved minutes will be posted on the Town of Windsor website, Municipality of the District of West Hants’ website, and the [www.strongerregion.ca](http://www.strongerregion.ca) website.

**MOVED/SECONDED THAT THE DECEMBER 13, 2018 MEETING MINUTES BE APPROVED AS AMENDED. MOTION CARRIED**

#### 4. DELEGATIONS / PRESENTATIONS (if any)

**(a) Bill 55 Presentation – Co-ordinator** – Co-ordinator Latimer reviewed the presentation noting:

- Background information and where this process is to-date;
- Goals/Mandate;
- History of previous studies done in NS (i.e. Graham Commission, Now or Never Ivany Report, Municipal Modernization, Bill 55);
- Role of the Co-ordinating Committee and Co-ordinator;
- Bill 55 Timeline (i.e. new CAO appointment, election timeline, new council/new name for the Regional Municipality, etc);
- Moving Forward – Communications’ Request for Proposals (RFP) will also outline the public engagement component as that is critical to the success of this entire process, and Work plan & Schedule.

Questions/Comments from the Co-ordinating Committee – None.

Presentation concluded at 6:51pm.

**(b) John Heseltine, Stantec – Boundary Review** – Mr. Heseltine introduced himself; his role and experience. He reviewed the presentation and outlined the NS Utility and Review Board process for council size and boundary review. Public consultation is critical in the process. More than one option may be proposed stemming from the consultation process.

- Project Schedule – an overview of Phases I (Council size) and II (Boundary review) were held noting there will be five public consultation sessions to be held in West Hants and Windsor for each of the phases (ten in total). They’ll be starting late January and into February.
- Online survey – currently being established and once complete will be made public. Links will be provided on both municipal websites and social media pages, as well as the [www.strongerregion.ca](http://www.strongerregion.ca) website. Hard-copies will also be available. The online survey shouldn’t take any more than five minutes to do and will be available prior to the consultation sessions and continue throughout. Reporting - after the consultations are held, Stantec will review, compile the information and provide the reports to the Co-ordinating Committee with recommendations. Co-ordinating Committee will then approve/recommend what they feel is the best options for council size and boundaries. That decision will then go before the NS Utility & Review Board.

*One member of the public arrived at 7:06pm.*

Questions/Comments by Co-ordinating Committee to Mr. Heseltine

- Reference to ‘desired style of council’ refers to council size (which may affect how it operates);
- Boundary Review - will refer to census information and plotting of voters as municipal information is accumulated;

- Five public consultation meetings in each Phase – looking at Falmouth, Vaughans, Brooklyn, Cheverie, and Windsor. Currently securing dates and locations;
- Consultations, how is duplication avoided when they're held online and physically? – Subject matter between the two phases is distinct;
- Online survey – will there be supporting data provided? - The questionnaires are not to steer respondents in any one direction so there won't be a great deal of in-depth benchmarking. The survey has been run in many other municipalities and has worked very well;
- Should a special interest group come together, would it affect the timeframe in which to get results and/or the NS Utility & Review Board process? - Cannot specify for certain; however, Mr. Heseltine is familiar with interveners and those that have also participated in the NS Utility and Review Board hearing process. He doesn't believe it would extend the estimated timeline; however if it gets more complex, would have to work through that;
- GIS plotting – NS Civic Addressing provides the information;
- NS Utility & Review Board – Co-ordinator Latimer will meet with them Jan. 16<sup>th</sup> for direction and timelines as Stantec should conclude the *Review* within three months;
- Consolidation / Dissolution – Co-ordinator Latimer advised that many references are/have been made to Hantsport and West Hants, and reminded everyone that this current process between the Town of Windsor and Municipality of the District of West Hants is unique. It is not a dissolution or standard statutory boundary review, but rather both municipal governments voluntarily committed to come together as one regional municipality. Mr. Heseltine advised he understood that.
- Literature Review – Mr. Heseltine advised Stantec was not asked to do a literature review but he is familiar with studies that have been done over the years;
- Consultation process – when asked if both CAOs would be spoken with during the process, Mr. Heseltine said an open process is key and encouraged, so that could be done;
- Survey – will be available online and with hard-copies that will be left in very public locations (to be determined).

Presentation concluded at 7:23pm and Mr. Heseltine and Director LeMay left the meeting.

## 5. BUSINESS ARISING FROM PREVIOUS MINUTES (if any)

- (a) Terms of Reference (TOR) / Status** – K. Latimer – a document he is looking after in-conjunction with the CAOs and working group. The draft was circulated to the working group earlier this week and will address such things as: meeting frequency, location, agenda/minutes preparation, budget, monitoring of the budget and reporting on it, and reporting by the committee, etc. The TOR will be brought forward at the Jan. 24<sup>th</sup> Co-ordinating Committee meeting.
- (b) Nova Scotia Utility & Review Board / Dates** – K. Latimer – Stantec presentation provided timelines. The Co-ordinating Committee recommendation re. Council Size & Boundaries will go to the NS Utility & Review Board for review and approval. K. Latimer is meeting with the NS Utility & Review Board on Jan. 16<sup>th</sup> re. the legislated mandate, requirements and timelines, and should there be information to report back, it will be raised at the Jan. 24<sup>th</sup> Co-ordinating Committee meeting.
- (c) Work plan & Schedule / Status** – K. Latimer – working closely with the working group to identify key aspects of the work plan and schedule. Big tickets items include (but not limited to): Governance Review, bringing workforces together, Human Resource (HR) RFP, and Appointment of the new CAO. Once the work plan/schedule is up and in place, it will be an important document for the Co-ordinating Committee. Based on the work done to-date, should be able to bring the work plan to the Co-ordinating Committee mid-February.

RFPs – HR RFP closes Feb. 21, 2019. The Communications RFP and Asset Management RFP will be addressed later on the agenda.

**(d) Budget** – CAO Laycock provided an overview of the report. Some points included:

- This budget is up to March 31, 2019. Understands another budget for the next fiscal year would also need to be submitted;
- Proposed budget is of high-level estimates as there are no previous budgets to refer to;
- Part of the expenses are accruals;
- If an item is glaringly outside the budget or unforeseen, it would definitely come before the Co-ordinating Committee;
- Administrative support is identified and this position will be posted if approved by the Co-ordinating Committee (currently working on the job description);
- RFPs – approximately a two-month turnaround.
- Communications – until the RFP is done, there is opportunity to hire an individual to bridge that gap in the interim, who in-turn, could help establish a strategy (committee members identified this as important);
- Next budget– a Committee member expressed concern of the next fiscal year’s budget and wanted to ensure resources are available to staff.

**MOVED/SECONDED THAT THE ATTACHED BUDGET FOR ANTICIPATED EXPENSES BE APPROVED AS PRESENTED. MOTION CARRIED**

**(e) Co-ordinating Committee Meeting Dates** – Next meeting is Thursday, Jan. 24<sup>th</sup> at 6:15pm at West Hants. After that, meetings will be at 6:00 pm on the 1<sup>st</sup> & 3<sup>rd</sup> Mondays of each month (excl. stat holidays), alternating locations (starting Feb. 4<sup>th</sup> in Windsor). Once matters get up & running, may not need to meet as frequently.

## **6. REQUEST FOR PROPOSALS (RFPs) / STUDIES**

**(a) Executive Search RFP for CAO** – K. Latimer – The process can be lengthy so it is important to proceed sooner than later.

Questions/Comments

- Next budget will cover the cost of this process;
- Candidate interviews – this will be coordinated through K. Latimer and he would like to be a part of that process; however, perhaps the Co-ordinating Committee should give this process thought and discuss;
- CAO Appointment – Bill 55 and the earlier presentation indicated Jan. 1, 2020; however, the report indicates July 2019. K. Latimer says the legislation indicates to be appointed ‘by’ Jan. 1, 2020; hoping it will be done prior to then.

**MOVED/SECONDED THAT THE CO-ORDINATOR IS AUTHORIZED TO MOVE FORWARD WITH A REQUEST FOR PROPOSALS (RFP) TO ENGAGE A RECRUITMENT FIRM TO ASSIST IN THE HIRING OF A CHIEF ADMINISTRATIVE OFFICER FOR THE REGIONAL MUNICIPALITY. MOTION CARRIED**

**(b) Studies (existing and potential)** – CAO Laycock provided an update:

- HR RFP has been posted and closes Feb. 21;
- Communications RFP is still being worked on and one aspect is to help facilitate the public consultation strategy as well as media outlets, etc. Will try to have available by the Jan. 24<sup>th</sup> Co-ordinating

Committee meeting;

- Asset Management RFP – Acting CAO Richard indicated the RFP has been started on. This RFP will be broken into two parts: Part ‘A’ - Asset Registry Portion; Part ‘B’ - Road Map for Asset Road Map Strategy. Timeline of two weeks to put them together and should have something for the Jan. 24<sup>th</sup> Co-ordinating Committee meeting.
- Other RFPs – CAO Laycock stated that the working group can assess other RFPs that will be needed.

**7. BILL 55 - SECTION 12 ITEMS** - K. Latimer provided an overview of Section 12 and why these particular matters are on the agenda and noted similar type items may be on future agendas from time-to-time.

- (a) **Town of Windsor’s Infrastructure Funding Projects** – Director Richard provided an overview of the report. When asked if these were projects already identified in the budget, Director Richard said Highland Avenue was going to be split into two fiscal years.

**MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVES STAFF SUBMITTING THE FOLLOWING TWO PRIORITY PROJECTS TO BE CONSIDERED FOR ICIP INFRASTRUCTURE FUNDING (1) WATER/SEWER SERVICES & STREET RENEWAL – HIGHLAND AVENUE INCLUDING CHURCHILL STREET, AND (2) MILL LAKES WATERSHED – DAM/WATER CONTROL STRUCTURES UPGRADES. MOTION CARRIED**

- (b) **Town of Windsor’s Fire Surplus Equipment**

**MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVES WINDSOR TOWN-OWNED FIRE APPARTUS PUMPER #3 BE DECLARED SURPLUS EQUIPMENT ALLOWING DISPOSAL OF A CAPITAL ASSET AS PER SECTION 12(C) OF BILL 55. MOTION CARRIED**

- (c) **Municipality of the District of West Hants and Town of Windsor’s Property Valuation Services Corporation (PVSC) Agreements beyond March 31, 2020**

**MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE AUTHORIZES THE TOWN OF WINDSOR AND THE MUNICIPALITY OF THE DISTRICT OF WEST HANTS TO ENTER INTO A FIVE-YEAR SERVICE LEVEL AGREEMENT WITH PROPERTY VALUATION SERVICE CORPORATION (PVSC). MOTION CARRIED**

**8. ADDITIONS TO THE AGENDA (if any, as noted under Item #2)**

- (a) **Tax Rate Policy** – Committee member Daniels would like to discuss the possibility of the Co-ordinating Committee establishing a Tax Rate Policy. Intent wouldn’t be to establish the rate, but rather, identify the different types of taxes citizens presently pay and moving forward into the new Regional Municipality (distinguishes area rates, tax rate, service rates, etc) and who pays which. This would also help build confidence of citizens and is a guiding principle in governance. She could forward supporting documents to the committee as it has been done in other municipalities.

K. Latimer – The working group has discussed the importance of information being communicated and he suggested bringing this forward once the Co-ordinating Committee has had the opportunity to review the Work Plan so it could be addressed in-relation to other matters identified. CAO Laycock – perhaps not attach a deadline to it. It was agreed the working group look at it and report back when necessary.

9. **IN-CAMERA (if any)** – Everyone left the meeting at 8:15pm. Only Co-ordinator Latimer and Committee Members Zebian, Daniels, Allen, Murley and alternate Bregante remained for the in-camera session.

**MOVED/SECONDED THAT AT 8:15PM, AS PER S. 22(2)(e) OF THE NS MUNICIPAL GOVERNMENT ACT, THE MEETING MOVE IN-CAMERA TO DISCUSS CONTRACT AND PERSONNEL MATTERS. MOTION CARRIED**

**MOVED/SECONDED THAT AT 9:00PM, THE MEETING MOVE OUT OF IN-CAMERA. MOTION CARRIED**

**10. NEXT CO-ORDINATING COMMITTEE MEETING DATE(S) & ADJOURNMENT**

- January 24 at 6:15pm – WH Council Chambers
- Following that, 6:00pm every second Monday rotating Windsor & WH Council Chambers (starting Monday, Feb. 4 at 6pm in Windsor; Monday, Feb. 19 in WH; Monday, Mar. 4 in Windsor, etc, until such time as meetings could be less frequent).

**MOVED/SECONDED THAT AT 9:01PM, THE MEETING BE ADJOURNED. MOTION CARRIED**

	Transition Budget - March 31, 2019	
	31-Mar-19	Notes
Request for Proposals (RFP)		
Boundary review	\$ 38,615.00	Significantly completed by March 31, 2019
Human Resources	\$ 75,000.00	Significantly completed by March 31, 2019 - Ongoing HR management costs 2019-2020
Asset Management	\$ 37,500.00	25% completed by March 31, 2019. Remaining money will sit as an accrued liability
Communications	\$ 18,750.00	12 month contract (25%) used. Remaining money will sit as an accrued liability
	<i>subtotal</i> \$ 169,865.00	
RFP accruals		
HR RFP	\$ 50,000.00	Ongoing HR costs up to November 30, 2019
Asset management	\$ 112,500.00	Remaining RFP costs in 2019-2020
Communications	\$ 56,250.00	Remaining services up to November 30, 2019
	<i>subtotal</i> \$ 218,750.00	
Administration		
Transition Coordinator	\$ 37,500.00	Est. \$150,000/year - Used 25% by March 31, 2019
Administration Support (0.6 FTE)	\$ 8,500.00	0.6 FTE at \$27,000/year + statutory benefits - Used 25% by March 31, 2019
Supplies	\$ 10,000.00	
IT support	\$ 25,000.00	Website, Diamond support, hardware, software
Regulatory	\$ 7,500.00	UARB hearing, Federal and Provincial changes, etc.
Legal	\$ 10,000.00	Support for transition related legal issues
Misc. costs	\$ 12,885.00	Mileage, per-diems, unforeseen expenses
	<i>subtotal</i> \$ 111,385.00	
<b>Total expenses</b>	<b>\$ 500,000.00</b>	

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Co-ordinator, Kevin Latimer

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Meeting Recorder, Shelleena Thornton