



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

Meeting Agenda

Monday, September 16, 2019 – 6:00 p.m.

West Hants Council Chambers, 76 Morison Drive., Windsor NS

- 1. CALL TO ORDER**
- 2. APPROVAL OF AGENDA**
- 3. APPROVAL OF MINUTES** – Meeting of July 22, 2019
- 4. DELEGATIONS / PRESENTATIONS (if any)**
 - (a) CAO Welcome/Introduction – Co-ordinator/CAO
 - (b) Walsh & Associates Update on HR – Jillian Gorbald
 - (c) Fire Services Report (Interim) – Bruce Morrison
 - (d) Quarterly Financial Update – Carlee Rochon
 - (e) Financial Statements – Andy Forse - Kent & Duffett
- 5. BUSINESS ARISING FROM PREVIOUS MINUTES (if any)**
 - (a) Project Work Plan Updates / Co-ordinator (Reference Material Attached)
 - (b) Campaign School – DMA Update
- 6. STAFF REPORTS (if any)**
 - (a) Elections Update – Rhonda Brown
 - Campaign Election Signs
 - (b) CCH Funding Report – Martin Laycock
- 7. BILL 55, SECTION 12 ITEMS**
 - (a) Recommendation Report - Request for Reserve Fund Withdrawals – Interim CAO Richard
- 8. ADDITIONS TO THE AGENDA**
 - (a) Letter from Windsor Hockey Heritage Society
- 9. IN-CAMERA (if any)**
 - (a) Contract Matter
 - (b) Personnel Matter
- 10. NEXT CO-ORDINATING COMMITTEE MEETING DATE(S) & ADJOURNMENT**
 - (a) Meeting dates for Fall (revise)
 - (b) CC Off Site Fall Meetings - Discussion



REGION OF WINDSOR AND WEST HANTS MUNICIPALITY
CO-ORDINATING COMMITTEE
Meeting Minutes
Monday, July 22, 2019 – 6:00 p.m.
Windsor Town Council Chambers, 100 King St., Windsor NS



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
Paul Morton	Deputy Warden, Municipality of the District of West Hants

Staff/Alternate Committee Members

Martin Laycock	CAO, Municipality of the District of West Hants
Todd Richard	Interim CAO, Town of Windsor
Louis Coutinho	Consolidation Consultant, Town of Windsor
John Bregante	Councillor/Alternate Co-ordinating Committee Member, Town of Windsor
Jennifer Daniels	Councillor/Alternate Co-ordinating Committee Member, Municipality of the District of West Hants
Rhonda Mont	Co-ordinator of Accounts Payable and Employee Benefits, Town of Windsor
Rick McCulloch	Consultant for the Town of Windsor/Municipality of West Hants
Donna Jones	Project Administrator

1. CALL TO ORDER – Co-ordinator Latimer called the meeting to order at 6:00pm. He welcomed everyone that was there in person and those that were able to join via live stream. Extended a special welcomed to Rick McCulloch.

2. APPROVAL OF AGENDA – Additions and/or Deletions

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

3. APPROVAL OF MINUTES – Meeting of July 8, 2019

MOVED/SECONDED THAT THE MINUTES BE APPROVED AS CIRCULATED.
MOTION CARRIED

4. DELEGATIONS / PRESENTATIONS (if any)

- (a) (i) Pension Plan Merger Presentation – Rick McCulloch
 - Mr. McCulloch provided an overview of his presentation to the committee members and reviewed some of the pension plan options that have been identified in his work.

- Noted that they have brought forward all of the issues identified in bringing the two pension plans together post amalgamation. Currently, the Town of Windsor has a 90-day eligibility period after being hired and the Municipality of West Hants has immediate eligibility. Currently in the process of amending the plan with the Superintendent of Pensions so that the Town of Windsor plan will be immediate eligibility as well.
 - Choice for plans was between Great West Life and Manulife Financial based on information gathered. Recommended that the new region go with Manulife Financial and reviewed the variances between plans and why the choice was made for Manulife.
 - Deputy Mayor Murley asked if between the two plans, did either of them have a Deferred Sales Charge (DSC), and also if there were hidden fees in addition to the management fees. Mr. McCulloch advised no to both questions.
 - Mayor Allen asked if the prices that were put forward could go up or where they be locked in. Mr. McCulloch advised that in his experience, he has never seen the plan cost go up.
 - Deputy Mayor Murley asked, with regards to the management fees, does it also include cost for any visits the carrier may make to the employees. Mr. McCulloch advised that he was the person that would come down once a month, or whatever the need might be, and sit down with the members and that the carrier would pay him to do that.
 - Deputy Mayor Murley asked if a part of the management fee was to pay Mr. McCulloch. He advised, that yes, a portion of it was.
 - Mayor Allen asked if everyone had to be a part of the pension plan. Mr. McCulloch advised that participation in the pension plan was mandatory for full time employees.
 - On October 1, 2019 the assets of Great West Life, Town of Windsor will go to Manulife Financial.
 - West Hants transition from the old platform to the new platform will probably happen mid-September so that by October 1, 2019 both plans will be on the same platform.
 - Co-ordinator Latimer noted that when the Town of Windsor comes onto Manulife Financial, with regards to the management fees, there will be savings. Mr. McCulloch noted that when both plans come together, there will be savings as the management fees will be reduced.
 - The two plans will come together and an application will be made to the Superintendent of Pensions for a name change for the plan to take effect April 1, 2020.
 - Deputy Mayor Murley asked if the KYC information coming from Great West Life would not have to be confirmed with each of the individual Town of Windsor staff members. Mr. McCulloch advised that the short answer is no, that there were no KYC requirements for pension plans.
 - Co-ordinator Latimer asked Mr. McCulloch if he could circle back with the committee in October with a check-in and update on how everything was going with the transition.
- (ii) Pension Plan Merger Recommendation Report
- CAO Laycock reviewed the Pension Plan Merger Recommendation Report that was put forward in the agenda package.

**MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE MERGER OF THE MUNICIPALITY OF WEST HANTS AND TOWN OF WINDSOR PENSION PLANS AND THAT THEY BE MANAGED BY MANULIFE FINANCIAL.
MOTION CARRIED**

Rick McCulloch left the meeting at 6:45 pm.

5. BUSINESS ARISING FROM PREVIOUS MINUTES

- (a) Work Plan Updates – Co-ordinator Latimer

- Co-ordinator Latimer gave an update to the committee members on several areas of the work plan.
- Noted that there would be an update on the decision from the NSUARB hearing regarding the governance structure on council size and polling districts for the new municipality.
- Advised that work with Gerald Walsh and Associates continues, working with the CAO's and have an organizational chart drafted that still requires some fine tuning. Waiting on input and direction from the new CAO on the proposed structure before bringing it forward to the committee for presentation and discussion.
- Advised the committee that they are nearing a close on the CAO search. More details would be discussed later in the meeting.
- Noted that there was a good presentation on pension plans this evening and at this stage we have a good plan on moving forward over the next three to four months.
- Regarding successor rights, Co-ordinator Latimer was happy to report the CAO's did reach out and had a good meeting with CUPE regarding what the situation would look like going forward. Positive and constructive discussions were had, matters left with the CUPE folks to review over the summer.
- Noted that there were good discussions had between the CAO's, Co-ordinator and the RCMP regarding the policing situation and has every confidence that things are moving in the right direction at this point. Hoping to circle back to the committee in the fall with a sense of what the structure and services will look like for the new municipality.
- Advised that Ron Dauphinee from DMA would be back to the committee in the fall with results of his analysis around tax impacts, if any, for the region.
- Noted that the CAO's have been working on the facility and infrastructure needs, trying to make some decisions around space requirements for the new municipality. Co-ordinator Latimer is encouraged that they should be able to bring something forward in the fall and provide the committee with an initial assessment on how they would propose to address those needs.
- Advised that Chrystal Remme is preparing the current newsletter and it should be ready to go out within the next week to 10 days. Co-ordinator Latimer noted that he has had good discussions with Ms. Remme around the content and structure. Asked the committee if they had any thoughts or feedback regarding the newsletter to provide this to Ms. Remme in the next couple of days.

(b) Co-ordinating Committee meetings – dates going forward

- Co-ordinator Latimer asked the committee members what their preference was to hold future Co-ordinating Committee meetings. Proposed going forward with two meetings a month until December. 1st Monday in September is Labor Day so that meeting will be held on August 26th.
- Discussions were had around having a couple meetings outside of Council Chambers, choosing different locations in the region, idea parked until future meetings.

6. STAFF REPORTS (if any)

- None

7. BILL 55, SECTION 12 ITEMS

(a) 2019 – 2020 Gas Tax Grants – Recommendation Report

- CAO Laycock provided an overview of the Recommendation Report put forward for consideration regarding the Gas Tax.
- Mayor Allen asked how a church fits into the grant program as she has never heard of a church even requesting a grant from a municipality. CAO Laycock noted that they are an important community organization that provides services. Looking to discuss with the church to be a warming centre.

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE USE

OF \$157,600 OF GAS TAX TO FUND UPGRADES TO THE GFL NEWPORT RINK HEATING SYSTEM TO A GEOTHERMAL SYSTEM TO IMPROVE ENERGY EFFICIENCY. MOTION CARRIED

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE USE OF \$19,160 OF GAS TAX TO FUND BATHROOM UPGRADES IN THE HANTSPORT & AREA HISTORICAL SOCIETY BUILDING TO IMPROVE ACCESSIBILITY. MOTION CARRIED

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE USE OF \$10,000 OF GAS TAX TO FUND HEATING UPGRADES TO HEAT PUMPS FOR THE HANTSPORT BAPTIST CHURCH TO IMPROVE ENERGY EFFICIENCY. MOTION CARRIED

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE \$8,000 TO BE TAKEN FROM WEST HANTS GENERAL OPERATIONS FOR ACCESSIBLE PICNIC TABLES. MOTION CARRIED

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE USE OF \$10,000 OF GAS TAX TO FUND HEATING UPGRADES TO HEAT PUMPS FOR THE STE. CROIX COMMUNITY HALL TO IMPROVE ENERGY EFFICIENCY. MOTION CARRIED

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE USE OF \$10,000 OF GAS TAX TO FUND INSULATION UPGRADES TO THE BRAMBER NEW HORIZONS BUILDING TO IMPROVE ENERGY EFFICIENCY. MOTION CARRIED

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE USE OF \$8,000 OF GAS TAX TO FUND UPGRADES TO THE PISQUID CANOE CLUB FLOORING TO IMPROVE RECREATIONAL SERVICES. MOTION CARRIED

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE A MAXIMUM OF \$13,500 FROM THE GAS TAX RESERVE FOR AVON RIVER HERITAGE SOCIETY TO PURCHASE AND INSTALL TWO HEAT PUMPS THAT HAVE CRITICAL COMPONENTS RAISED AT LEAST 2 METERS FROM THE GROUND. MOTION CARRIED

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE UP TO \$15,000 OF WEST HANTS GAS TAX TO FUND HEATING UPGRADES TO HEAT PUMPS FOR THE FALMOUTH COMMUNITY HALL TO IMPROVE ENERGY EFFICIENCY. MOTION CARRIED

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE UP TO \$15,000 OF WEST HANTS GAS TAX TO FUND ROOFING UPGRADES TO THE SWEET CORNER COMMUNITY HALL TO IMPROVE AVAILABILITY AND USE OF THE COMMUNITY FACILITY. MOTION CARRIED

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE \$50,000 OF WEST HANTS GAS TAX FUND FOR UPGRADES TO THE HANTS COUNTY EXHIBITION SPRINKLER SYSTEM. MOTION CARRIED

(b) 2019 – 2020 Temporary Borrowing Resolution – Recommendation Report

- CAO Laycock provided an overview of the Recommendation Report put forward for consideration regarding two Temporary Borrowing Resolutions.
- Mayor Allen noted that within three months, there will be a review done for fire services, where did the projects identified in the Recommendation Report fit into that. Asked why they are dealing with anything fire department related at this point, like buying supplies when they don't have the study on the fire services needs done yet. CAO Laycock noted because one is relevant to the other, this allows for when the RFP comes back that they are ready to go. Stated they did not have to move forward, it just puts them in a position to be ready.
- Mayor Allen asked why the Hantsport Fire Department needed to be replaced. CAO Laycock responded, because of safety for the volunteers. Noted there is insufficient room for the trucks, they have had to move their gear to common areas where there is off gassing from the equipment. Noted that the recommendations do not commit the municipality to anything but allows them to act when they need to.
- Warden Zebian commented that parts of the fire station are no longer in use to the public, such as the community space because of the required kitchen upgrades. Noted that the actual equipment and trucks have outgrown the station.

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVES A TEMPORARY BORROWING RESOLUTION 19/20-02 IN THE AMOUNT OF \$2,625,000 FOR HANTSPORT FIRE DEPARTMENT STATION. MOTION CARRIED

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVES A TEMPORARY BORROWING RESOLUTION 19/20-04 IN THE AMOUNT OF \$41,500, FOR RADIOS FOR THE BROOKLYN FIRE DEPARTMENT STATION 1 AND 2 AND FOR JAWS OF LIFE EQUIPMENT FOR SOUTH WEST HANTS FIRE DEPARTMENT. MOTION CARRIED

8. ADDITIONS TO THE AGENDA – if any

- None

9. IN-CAMERA (if any)

(a) Contract Negotiations

Those that remained for the in-camera session included the Co-ordinating Committee members, Alternate Committee members Bregante and Daniels, CAO Laycock, Interim CAO Richard, Consolidation Consultant Coutinho, and Project Administrator Jones.

MOVED/SECONDED THAT AT 7:27PM, THE MEETING MOVED IN-CAMERA TO DISCUSS CONTRACT NEGOTIATIONS. MOTION CARRIED

MOVED/SECONDED THAT AT 8:38PM, THE MEETING MOVED OUT OF IN-CAMERA. MOTION CARRIED

Regular Open Meeting Re-convened at 8:38pm

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE DIRECT THE CO-ORDINATOR TO CONCLUDE CONTRACT ARRANGMENTS FOR THE CHOSEN CAO CANDIDATE AS CONFIRMED BY THE CO-ORDINATING. MOTION CARRIED

10. NEXT CO-ORDINATING COMMITTEE MEETING DATE(S) & ADJOURNMENT – Next meeting is scheduled for 6:00 pm Monday August 26, 2019 in the West Hants Council Chambers.

MOVED/SECONDED THAT AT 8:39PM THE CO-ORDINATING COMMITTEE MEETING BE ADJOURNED. MOTION CARRIED

Chair

Project Administrator



1



2

Revenue



-  Funding agreement signed
-  Funding received April 10
-  Transfers from reserve at quarter end of \$207,286.16

3

► Expenses

4

Request for Proposals

Fiscal 2019-20 Budget

- ▶ Budget \$ 368,750.00
- ▶ Actual \$ 101,898.63
- ▶ Remaining \$ 266,851.37

Combined Budget

- ▶ Fiscal 2018-19 \$ 125,621.46
- ▶ Fiscal 2019-20 \$ 266,851.37
- ▶ Remaining \$ 392,472.83



Total RFP Budget \$ 538,615.00
 Forecast March 31, 2020 \$ 536,076.00
 Under Budget \$ 2,539.00

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Request for Proposals

	Combined Budget	Actuals	Forecast Mar 31, 2020	% of Forecast Spent	Remaining Budget
EXPENSES					
Request for Proposals (RFP)					
Legal review	\$ 35,000		\$ 35,000	0%	\$ 35,000.00
Fire RFP	\$ 75,000		\$ 63,935	0%	\$ 75,000.00
Pension RFP	\$ 10,000		\$ -	0%	\$ 10,000.00
Human Resources	\$ 125,000	\$ 61,593.92	\$ 123,193	49%	\$ 63,406.08
Asset Management	\$ 157,000		\$ 166,151	0%	\$ 157,000.00
Communications	\$ 68,000	\$ 22,593.56	\$ 82,278	33%	\$ 45,406.44
Executive Recruitment	\$ 30,000	\$ 22,519.34	\$ 26,083	75%	\$ 7,480.66
Boundary Review	\$ 38,615	\$ 39,435.35	\$ 39,437	102%	\$ (820.35)
<i>subtotal</i>	\$ 538,615	\$ 146,142.17	\$ 536,076	27%	\$ 392,472.83

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Salaries & Transition Coordinator Expense

Fiscal 2019-20 Budget

- ▶ Budget \$ 430,000.00
- ▶ Actual \$ 79,465.66
- ▶ Under Budget \$ 350,534.34

Combined Budget

- ▶ Fiscal 2018-19 -\$ 69,097.99
- ▶ Fiscal 2019-20 \$ 350,534.34
- ▶ Remaining \$ 281,436.35



Total Salaries Budget \$ 476,000.00
 Forecast March 31, 2020 \$ 548,388.00
 Over Budget -\$ 72,388.00

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Salaries & Transition Coordinator Expense

	Combined Budget	Actuals	Forecast Mar 31, 2020	% of Forecast Spent	Remaining Budget
EXPENSES					
Salaries & Transition Coordinator Expense					
Transition Coordinator Contract	\$ 277,500	\$ 179,097.84	\$ 359,098	65%	\$ 98,402.16
Administration Support (0.6 FTE)	\$ 63,500	\$ 15,465.82	\$ 54,290	24%	\$ 48,034.18
Chief Administrative Officer	\$ 135,000		\$ 135,000	0%	\$ 135,000.00
<i>subtotal</i>	\$ 476,000	\$ 194,563.66	\$ 548,388	35%	\$ 281,436.34

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Professional Services

Fiscal 2019-20 Budget

- ▶ Budget \$ 250,000.00
- ▶ Actual \$ 18,684.99
- ▶ Under Budget \$ 231,315.01

Combined Budget

- ▶ Fiscal 2018-19 \$ 1,154.38
- ▶ Fiscal 2019-20 \$ 231,315.01
- ▶ Remaining \$ 232,469.39



Total Professional Services Budget \$ 285,000.00
 Forecast March 31, 2020 \$ 288,668.00
 Over Budget -\$ 3,668.00

Professional Services

	Combined Budget	Actuals	Forecast Mar 31, 2020	% of Forecast Spent	Remaining Budget
EXPENSES					
Professional Services					
Legal	\$ 25,000	\$ 2,155.55	\$ 25,000	9%	\$ 22,844.45
Audit	\$ 10,000	\$ 948.52	\$ 8,875	9%	\$ 9,051.48
IT support	\$ 145,000	\$ 18,684.99	\$ 145,000	13%	\$ 126,315.01
Employee training	\$ 25,000		\$ 25,000	0%	\$ 25,000.00
Building and staff mergers	\$ 50,000		\$ 50,000	0%	\$ 50,000.00
Records management	\$ 15,000		\$ 15,000	0%	\$ 15,000.00
AMA funded facilitation	\$ 15,000	\$ 15,145.55	\$ 15,146	101%	\$ (145.55)
Governance Support	\$ -	\$ 5,596.00	\$ 5,596		\$ (5,596.00)
<i>subtotal</i>	\$ 285,000	\$ 42,530.61	\$ 289,616	15%	\$ 242,469.39

Administration

Fiscal 2019-20 Budget

- ▶ Budget \$ 170,000.00
- ▶ Actual \$ 7,236.89
- ▶ Under Budget \$ 162,763.11

Combined Budget

- ▶ Fiscal 2018-19 \$ 16,678.50
- ▶ Fiscal 2019-20 \$ 162,763.11
- ▶ Remaining \$ 179,441.61

Total Administration Budget \$ 200,385.00

Forecast March 31, 2020 \$ 200,385.00

On Budget \$ 0.00

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Administration

	Combined Budget	Actuals	Forecast Mar 31, 2020	% of Forecast Spent	Remaining Budget
EXPENSES					
Administration					
Supplies	\$ 25,000		\$ 25,000	0%	\$ 25,000.00
Mileage and Expenses	\$ 10,000	\$ 1,237.70	\$ 10,000	12%	\$ 8,762.30
Election	\$ 85,000		\$ 85,000	0%	\$ 85,000.00
Regulatory	\$ 12,500	\$ 5,388.07	\$ 12,500	43%	\$ 7,111.93
Communications	\$ 25,000	\$ 10,638.66	\$ 25,000	43%	\$ 14,361.34
Data collection and reporting	\$ 20,000	\$ 2,082.59	\$ 20,000	10%	\$ 17,917.41
Misc. costs	\$ 22,885	\$ 1,596.37	\$ 22,885	7%	\$ 21,288.63
<i>subtotal</i>	\$ 200,385	\$ 20,943.39	\$ 200,385	10%	\$ 179,441.61

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Summary 2019-20

-  Total Spent \$404,179.83
-  June 30th spend \$207,286.16, net result \$0.00
-  March 31, 2020 Forecasted Deficit \$74,465.68
-  Currently in Reserve \$1,095,820.19

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Conclusion

Questions



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**The Region of Windsor and West Hants Municipality
Consolidation Budget
As of June 30, 2019**

Description	Approved Budget	Expensed to Date	Amount this Claim	Forecast	Variance/Budget to Forecast	Explanation/Notes
RFP's	\$ 538,615.00	\$ 44,243.54	\$ 101,898.63		\$ 538,615.00	
Salaries	\$ 476,000.00	\$ 115,097.99	\$ 79,465.66		\$ 476,000.00	
Professional Services (Includes IT)	\$ 285,000.00	\$ 23,845.62	\$ 18,684.99		\$ 285,000.00	
Administration	\$ 200,385.00	\$ 13,706.50	\$ 7,236.89		\$ 200,385.00	
Total	\$ 1,500,000.00	\$ 196,893.65	\$ 207,286.16	\$ -	\$ 1,500,000.00	

REGION OF WINDSOR AND WEST HANTS MUNICIPALITY

FINANCIAL STATEMENTS

MARCH 31, 2019



KENT & DUFFETT

Chartered Professional Accountants

REGION OF WINDSOR AND WEST HANTS MUNICIPALITY

FINANCIAL STATEMENTS

MARCH 31, 2019

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REGION OF WINDSOR AND WEST HANTS MUNICIPALITY

FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2019

Management's Responsibility for the Financial Statements

The accompanying financial statements are the responsibility of the Municipality's management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada ("CPA"). A summary of the significant accounting policies are described in Note 1 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Municipality's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The audit committee meets with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by Kent & Duffett, independent external auditors appointed by the Municipality. The accompanying Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Municipality's consolidated financial statements.

INDEPENDENT AUDITOR'S REPORT

To the Region of Windsor and West Hants Municipality

We have audited the accompanying financial statements of the **Region of Windsor and West Hants Municipality**, which comprise the statement of financial position as at March 31, 2019, and the statements of financial activities, change in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian auditing standards. These standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our unqualified audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the **Region of Windsor and West Hants Municipality** as at March 31, 2019, and the results of its financial activities and changes in net assets for the year then ended in accordance with Canadian public sector accounting standards.

Kentville, Nova Scotia
September 25, 2019

Chartered Professional Accountants
Licensed Public Accountants
Registered Municipal Auditor

REGION OF WINDSOR AND WEST HANTS MUNICIPALITY

STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED MARCH 31, 2019

	<u>Budget</u> (unaudited)	<u>2019</u> Actual
EXPENSES		
General government services		
Professional fees	\$ 42,500	\$ 2,156
Supplies and miscellaneous	22,885	2,903
Transition professional services	388,615	76,739
Transition wages and expenses	37,500	112,575
Wages and benefits	8,500	2,525
	<u>500,000</u>	<u>196,898</u>
ANNUAL SURPLUS (DEFICIT)	(500,000)	(196,898)
ACCUMULATED SURPLUS AT BEGINNING OF YEAR		<u>-</u>
ACCUMULATED SURPLUS (DEFICIT) AT END OF YEAR		<u><u>\$ (196,898)</u></u>

REGION OF WINDSOR AND WEST HANTS MUNICIPALITY

STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2019

	<u>2019</u>
FINANCIAL ASSETS	
Harmonized sales tax rebate	<u>\$ 8,660</u>
LIABILITIES	
Accounts payable	107,333
Due to Municipality of the District of West Hants	<u>98,225</u>
	<u>205,558</u>
NET ASSETS (DEBT) (page 5)	<u>(196,898)</u>
ACCUMULATED SURPLUS (DEFICIT)	<u><u>\$ (196,898)</u></u>

On behalf of the Region of Windsor and West Hants Municipality

Transition Coordinator

Chief Administrative Officer

Chief Administrative Officer

REGION OF WINDSOR AND WEST HANTS MUNICIPALITY

STATEMENT OF CHANGE IN NET ASSETS

AS AT MARCH 31, 2019

	<u>2019</u>
ANNUAL SURPLUS (DEFICIT) [page 3]	<u>\$ (196,898)</u>
CHANGE IN NET ASSETS	(196,898)
Net assets at beginning of year	<u>-</u>
NET ASSETS (DEBT) AT END OF YEAR	<u>\$ (196,898)</u>

REGION OF WINDSOR AND WEST HANTS MUNICIPALITY

STATEMENT OF CASH FLOWS

AS AT MARCH 31, 2019

	<u>2019</u>
OPERATING TRANSACTIONS	
Annual surplus (deficit)	\$ (196,898)
(Increase) decrease in harmonized sales tax rebate	(8,660)
Increase (decrease) in accounts payable	107,333
Increase (decrease) in amounts due to other funds	98,225
	<u>-</u>
INCREASE IN CASH AND CASH EQUIVALENTS	-
Cash and cash equivalents at beginning of year	<u>-</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>\$ -</u>

The accompanying notes are an integral part of these financial statements.

REGION OF WINDSOR AND WEST HANTS MUNICIPALITY

NOTES TO FINANCIAL STATEMENTS

AS AT MARCH 31, 2019

1. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Region of Windsor and West Hants Municipality are prepared by management in accordance with Canadian generally accepted accounting standards for local governments as recommended by the Public Sector Accounting Board of Chartered Professional Accountants of Canada. Significant aspects of the accounting policies adopted by the Municipality are as follows:

(a) Reporting entity

The financial statements reflect the assets, liabilities, revenues, expenditures and changes in fund balances and in financial position of the reporting entity. The reporting entity is comprised of all organizations and enterprises accountable to the Municipality for the administration of their financial affairs and resources and which are owned or controlled by the Municipality.

(b) Basis of accounting

The basis of accounting followed in the financial statement presentation includes revenues in the period in which the transactions or events occurred that gave rise to the revenues and expenditures in the period in which the goods and services are acquired and a liability is incurred or transfers are due.

(c) Fund accounting

Funds within the financial statements consist of the operating, capital and reserve funds. Transfers between funds are recorded as adjustments to the appropriate fund balance.

(d) Use of estimates

In preparing the Municipality's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities and reported amounts of revenue and expenses. Actual amounts could differ from these estimates.

(e) Cash and cash equivalents

Cash and cash equivalents include cash on hand and balances with banks, bank overdrafts, and highly liquid temporary money instruments with original maturities of three months or less. Bank borrowings are considered to be financing activities.

(f) Revenue and expenditure

The accrual basis of accounting is used for all funds. The accrual basis of accounting recognizes revenues as they are earned and measurable; expenses are recognized as they are incurred and measurable as a result of a legal obligation to pay.

(g) Financial instruments

The Municipality's financial instruments include cash and cash equivalents, receivables, payables and accruals and other debt. Unless otherwise noted, it is management's opinion that the Municipality is not exposed to significant interest, currency or credit risks arising from financial instruments. The fair market value of these instruments approximate their carrying value.

REGION OF WINDSOR AND WEST HANTS MUNICIPALITY

NOTES TO FINANCIAL STATEMENTS

AS AT MARCH 31, 2019

2. DISCLOSURE OF REMUNERATION

The total remuneration paid to those charged with oversight is as follows:

	Remueration	Expenses
Transition Coordinator	\$ 109,784	\$ 2,792
	\$ 109,784	\$ 2,792
	\$ 109,784	\$ 2,792

3. SEGMENTED INFORMATION

The Region of Windsor and West Hants Municipality is a municipal unit that provides a wide range of services to its residents. The Municipality's operations and activities are organized and reported by fund for the purpose of recording specific activities to meet objectives as outlined by legislation, special regulation, or other limitations and restrictions.

Services are provided by department and their activity is reported in these funds.

General government services

Administrative - This department is responsible for financial and local government administration. Functions include budget and financial statement preparation, tax collection, the Municipal Government Act administration, and accounts payable and receivable.

4. FUNDING AGREEMENT

As a part of the consolidation of West Hants and Windsor into one entity, the Province of Nova Scotia has agreed to provide the following funding:

- \$1,500,000 in pre-consolidation funding to cover costs associated with the transition.
- No less than \$2,152,015 in equalization funding over a five year period, beginning April 1, 2020.

5. SUBSEQUENT EVENT

Subsequent to year-end, the Municipality received government tranfers in the amount of \$1,500,000 for pre-consolidation funding (note 4).

MUNICIPALITY OF THE DISTRICT OF WEST HANTS**NOTES TO FINANCIAL STATEMENTS****YEAR ENDED MARCH 31, 2019**

SCHEDULE OF OPERATIONS BY FUNCTION

	<u>General Gov't</u>
EXPENDITURES	
SALARIES, WAGES AND BENEFITS	112,308
OPERATING COSTS	84,590
TOTAL EXPENDITURES	196,898
SURPLUS (DEFICIT)	\$ (196,898)

Co-ordinating Committee Workplan and Schedule

ID	Task Name	Duration	Start	Finish	Resource Names	% Complete	Half 1, 2019														Half 2, 2019				Half 1, 2020				Half 2, 2020					
							D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N				
1	I. Regional Government for Windsor / West Hants		Thu 1/17/19		Co-Ordinator	90%	<div style="display: flex; justify-content: space-between;"> Co-Ordinator Kevin </div>																											
2	a) Governance	314 days?	Thu 1/17/19	Tue 3/31/20		47%																												
3	i) Stantec Review - Council Size	39 days	Wed 1/2/19	Mon 2/25/19		100%																												
19	ii) Stantec Boundary Review	79 days	Wed 1/9/19	Mon 4/29/19		100%																												
37	iii) NSUARB Process	79 days	Wed 5/1/19	Mon 8/19/19		100%																												
38	Co-ordinator Files NSUARB Application	1 day	Wed 5/1/19	Wed 5/1/19		100%																												
39	NSUARB Advertisement of Hearing	8 days	Sat 5/11/19	Tue 5/21/19		100%																												
40	Intervenor at NSUARB	6 days	Thu 6/6/19	Thu 6/13/19		100%																												
41	NSUARB Hearing	2 days	Mon 6/24/19	Tue 6/25/19		100%																												
42	NSUARB - Hearing Decision	1 day	Mon 8/19/19	Mon 8/19/19		100%																												
43	Prepare/establish digital mapping for polling districts	5 days	Mon 8/12/19	Fri 8/16/19	Kevin	100%																												
44	iv) Election Process	270 days	Mon 3/18/19	Sun 3/29/20	Rhonda/Shelleena	18%																												
45	Paper Voting Decision	1 day	Mon 3/18/19	Mon 3/18/19		100%																												
46	Co-ordinating Committee - Budget for election	51 days	Mon 3/18/19	Mon 5/27/19		100%																												
47	Appointment of Returning/Assist Returning Officer	1 day	Mon 5/27/19	Mon 5/27/19		100%																												
48	Method to Develop Preliminary List of Electors	1 day	Mon 5/27/19	Mon 5/27/19		100%																												
49	Approve Optional Advance Poll Dates	1 day	Mon 5/27/19	Mon 5/27/19		100%																												
50	Determine Alternative Method of Notification for List Revisions	1 day	Mon 5/27/19	Mon 5/27/19		100%																												
51	Set Alternative Notice of Poll	1 day	Mon 5/27/19	Mon 5/27/19		100%																												
52	Alternative Notice of Poll	32 days	Fri 2/14/20	Sun 3/29/20		0%																												
53	Set date for Amended List Due	1 day	Mon 5/27/19	Mon 5/27/19		100%																												
54	Amended List Due	1 day	Mon 1/27/20	Mon 1/27/20		0%																												
55	Preliminary List of Electors Completed	5 days	Mon 12/23/19	Fri 12/27/19		0%																												
56	Obtain Poll Workers and Train	73 days	Tue 11/12/19	Thu 2/20/20		0%																												
57	Ads Placed for Nominations	18 days	Mon 1/20/20	Wed 2/12/20		0%																												


NOVA SCOTIA UTILITY AND REVIEW BOARD

**IN THE MATTER OF THE REGION OF WINDSOR AND WEST HANTS
MUNICIPALITY ACT**

- and -

IN THE MATTER OF AN APPLICATION to determine the number of councillors and the boundaries of the polling districts for the new Regional Municipality

BEFORE:

 Roland A. Deveau, Q.C., Vice Chair
Roberta J. Clarke, Q.C., Member
Stephen T. McGrath, LL.B., Member


WHEREAS the Board, having heard an application made pursuant to the *Region of Windsor and West Hants Municipality Act*, and having issued its Decision on August 19, 2019;

AND WHEREAS the Region of Windsor and West Hants Municipality is to come into effect on April 1, 2020;

IT IS HEREBY ORDERED that the application is approved as follows:

1. The number of polling districts for the Region of Windsor and West Hants Municipality is set at eleven (11);
2. The number of councillors is set at eleven (11);
3. The boundaries of the polling districts are set as outlined in the digital maps in Schedule "A", attached to and forming part of this Order.

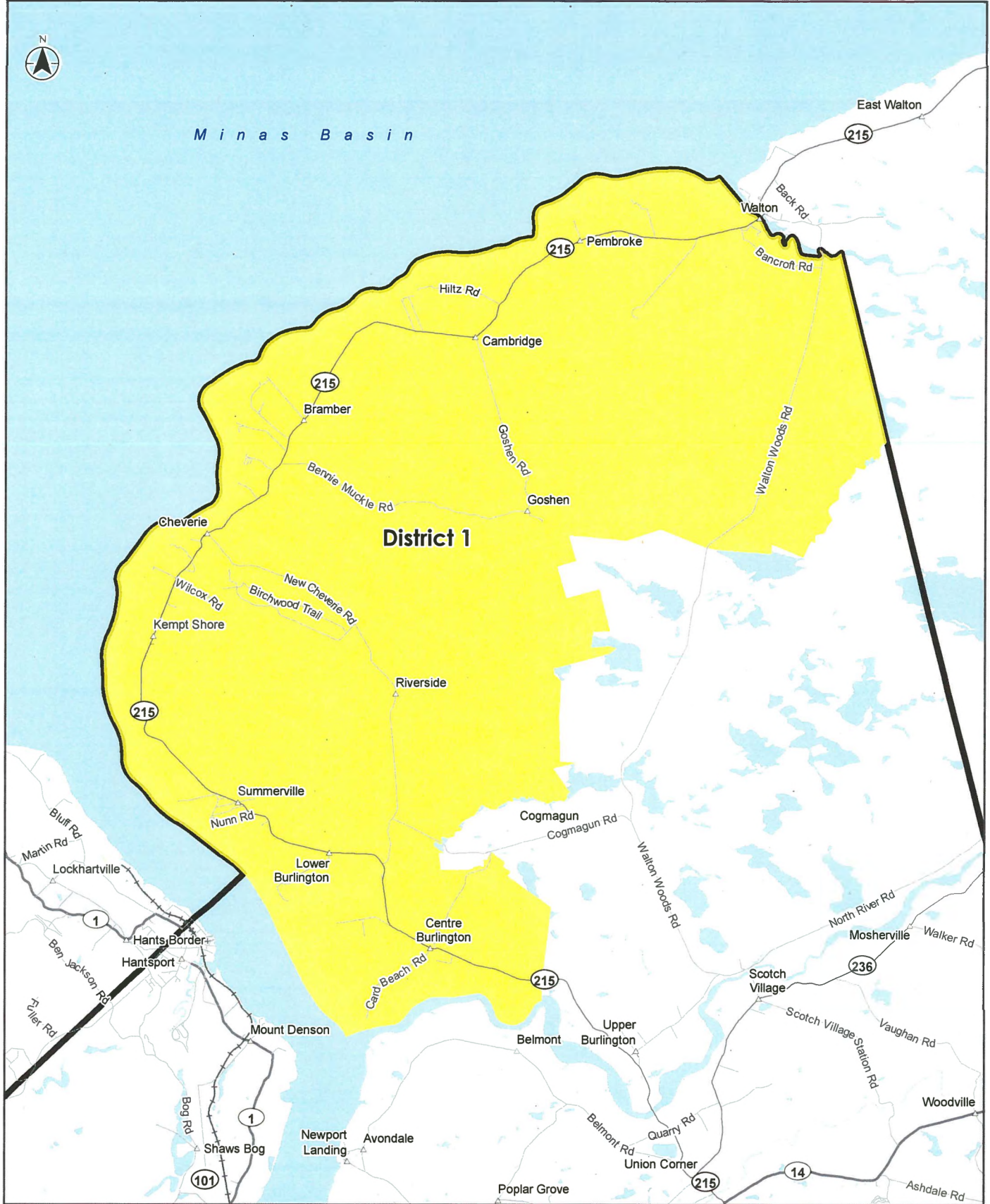
DATED at Halifax, Nova Scotia this 11th day of September 2019.



Clerk of the Board

Schedule "A"

V:\1333\active\133348325\gis\mapping\mxd\report\133348325-004_11\Districts_mapbook_1-8.mxd mhsukrshupe

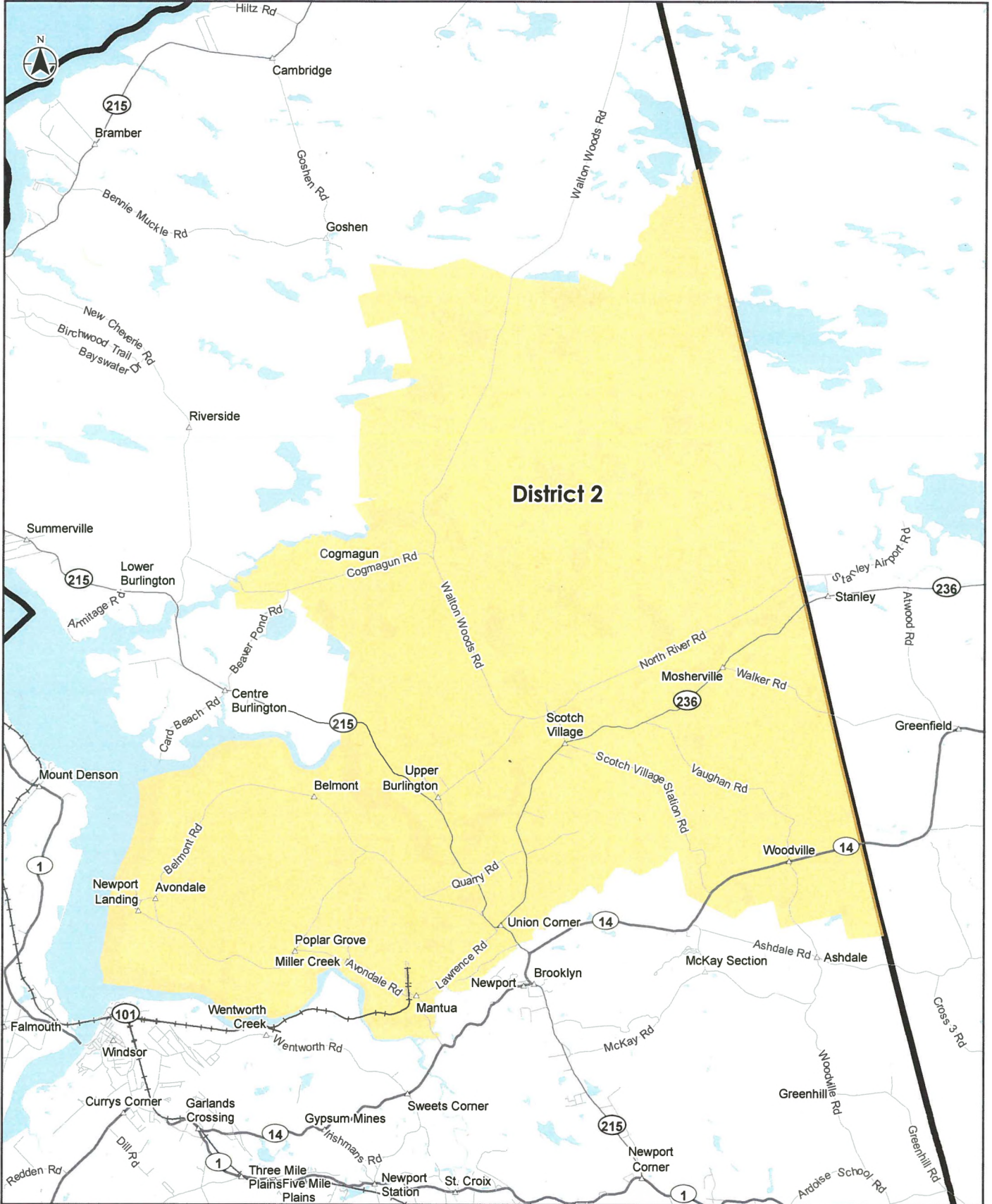


Sources: Base - Government of Nova Scotia
 Project Data - Municipality of the District of West Hants, Town of Windsor

Disclaimer: This map is for illustrative purposes to support this Stantec project; questions can be directed to the issuing agency.



NAD 1983 CSRS UTM Zone 20N
 133348325-004

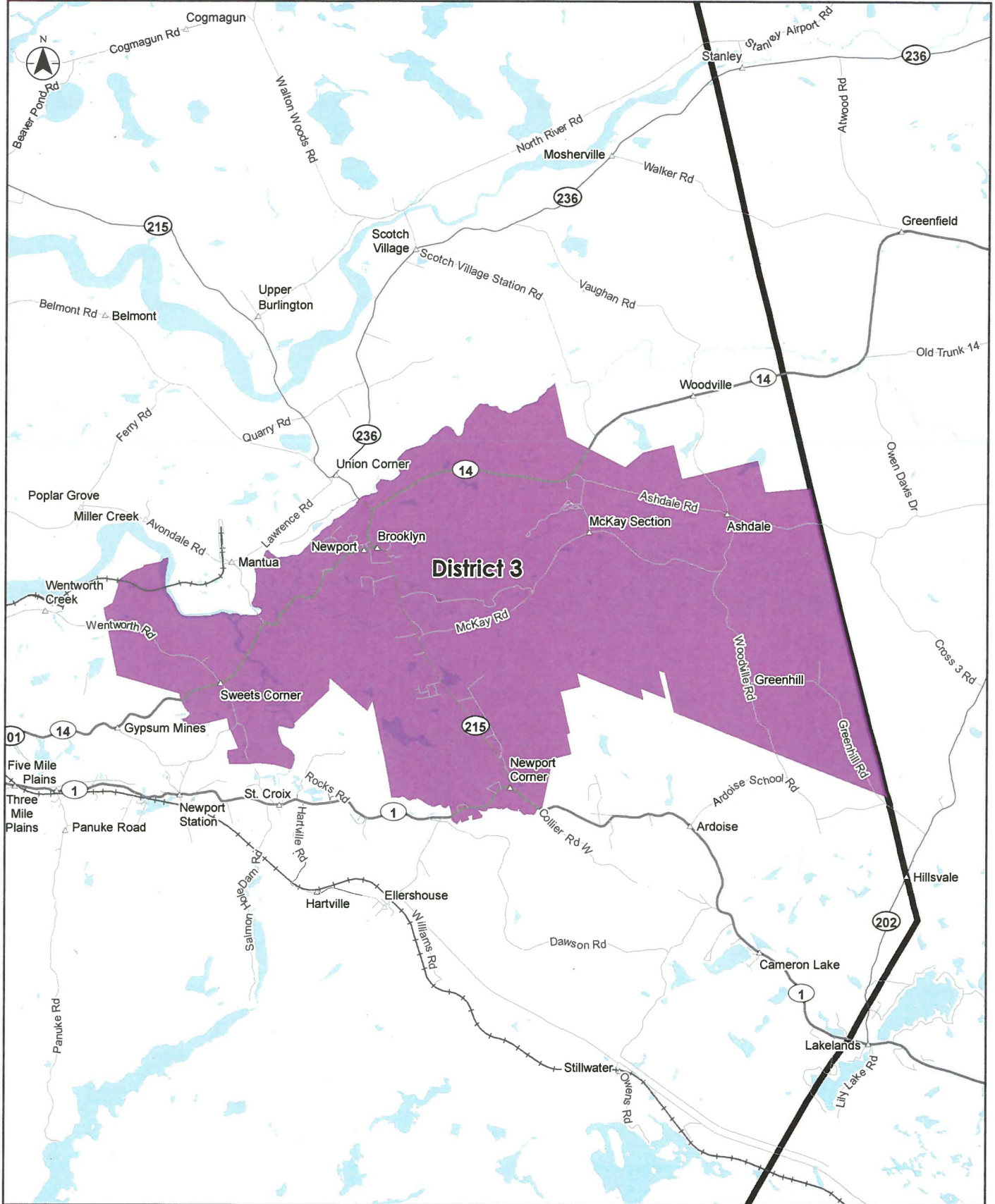


Sources: Base - Government of Nova Scotia
Project Data - Municipality of the District of West Hants, Town of Windsor

Disclaimer: This map is for illustrative purposes to support this Stantec project; questions can be directed to the issuing agency.
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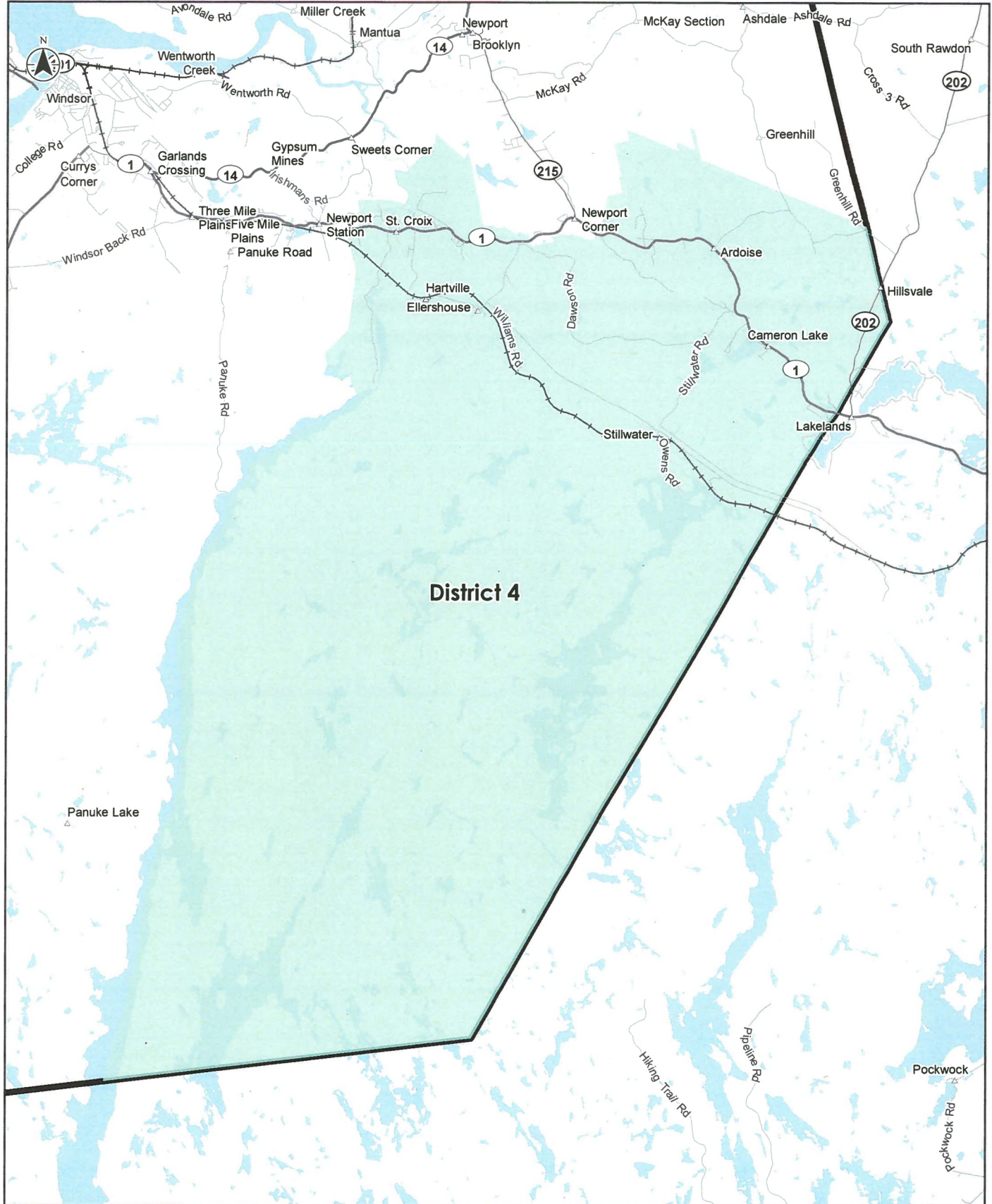
Sources: Base - Government of Nova Scotia
Project Data - Municipality of the District of West Hants, Town of Windsor

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NAD 1983 CSRS UTM Zone 20N
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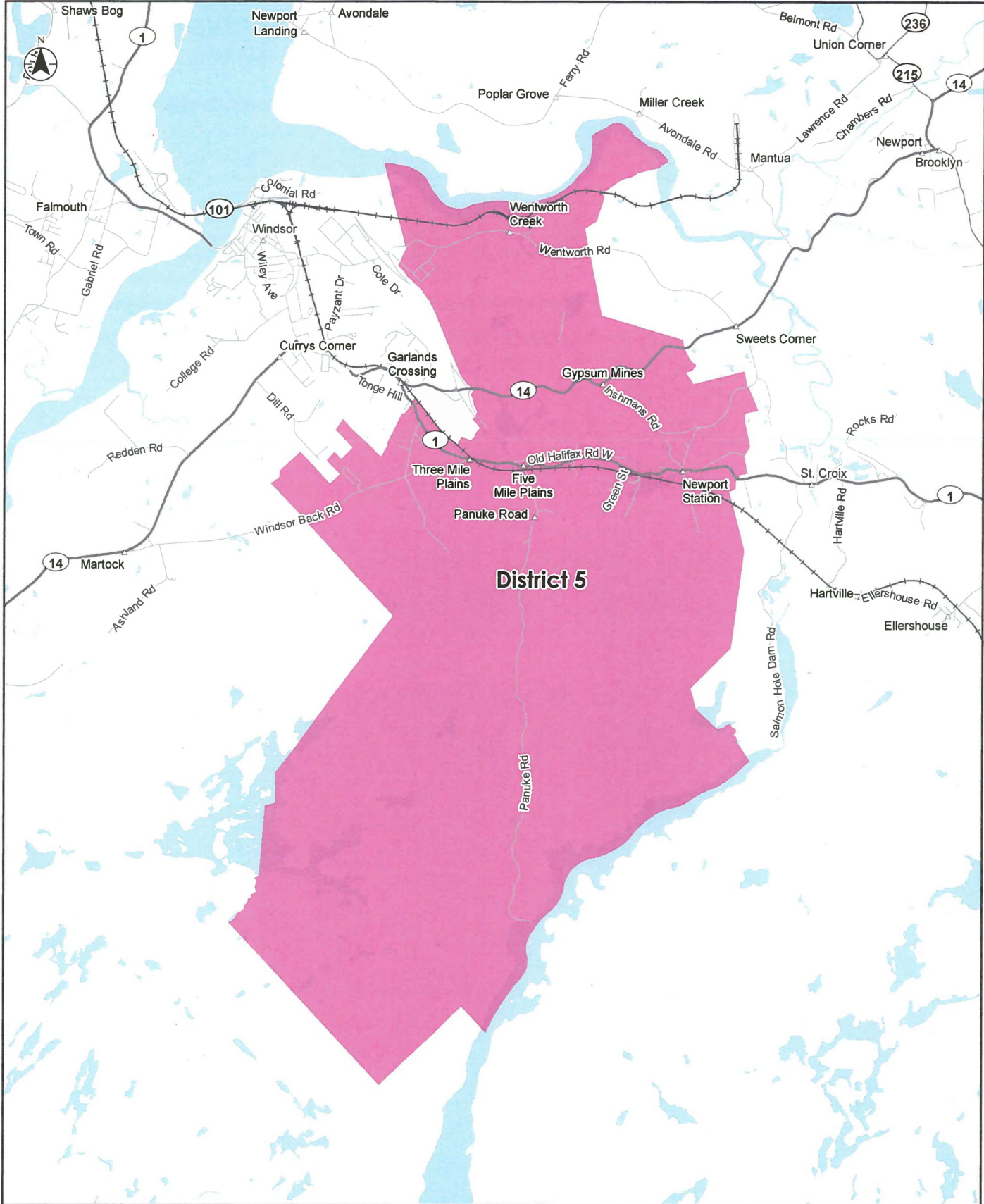




Sources: Base - Government of Nova Scotia
Project Data - Municipality of the District of West Hants, Town of Windsor

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NAD 1983 CSRS UTM Zone 20N
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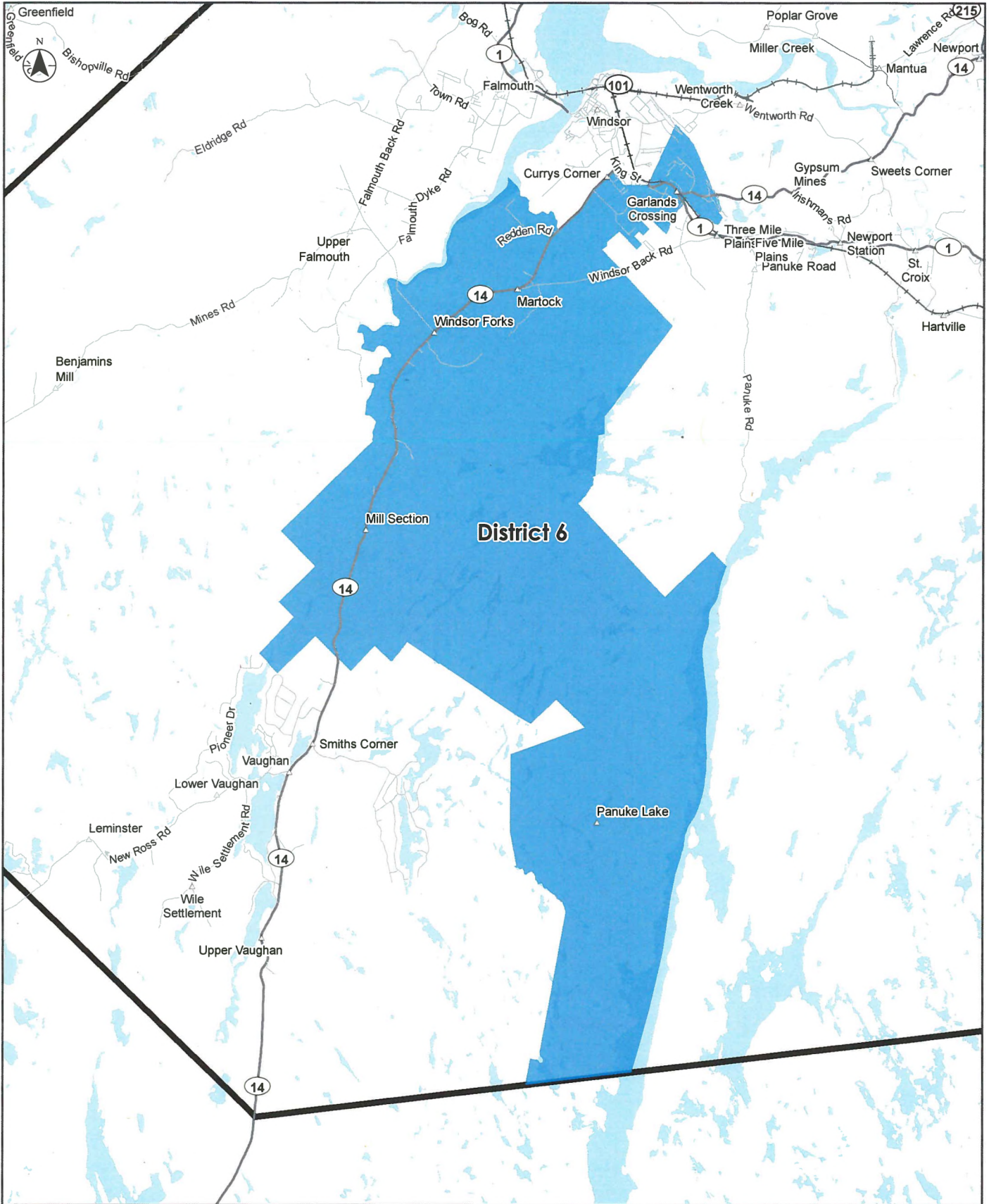


Sources: Base - Government of Nova Scotia
 Project Data - Municipality of the District of West Hants, Town of Windsor

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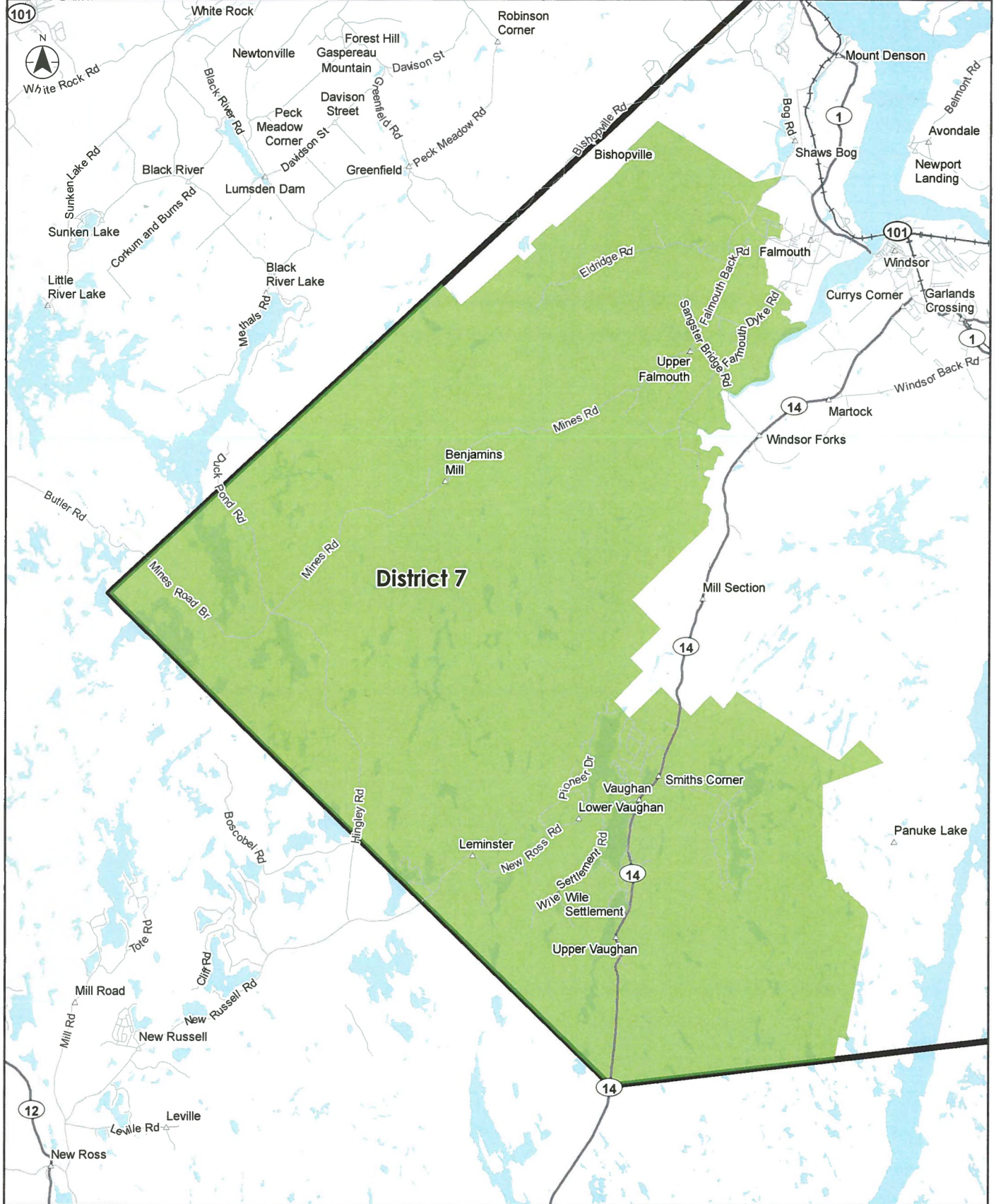


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Project Data - Municipality of the District of West Hants, Town of Windsor

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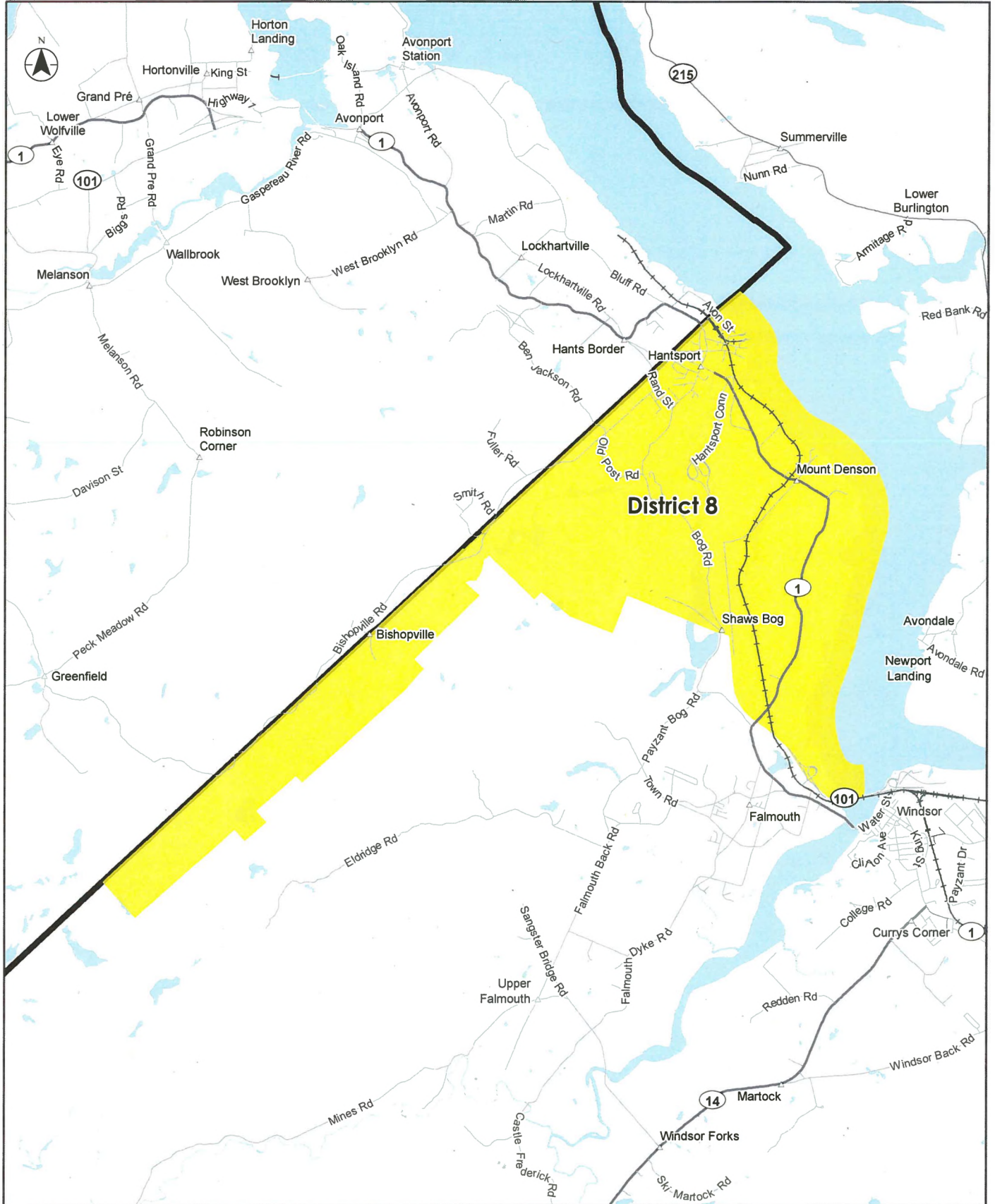


Sources: Base - Government of Nova Scotia
Project Data - Municipality of the District of West Hants, Town of Windsor

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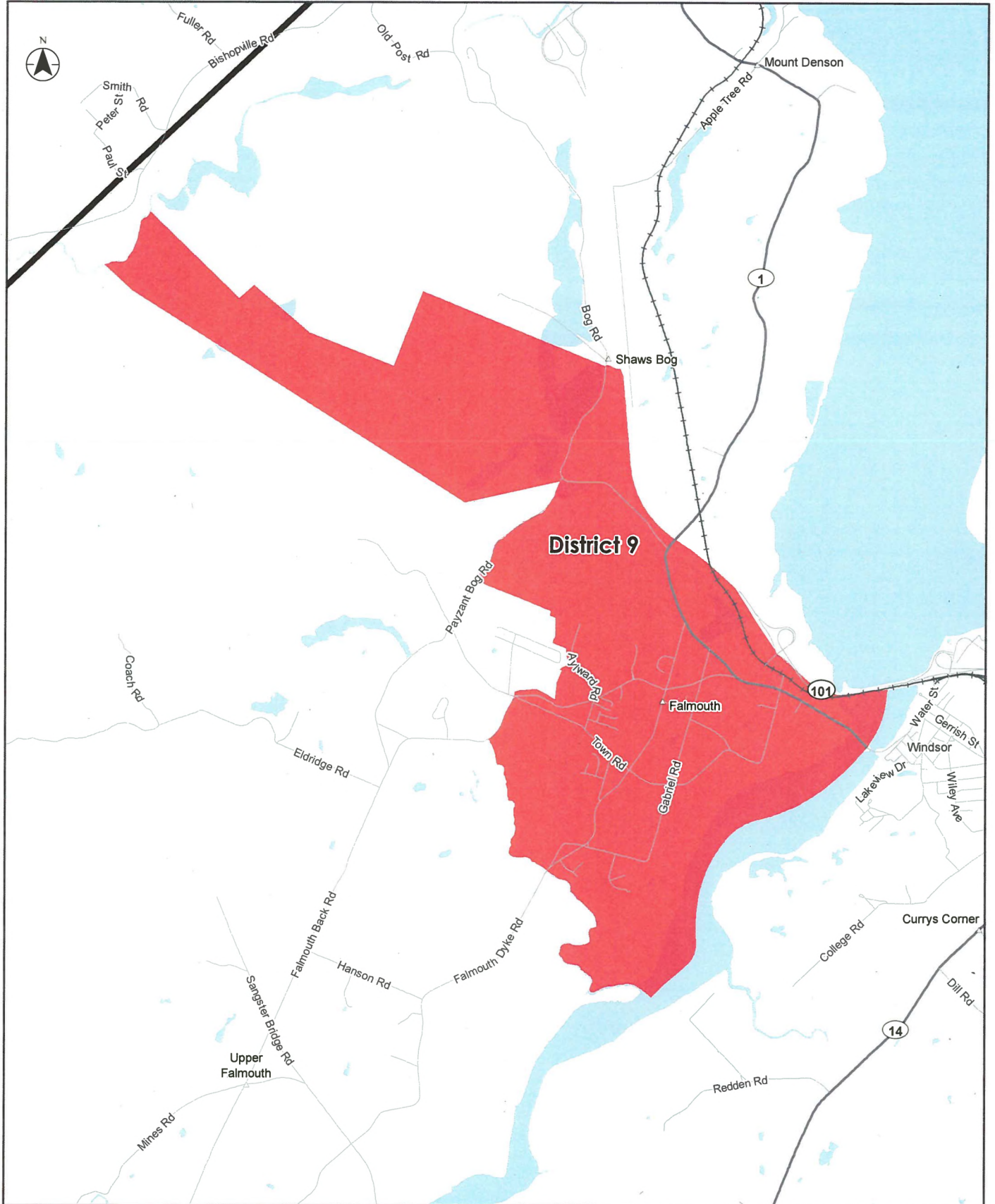
Sources: Base - Government of Nova Scotia
Project Data - Municipality of the District of West Hants, Town of Windsor

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NAD 1983 CSRS UTM Zone 20N
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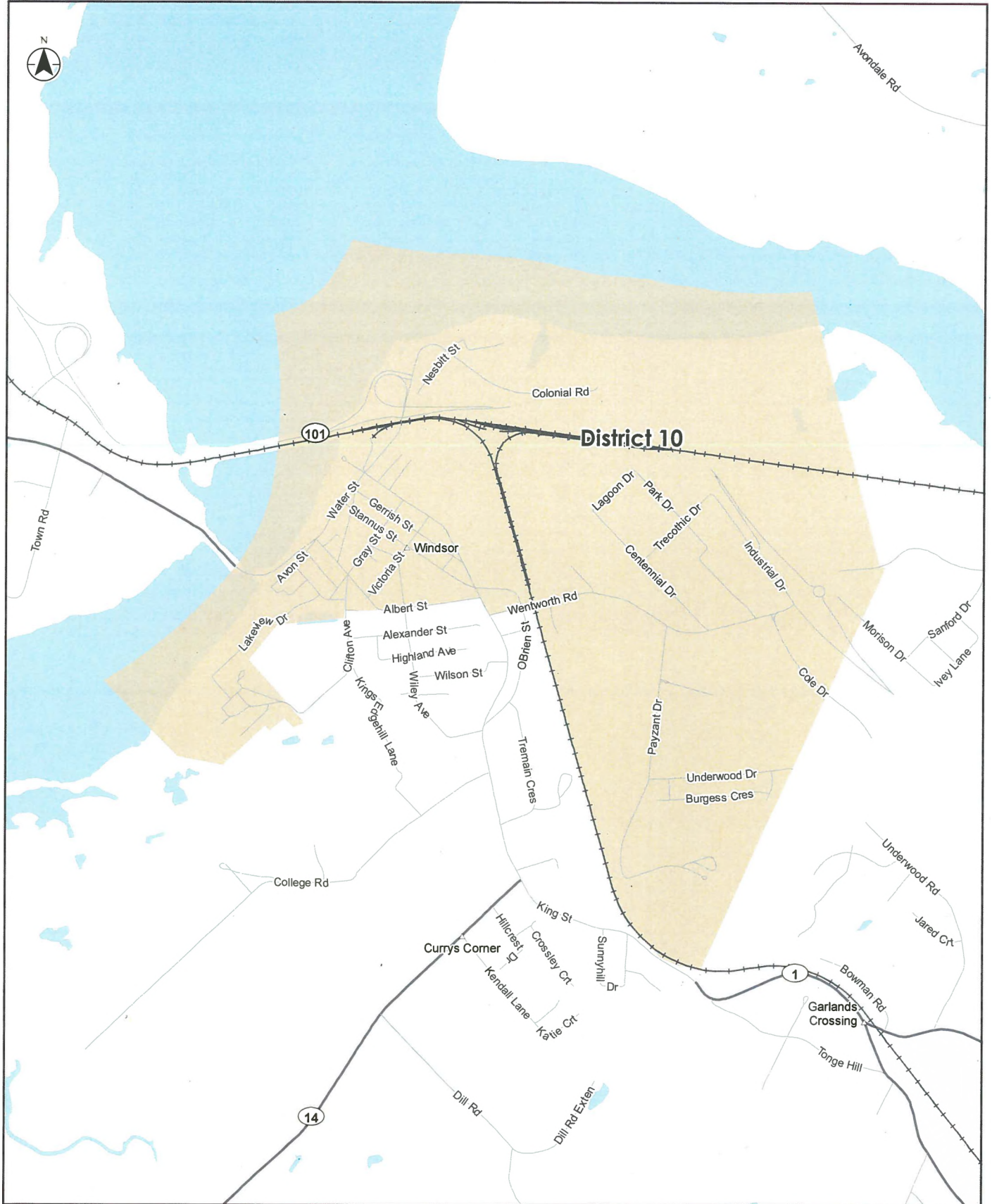


Sources: Base - Government of Nova Scotia
Project Data - Municipality of the District of West Hants, Town of Windsor

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NAD 1983 CSRS UTM Zone 20N
133348325-004



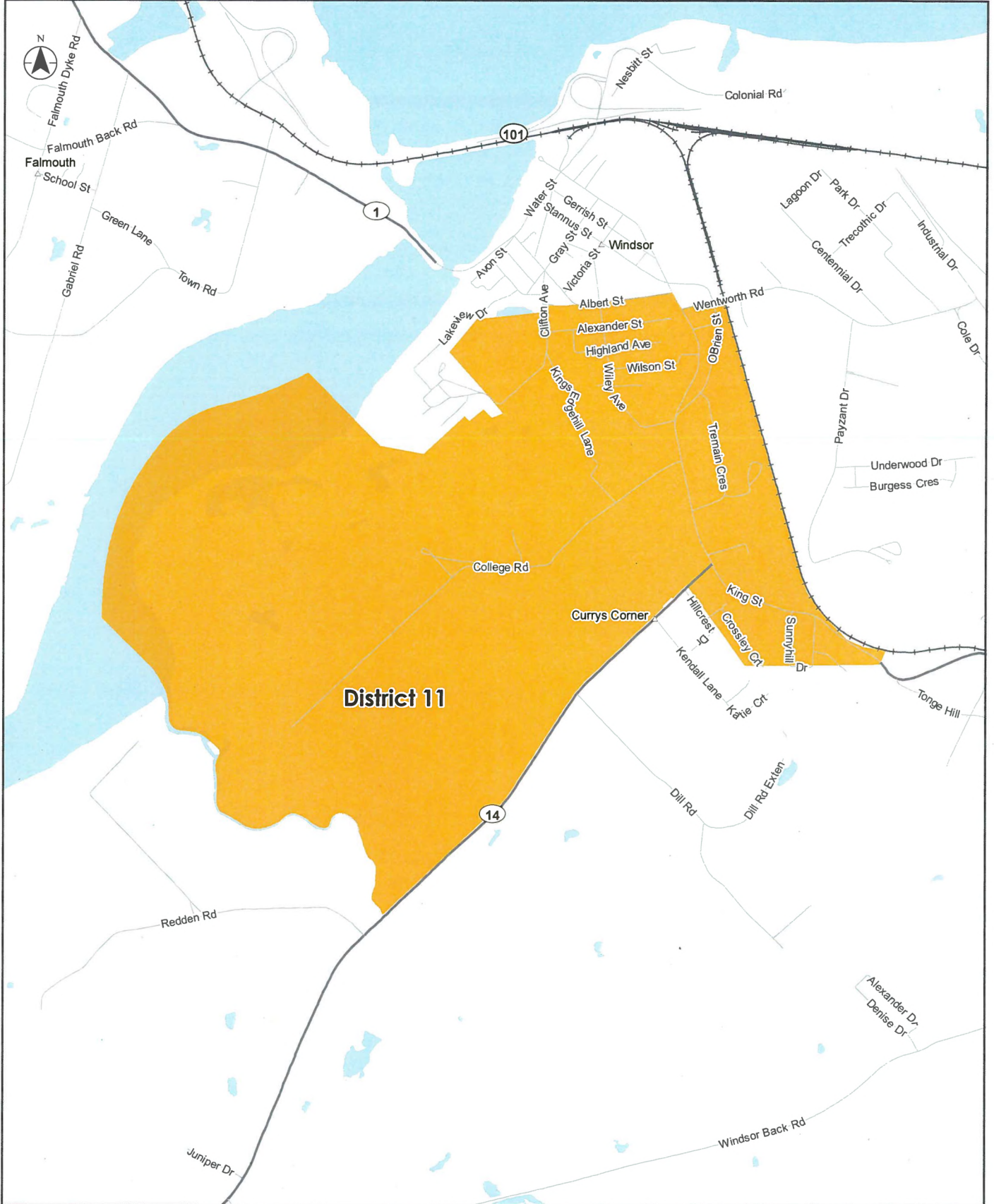
Sources: Base - Government of Nova Scotia
 Project Data - Municipality of the District of West Hants, Town of Windsor

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NAD 1983 CSRS UTM Zone 20N
 133348325-004





Sources: Base - Government of Nova Scotia
Project Data - Municipality of the District of West Hants, Town of Windsor

Disclaimer: This map is for illustrative purposes to support this Stantec project; questions can be directed to the issuing agency.



NAD 1983 CSRS UTM Zone 20N
133348325-004

STRONGER TOGETHER

The creation of the new Windsor-West Hants Regional Municipality

MESSAGE FROM THE CO-ORDINATOR

With eight months to go before our new regional municipality begins life on April 1, 2020, I'm happy to report we're making steady progress on the many big issues that need tackling. Many of the key activities are captured in this Newsletter. I'm even happier to report that the work has been proceeding in a spirit of cooperation and goodwill that bodes well for the new region.

As I've said publicly on many occasions, the councils of, and the people of, Windsor and West Hants deserve full marks for bringing together the two units to better leverage regional resources and opportunities and ensure the continued delivery of efficient and cost-effective services to residents. Doing nothing would have been an easier option but, in time, would have been the more costly option.

By working together the way they have, the councils, and especially members of the Coordinating Committee that I chair, have demonstrated the importance of trust and transparency in a well-functioning democracy. The big issues, such as Council size and polling districts for the new unit, have been publicly considered by the Committee. A decision from the NSUARB establishing the governance structure for the new region is expected in August. The search for a CAO for the new region, initiated in April, is now concluded with the recent appointment of Mark Phillips as the new region's first CAO. Community outreach seeking feedback on the new regional government at community events across the region through the summer and fall is now underway.

The discussion of these issues has been held in public and every voice wanting to be heard is welcomed. And, even now, the listening continues. Our goal is to achieve 1000 responses to our Public Engagement Survey by September 30th. So please help us, take a moment, access the link at StrongerRegion.ca and have your say. Have thoughts on a name for the new region? Let us know.

It's too early to declare outright success because some big decisions remain. But residents can be assured that those with the principal responsibility for bringing together the two units are working diligently and effectively, while never losing sight of the broader responsibility to those who live in these communities. In the end, we all understand this consolidation needs to work for the people who live here.

So, with only months to go, I can say: "So far, so good, let's keep it going" as we move forward together building a stronger region for all those who have high hopes and see a bright future for Nova Scotia's newest regional municipality.



OFFICIAL NEWSLETTER
AUGUST 2019

WHAT'S INSIDE

CAO Appointment

Governance Review

Consolidation Timeline

Community Events

Co-ordinating Committee

What's in a Name?

Did You Know

- The Co-ordinating Committee Meetings are public!
- Residents are invited to attend the meetings in person or watch the livestreamed meeting on Windsor and West Hants Facebook pages.
- The Co-ordinating Committee will meet at 6:00p.m. on Monday, August 26 and Monday, September 16. For the months of October and November, meetings will be held twice a month on the first and third Monday alternating locations between Sanford Chambers (76 Morison Drive) and Town Council Chambers (100 King Street).
- Copies of the minutes can be found at StrongerRegion.ca, contact Chrystal at cremme@westhants.ca to request a copy.

WWH
WINDSOR / WEST HANTS
TOGETHER

CAO APPOINTMENT

Mark Phillips was appointed in July as the first CAO of the new Regional Municipality. Mr. Phillips, coming from the position of CAO for the Town of Kentville, has twenty years' experience in many aspects of municipal leadership and operations and will begin in his role on September 16th.

Mayor Allen stated, "We are confident that our new CAO will help us embrace the possibilities with open minds and hearts". Warden Zebian enthusiastically added, "We have found a terrific candidate right here in our backyard. Mark has a track record of successful municipal leadership and I'm confident will help lead us to further growth and prosperity in our region."

Mr. Phillips spoke of the consolidation as a bold step of creating a new governance structure designed to more effectively deliver services to residents of these municipalities expressing he is "very excited to participate with the elected officials, staff and the community to leverage the many assets the region has to offer to its current and further residents and businesses."



GOVERNANCE REVIEW

In June, the Nova Scotia Utility and Review Board held hearings in the West Hants Council Chambers to decide the Council size and electoral boundaries for the new Regional Municipality.

The Co-ordinating Committee voted in favour of a Mayor elected at large and eleven Councillors representing the new Regional Municipality which aligned with input received from residents through the community consultation meetings and surveys. The proposed electoral boundary maps can be found on StrongerRegion.ca. It is expected that the Board will release its' decision in August.

Once the Council size and boundaries have been determined, work will begin on the upcoming election. Rhonda Brown, Municipal Clerk for the Municipality of West Hants, has been appointed as the Returning Officer for the election that will be taking place on March 7, 2020. Watch for more information on the election in the fall on StrongerRegion.ca.

WORKING TOGETHER

The consolidation will mean consolidating all the asset of the two municipal units and staff are working together now to move forward together on a variety of projects. One of the most exciting projects is the Causeway Trail Improvement Project. The Causeway Trail that loops through the Municipality and the Town is highly used by residents and attracts many visitors.

The upgrades will see new lights installed for increased visibility and accessibility, a public washroom, a trail addition and viewing platform on the peninsula that extends into Lake Pisiquid. We are beyond excited about this project which is anticipated to be completed this fall.



Louis Coutinho retired after 13 years of loyal and dedicated service as CAO of the Town of Windsor. Todd Richard will fill the role as Interim CAO until the consolidation on April 1, 2020.

TOGETHER

"Together is about people coming together, with each other and community leaders - working towards common goals, share aspirations and a collective vision. It's about building strength, growth and prosperity. It's about increasing decision making power, having a louder voice, and leaving the people, the communities and the region empowered. Together is about growing infrastructure, resources, employment, education and industry. Most of all, it's prosperity. It's about opening our eyes and greeting a new day. It's about focusing on the future today and having a vision for a brighter tomorrow. It's about realizing that together, we can go anywhere."

TALKING TOGETHER

Have you seen us at some of the community events taking place around our region?

We have been doing our best to ensure that all of us are able to play a part in shaping our new Regional Municipality. The feedback we have been receiving and the attendance we saw at the community meetings during the governance review are clear signs that many of you have an interest in ensuring that your voices are heard, and we aren't done yet!

In September you will be able to find our booth at the Hants County Exhibition, Garlic Fest and at the Avon Community Market and the Pumpkin Regatta in October. Visit us to find out more about consolidation, get updated on the process and provide input and feedback on your new Regional Municipality!



CO-ORDINATING COMMITTEE

The Co-ordinating Committee continues to meet regularly to move us towards the consolidation date of April 1, 2020. Committee members include Co-ordinator, Kevin Latimer, Mayor Anna Allen, Warden Abraham Zebian, Deputy Mayor Laurie Murley and Deputy Warden Paul Morton. Councillors Jennifer Daniels and John Bregante sit as alternates on the Committee. The guiding principles, developed by the Councils of both municipal units in October 2018, continue to guide every decision made at the table.

We are very pleased to have appointed Donna Jones as our Project Administrator. She works diligently to support the Co-ordinator and the Committee in the overall administration and management of the consolidation process.

CONSOLIDATION TIMELINE

JULY 2018

Windsor and West Hants pass motions to consolidate

OCTOBER 2018

Bill 55, Act to consolidate passes in Provincial Legislature

JANUARY - APRIL 2019

Governance Study Phases 1&2

MAY - AUGUST 2019

UARB process on consolidation

AUGUST 2019

UARB Decisions

AUGUST 2019

Appointment of CAO for the new Regional Municipality

SEPTEMBER 2019

Election Preparation Begins

SEPTEMBER 2019 - MARCH 2020

2020 Election Process

APRIL 2020

New Regional Municipality

UPCOMING MEETINGS

Did you know that Co-ordinating Committee Meetings are public? Anyone is invited to attend the meetings in person or watch they can be watched from home as they are livestreamed on the Windsor and West Hants Facebook pages.

The Co-ordinating Committee will meet again at 6:00 p.m. on Monday, August 26 then Monday, September 16. For the months of October and November, meetings will be held on the first and third Monday alternating locations between Sanford Chambers (76 Morison Drive) and Town Council Chambers (100 King Street).

Visit StrongerRegion.ca for updates and follow the Town's & Municipality's Facebook and Twitter pages for notifications on upcoming meetings!

Copies of the minutes can be found at StrongerRegion.ca. Don't have access to the website? Contact Chrystal at cremme@westhants.ca or at 902-798-8391 ext. 109 to request a copy.

WHAT'S IN A NAME?

One of the first tasks of the new Council in 2020 is to choose a name for the new Regional Municipality. Our engagement survey, available on StrongerRegion.ca and at our community event booths, provides an opportunity for residents to put forward suggestions for the name of our new Regional Municipality which will then be considered by our new Council.

So far, we have heard names such as "River Avon Regional Municipality", "Avon Regional Municipality", "Region of Rising Tides" and "Regional Municipality of Tidal Waters". What do you think? What other names come to mind? Complete the survey at StrongerRegion.ca and let us know!

COMMUNICATION AND CONSOLIDATION UPDATES

Our region is very large. We are fortunate that many of our districts have reliable Internet, postal service, and cell service but the reality is that some still do not. We continue to strive to discover the best mix of delivery methods that guarantees the message is always delivered.

We are using the recently updated website StrongerRegion.ca along with our municipal sites, Facebook and Twitter to share information. If you feel as though you are not hearing information you can always contact your Warden, Mayor or Councillor at any time. They have been elected by you to serve you and would be more than happy to answer any questions or talk about matters that are important to you.

FAQs

StrongerRegion.ca keeps a running list of Frequently Asked Questions (FAQs). Do you have a question and don't see it on the website?

Contact our Communications Coordinator, Chrystal at 902-798- 8391 ext. 109 or at cremme@westhants.ca to ask your question.

TALKING TOGETHER

Visit StrongerRegion.ca for regular updates. Contact our Communications Coordinator Chrystal at cremme@westhants.ca or call 902-798-8391, Ext. 109 for questions about the newsletter.

BUSINESS EXPO



Friday
September 27
12 - 3PM

War Memorial
Community Centre
78 Thomas Street,
Windsor, NS



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CANADA'S MUNICIPAL MAGAZINE | WE SHARE YOUR STORIES

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LET'S MAKE
TURTLE ISLAND
GREAT AGAIN

NEW ERA OF
ECONOMIC
DEVELOPMENT

FUTURE OF
CANADA'S SMALLER
COMMUNITIES

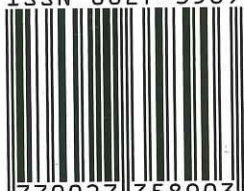
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ISSN 0027-3589

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Nova Scotia restructuring offers new model for consolidation



Kevin Latimer, QC, is a partner with Cox & Palmer, a leading Atlantic Canadian law firm. He draws on 30 years of experience advising government and business on governance, land development, and regulatory issues. Kevin was appointed Coordinator for the Windsor-West Hants municipal consolidation project by the Province of Nova Scotia in December 2018. He can be reached at klatimer@coxandpalmer.com.

Nova Scotia's first municipal consolidation in more than 20 years is gaining attention as, potentially, a new model for consolidating two already stable and viable municipalities that are convinced they can achieve even more by coming together.

The Municipality of the District of West Hants and the Town of Windsor, vibrant municipalities within an hour of Halifax, are now well advanced in the process of bringing the municipalities together. This process began in July 2018 when the municipalities asked the province to pass the necessary legislation. Three months later, the legislation was passed and two months after that, in December, I was selected through a procurement process as project coordinator. The new municipality will be launched on April 1, 2020.

The project coordinator's job is to manage the consolidation in conjunction with a coordinating committee that includes Windsor Mayor Anna Allen, Deputy Mayor Laurie Murley, West Hants Warden Abraham Zebian, and Deputy Warden Paul Morton. Professional support is coming from the two chief administrative officers (CAOs) of Windsor and West Hants, Louis Coutinho and Martin Laycock, and their staffs. The province has provided \$1.5 million to support the consolidation work.

Making the Case for Amalgamation

Nova Scotia municipalities have been well studied. Over the last 50 years, many thoughtful studies have consistently recommended streamlining Nova Scotia's 50-plus municipal units. The recommendations have generally been ignored, but the need for

top-drawer municipal governance has not diminished. Meanwhile, the challenges for both urban and non-urban municipalities have arguably grown.

While the case for consolidation is often clear to the consultants and the academics, the fear of change has deterred many. The loss of local heritage, of local identity, and the possible fracturing of the highly personal relationships that now exist between taxpayers and their municipal representatives have caused many to shy away from transformative change. That has led, in many cases, to crises as municipalities have lost their viability and dissolution became the only option.

Windsor and West Hants, two viable municipalities with relatively stable populations (3,700 and 15,000, respectively), weren't going to let that happen to them. Municipal leaders in those communities recognized that change of some sort was desirable and they were determined to create their own future to the best of their abilities.

West Hants Warden Zebian says the decision to consolidate "while both municipal units are at their peaks of strength was the single best and most important decision ever made in the history of these two municipal units." He's convinced that, because of the consolidation, "we will eliminate the competitive nature that has plagued our community in the past while focusing on our strengths as a single, unified municipality ... We will continue an upwards growth trajectory, both economically and population wise."

Windsor Mayor Allen says the consolidation project is the most important and rewarding project

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she's been involved with. "Change is not just the responsibility of the federal and provincial governments; it is also our responsibility, starting at the grass roots," she says. "It's up to us to deliver the best municipal services possible to our residents. I am very excited about the future here. The possibilities are endless."

Mayor Allen and Warden Zebian, along with their councils and CAOs, deserve enormous credit for their leadership. They did their due diligence and concluded that the municipal structures established long ago were no longer compatible with the region achieving its best future.

Trusting in the Consolidation Process

As the Coordinating Committee embarked on the consolidation journey, it was recognized that, in and of itself, the process had to be right. The process needed to have the community's understanding and trust. For the new regional municipality to be launched successfully in 2020, the community would need to believe that the key merger issues had been addressed thoughtfully and transparently and that, where necessary, reasonable compromises had been achieved.

The Coordinating Committee agreed that it would meet the first and third Monday of every month – alternating the meeting location between the respective municipal council chambers – and that all meetings would be open to the public. Terms of Reference were adopted to provide transparency around committee decision making and process. It was also agreed that studies commissioned by the Coordinating Committee would be made public.

Working together, and with strong support from the Nova Scotia Department of Municipal Affairs, a project work plan was developed in March with scheduling milestones and the necessary related studies. The work plan remains a regular agenda item for each meeting to allow the committee to monitor progress.

Progress Continues to Build

As of late May, good progress was being made.

A contract was awarded in December for the review of issues surrounding council size and polling districts. By mid-April, we had the consultant's report and recommendations that now form the basis for our application to the Nova Scotia Utility and Review Board, which will make the final determination on council size and polling districts. The consultant's work was guided by input gathered from an online and hard copy survey and meetings throughout the two municipalities. Direct survey responses were received from about 800 residents.

Another consultant was retained to help the Coordinating Committee better understand, for example, how best to combine the two existing administrative structures and work forces. The committee hired a communications firm to develop a public engagement and information strategy. Following a national search for a CAO, Mark Phillips (current CAO for the Town of Kentville, Nova Scotia, and a 20-plus year member of the Canadian Association of Municipal Administrators) begins his new job on September 16. With further consulting support, an asset registry is being developed that will be essential to understanding the condition of critical infrastructure and associated maintenance and replacement costs.

NOVA SCOTIA, cont'd on p. 44

INTRODUCING the SCHOOL SPECIALTY & KINETIC GPO contract partnership

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LEARNING ENVIRONMENTS



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NOVA SCOTIA, cont'd from p. 22

Other municipal players are watching our work. Patrick Tighe, Deputy Mayor of Sturgeon County, Alberta, is among those who have arranged for a direct briefing. He says he believes that the process, and the results, are of national interest.

The Nova Scotia Federation of Municipalities (NSFM) is also paying attention. At an NSFM workshop in May, after hearing a discussion with the Coordinating Committee, Councillor Lee Nauss, who has served for 52 years on the council of the Municipality of the District of Lunenburg, said if he has one regret after a half-century of municipal service, it is that he did not push harder for some sort of consolidation of neighbouring municipalities on the south shore of Nova Scotia.

As Progress Continues, Conclusions Are Reached

Much work remains in Windsor and West Hants.

Even as conclusions on the key issues are reached, we recognize more residents of these municipalities will be drawn into the discussions. They will have their own learning curves as they increasingly become engaged; they will want information and they will want reassurance. And we need to listen.

That's the way it should be when you're breaking new ground, following a new path. We will not have done a good job unless those who live in what will be the new regional municipality recognize that we have acted in their best interests.

In the months ahead, we will continue to work diligently while reminding ourselves that the future best interests of those who live in these municipalities must be paramount in the decisions being made.

There's an element of growth and renewal about it. A sense of building something new together in, and for, the region itself. That concept is integral to the process and thinking. In this model, local autonomy and decision making carry the day and shape the future. Ultimately, everyone involved believes that local control will make all the difference as this exciting experiment in community building crosses the finish line in April 2020. **MW**

OPEN LETTER, cont'd from p. 32

Hidden costs and biases

It may also be worthwhile to look at hidden costs. For example, a budget that is paid out to a U.S. vendor today instantly loses 25 percent of its value. As noted above, the cost of preparing the winning bid will also be a hidden cost and deducted from your budget before any actual work gets started.

You might also like to consider how to avoid the distance bias. Qualified bidders from far away will have less to spend on your project when the costs of travel and accommodations are included in the fee, leaving less for the actual work. Be aware of this reality and try to find a way to eliminate this bias.

You could also look at the bias related to the size of firm. Don't make the submission process so onerous that only very large firms can respond (unless it's a job only very large firms can do). Small firms tend to have lower overheads and can deliver more service per dollar.

Final thoughts

In achieving the best results for all concerned, it might also be worth thinking about what happens when your RFP hits the street. For example, bidders in my field are sometimes partners rather than competitors and we often check in with one another before deciding to bid. ("Did you see this RFP? What do you think of it? Are you going to bid? Would it be appropriate for us to form a team? etc.)

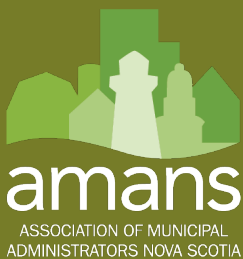
This is not collusion; it's often about avoiding losing money on what might be a no-hope submission. In regard to best value, you should also be aware of those qualified bidders who did not bid and find out why.

There are many other small niggling details about the bidding process. But, let's not lose sight of the fact that we who bid are professionals who want to do the best we can for your municipality and its residents. So please, make the path to our involvement as clear, straightforward, and efficient as possible. It's good customer relations and public money well spent. **MW**

Challenge Yourself in Change



2019 Fall Conference
Digby Pines, NS
October 15-18, 2019



Registration Details

Conference Prices:

Early Bird: Member \$445 Non-Member \$565

Regular: Member \$565 Non-Member \$665

*NOTE: Deadline for
early bird pricing ends
September 27

Registration Link:

<https://www.civicinfo.bc.ca/event/2019/AMA-Fall>

Refund Policy:

The deadline to cancel registrations is Friday September 27, 2019 at 4:30 PM AST. There will be no refunds given after this date, although substitutions will be allowed. Cancellations received in writing prior to September 27, 2019 will be eligible for a full refund. Please read our full [Training & Events Cancellation Policy](#) for full details.

Registration Desk at the Conference

Registration for the Fall Conference will be located in the Grand Lounge (Entrance Floor). The desk times are:

Tuesday October 15: 7:00 p.m. – 9:00 p.m.

Wednesday October 16: 8:00 a.m. – 9:30 a.m.

Thursday October 17: 8:00 a.m. – 9:00 a.m.

Accommodations

The Pines is staying open an extra week for our conference. Reservations can be made by calling 1-800-667-4637 and referencing the Association of Municipal Administrators to receive our [group rate](#). All reservations are guaranteed by major credit card. The cancellation policy is one week prior to the guests' date of arrival. Breakfast is not included in the room price.

Pre-Conference Day

Tuesday October 15, 2019

12:00 p.m. – 3:30 p.m.	MFO Session
2:00 p.m. – 6:00 p.m.	CAO Session
7:00 p.m. – 9:00 p.m.	Registration
7:00 p.m. – 10:00 p.m.	Opening Reception

MFO Session

12:00 p.m. – 3:30 p.m. | Digby Hall

A detailed MFO Session agenda will be released closer to the date.

Registration: if you are attending the conference and the MFO Session, there will be an option to select your attendance during registration. If you are only attending the MFO Session please email ajeffs@amans.ca with the name of registrant(s) and dietary restriction(s).

CAO Session

2:00 p.m. – 6:00 p.m. | Garden Room

This CAO session will focus on Bill 92 and the opportunities available for Nova Scotia municipalities. All CAOs and Clerk/Treasurers are invited to attend. Light snacks will be provided.

Opening Reception

7:00 p.m. – 10:00 p.m. | Edna Stark Room

Catch up with your municipal colleagues and our exhibitors over a refreshment and light hors d'oeuvres. This is a great time to network and meet your counterparts within municipal government. The registration desk will be in the Grand Lounge until 9:00 p.m.

Conference Day 1

Wednesday October 16, 2019

8:00 a.m. – 9:30 a.m.	Registration
8:00 a.m. – 8:30 a.m.	Early Bird Draws / Coffee
8:30 a.m. – 9:00 a.m.	Opening Ceremonies
9:00 a.m. – 10:15 a.m.	Opening Keynote – Ctrl+Alt+Delete: Giving the (Re)Boot to Work Life Balance (Tina Varughese)
10:15 a.m. – 10:45 a.m.	Tradeshow Refreshment Break
10:45 a.m. – 12:00 p.m.	<p>Concurrent Sessions:</p> <ul style="list-style-type: none"> • Modernizing Municipal Cooperation (Coby Milne & James Schofield) • Reassess Your Accessible Communication (Lisa Snider)
12:00 p.m. – 1:00 p.m.	Walking Lunch
1:00 p.m. – 2:00 p.m.	<p>Concurrent Sessions:</p> <ul style="list-style-type: none"> • Effective Collaboration: Getting the Right People at the Table (Mayor Pam Mood, Alain Muise & Ron Smith) • Securing the Smart Municipality (Beauceron)
2:00 p.m. – 2:35 p.m.	Tradeshow Refreshment Break
2:35 p.m. – 4:00 p.m.	Provincial Update
5:00 p.m. – 6:30 p.m.	Dinner (extra cost to registration)
6:30 p.m. – 8:30 p.m.	Trivia, hosted by Mark Peck

Registration

8:00 a.m. – 9:30 a.m. | Grand Lounge

Early Bird Draws / Coffee

8:00 a.m. – 8:30 a.m. | Salon A & B

Join our exhibitors for a morning networking session and a chance to win some prizes from other municipalities.

Early Bird Draw Prizes: if your unit has early bird prizes to give away please drop them off at the registration desk. Make sure your municipality's name is on the prize.

Opening Ceremonies

8:30 a.m. – 9:00 a.m. | Digby Hall

Opening Keynote – Ctrl+Alt+Delete: Giving the (Re)Boot to Work Life Balance

9:00 a.m. – 10:15 a.m. | Digby Hall

Speaker: Tina Varughese

Did you know more than 1 in 3 Canadians feel they have more work to do than time permits. As a result, only 23% of Canadians are highly satisfied with life. Are you one of them? Work life balance is not a gender issue; men struggle to balance their career and family, just as much as women do. With technological advances and economic pressures, work life balance can seem evasive and unobtainable. Tina will share essential tools, tips and strategies to minimize stress, maximize efficiency and improve productivity both at work *and* at home. Increased work-life balance leads to

lower employee absenteeism and turn over rates as well as higher levels of employee engagement. In this hilarious, relevant, interactive keynote, Tina will show you how to have a happier, healthier, and more balanced lifestyle. Get ready to feel energized and motivated to challenge yourself in change.

Tina's Takeaways:

- Five key stress busters that are essential for a happier, healthier, and more balanced life
- How to retrain your brain for positivity
- How recognizing others' contributions gives you a stronger sense of purpose



About Tina:

Tina Varughese was named one of Canada's 10 Notable Speakers by Ignite Magazine for 2018. For 15 years, Tina has worked with immigrants in her roles with the Province of Alberta's immigration office as well as running her own successful relocation and settlement firm. As a keynote speaker, her interactive approach is insightful, and her delivery is highly entertaining. She breaks down barriers to create a comfortable, fun, intentioned and inclusive environment.

Refreshment Break

10:15 a.m. – 10:45 a.m. | Salon A & B

Join our exhibitors for a morning networking session and some morning snacks before the next session

Concurrent Session – Modernizing Municipal Cooperation

10:45 a.m. – 12:00 p.m. | Digby Hall

Speakers: Coby Milne & James Schofield

In 2019, we are faced with complex opportunities and challenges that often require more resources and expertise than any single municipality or organization can offer. The opportunities and challenges municipalities face can be exciting, intimidating and even overwhelming. When responding to opportunities and challenges, you may find yourself asking ‘do we have the expertise and resources required to respond to this situation?’; ‘how do we manage the risk that our response will create?’; and ‘how do we make our response sustainable?’. This is where cooperation and collaboration come into play. By understanding how organizations can work together to effectively structure and manage collaborative enterprises they can begin to build the team needed to respond to complex opportunities and challenges. In this presentation, Coby will address these questions and look at steps to create a model of collaboration that engages peers to increase the collective impact and work together effectively.

Coby’s Takeaways:

- Identifying the right framework to build your collaboration
- Better understanding of how to create a successful and sustainable collaborative effort
- How to empower your municipality to see cooperation and collaboration as a beneficial tool

Concurrent Session – Reassess Your Accessible Communication

10:45 a.m. – 12:00 p.m. | Salon C

Speaker: Lisa Snider

Accessibility is so much more than just the built environment. There are many digital materials and media municipalities use, such as websites, documents, and videos to get information out to their community. Lowering barriers and making digital materials and media more accessible is crucial for the one in five Nova Scotians who identify as having a disability. In this workshop, Lisa will provide a general overview of the importance and benefits of digital accessibility. She will share how some people in your community access digital media and provide practical tips on how to start lowering barriers and making digital materials and media more accessible for all people.

Registration: this workshop will be open to *any* staff in your municipality whether they are registered for the conference or not. If you are not attending the entire conference, but want to attend this workshop please email ajeffer@amans.ca

Walking Lunch

12:00 p.m. – 1:00 p.m. | Digby Hall

Pick up your boxed lunch in Digby Hall and join our municipal wellness coordinator for a walk outside enjoying the beautiful grounds of Digby Pines.

Concurrent Session – Effective Collaboration: Getting the Right People at the Table

1:00 p.m. – 2:00 p.m. | Digby Hall

Speakers: Mayor Pam Mood, Alain Muise & Ron Smith

Good governance is at the heart of any successful organization; it helps achieve and determine the goals accomplished. What happens when your governance structure has stalled, or there is no collective vision in place? In this session, Mayor Mood, Alain Muise and Ron Smith will have a candid conversation about the differences in governance structures with the Yarmouth Airport Authority and the Western REN. Each panelist will discuss their role and answer a set of questions about the similarities and differences with respect to each entity's governance structure. This session will share how both the Yarmouth Airport Authority and Western REN tried similar governance models, and the difference in resulted outcomes. With the panelists being a member of both entities they will provide a well-rounded perspective of the challenges each entity faced with respect to governance and will share best practices and considerations on developing and building governance structures.

Concurrent Session – Securing the Smart Municipality

1:00 p.m. – 2:00 p.m. | Salon C

Speaker: David Shipley, Beauceron

Cybersecurity has dominated headlines around the world and has impacted everything from presidential elections, to the delivery of electricity, and the safety of cars and medical devices. Municipalities offer a tempting target to cybercriminals, nation-state and thrill seekers. From attacks that held transit authority systems for ransom, to attack against critical infrastructure such as water, power and sewage, to the theft of citizen personal and financial information – the range of risks can be overwhelming. David Shipley, a North American expert in cybersecurity, will talk about the global state of cybersecurity, provide examples of the attacks against municipalities around the world and talk about strategies municipalities of all sizes need to consider when reducing the risk posed by a rising tide of attacks. Given the rapid adoption of smart technologies and Internet of Things devices to improve public services, reduce cost and generate new sources of revenue, the need for robust municipal cybersecurity approaches has never been greater.

Refreshment Break

2:00 p.m. – 2:35 p.m. | Salon A & B

Provincial Update

2:35 p.m. – 4:00 p.m. | Digby Hall

Join us for an update from the Province on recent projects and initiatives impacting municipalities. We will hear from a couple of different departments. Topics include: Asset Management, Coastal Protection Act, Short-term Accommodations and Rural Broadband.

Dinner

5:00 p.m. – 6:30 p.m. | Churchill's Lounge

Join us for a strolling buffet at the Pines to enjoy the wonderful flavours of Nova Scotia. To attend this dinner and extra cost of \$50 + HST will be added to your registration.

Trivia

6:30 p.m. – 8:30 p.m. | Churchill's Lounge

Hosted by Mark Peck, from the Department of Municipal Affairs, we'll test to see which group has the best trivia knowledge. To start you off.. what is the correct term for a group of hippopotamuses? We look forward to seeing you there!

Conference Day 2

Thursday October 17, 2019

6:30 a.m. – 7:30 a.m.	Morning Fun Run
8:00 a.m. – 9:00 a.m.	Registration
8:00 a.m. – 8:30 a.m.	Early Bird Draws / Coffee
8:30 a.m. – 9:45 a.m.	Keynote Presentation – What Can You Achieve in the Next 4 Years? (Jeremiah Brown)
9:45 a.m. – 10:30 a.m.	Annual General Meeting & AMA Updates
10:30 a.m. – 11:00 a.m.	Tradeshow Refreshment Break
11:00 a.m. – 12:15 p.m.	<p>Concurrent Sessions:</p> <ul style="list-style-type: none"> • The Journeys of Municipal Consolidation (Chrystal Remme & Shelley Hoeg) • Mitigating your Municipality's Procurement Risk (Mike Hatfield)
12:15 p.m. – 1:15 p.m.	Exhibitor Luncheon
1:15 p.m. – 1:45 p.m.	Presenting Sponsor (Safety Services)
1:45 p.m. - 2:45 p.m.	<p>Concurrent Sessions:</p> <ul style="list-style-type: none"> • Managing Change Through a Culture of Innovation (Coby Milne) • How to Build and Support a More Culturally Diverse Community (Department of Internal Services, ISANS)
2:45 p.m. – 3:10 p.m.	Refreshment Break
3:10 p.m. – 3:30 p.m.	How to Stop Wasting Waste (Part 1): An Innovative Technology (Sustane Technologies)



Conference Day 2 (continued)

Thursday October 17, 2019

3:30 p.m. – 4:30 p.m.

Concurrent Sessions:

- How to Stop Wasting Waste (Part 2): Endless Opportunities (Dan McDougall)
- Accessibility Plan Workshop (Gerry Post)

6:00 p.m. – 8:30 p.m.

Presidents Reception & Annual Banquet

8:30 p.m. – 11:00 p.m.

Hospitality Suite

Registration

8:00 a.m. – 9:00 a.m. | Grand Lounge

Early Bird Draws / Coffee

8:00 a.m. – 8:30 a.m. | Salon A & B

Join our exhibitors for a morning networking session and a chance to win some prizes from other municipalities.

Early Bird Draw Prizes: if your unit has early bird prizes to give away please drop them off at the registration desk. Make sure your municipality's name is on the prize.

Keynote Presentation – What Can You Achieve in the Next Four Years?

8:30 a.m. – 9:45 a.m. | Digby Hall

Speaker: Jeremiah Brown

What can you achieve in the next four years? Re-thinking what is possible for yourself and your organization requires transformation and resiliency. This Olympian will share how the passion that drives a champion, is the same passion that drives organizational leaders. In this keynote, Jeremiah will draw parallels between the worlds of Olympic sport and business. In this keynote you will be taken on an incredible journey of personal and team unit transformation. Your common notions of what it means to lead and be led in the pursuit of excellence will be challenged. Learning how to adapt to forces beyond your control and stay the course during times of pressure helps create and define your moments of success.

Jeremiah's Takeaways:

- Redefine resilience to strengthen one's ability to endure massive change
- Learn a new framework for managing interpersonal conflict and team cohesion challenges
- Discover a shift in mindset that will keep you committed to the goal for long term



About Jeremiah:

Jeremiah Brown won an Olympic Silver medal as a member of the Canadian men's eight rowing team at the London 2012 Olympic Games. A former commercial banker, with a big dream, he is one of the few Olympians to ever have started learning his sport only four years before winning a medal at the Olympics. Jeremiah seems to operate on four-year cycles of reinvention: from commercial banker to novice rower, from novice rower to Olympic medalist, from Olympian to Canadian sport leader, and from Canadian sport leader to author and speaker. Through each reinvention, Jeremiah has come to learn that resilience is the skill that underpins them all.

Annual General Meeting

9:45 a.m. – 10:30 a.m. | Digby Hall

Refreshment Break

10:30 a.m. – 11:00 a.m. | Salon A & B

Concurrent Session – The Journeys of Municipal Consolidation

11:00 a.m. – 12:15 p.m. | Digby Hall

Speakers: Chrystal Remme, West Hants & Shelley Hoeg, Cumberland County

Over the years, many regions in Nova Scotia have experienced some form of municipal consolidation. The experienced impacts, positive and negative, during consolidation shape the future of the newly formed organization. Managing the impacts of change on staff can be challenging when there are so many options and resources available. In this session, we'll hear from two municipal administrators, from differing units, who have experienced consolidation via amalgamation and dissolution. You may find it surprising that within each consolidation there have been similar patterns and effects on each organization that staff experience. This session will share the lessons learned of municipal consolidation from a staff perspective and share key considerations for managers to consider during and post-consolidation time.

Concurrent Session – Mitigating Your Municipality's Procurement Risk

11:00 a.m. – 12:15 p.m. | Salon C

Speaker: Mike Hatfield, Procurement Officer Municipality of East Hants

Procurement is an essential function of municipal government. Regardless of the value on the procurement contracts there is a level of risk associated with them. Therefore, understanding these different types of risks municipalities can open themselves up to is essential. In this session we will focus on the procurement risks municipalities may be exposed to for purchases of \$50,000 and under. We will be joined by the Procurement Officer in East Hants, Mike Hatfield who will share how East Hants addresses risk in their procurement process. You will leave with an understanding of how this applies to every-day contracts, like snow and ice-clearing, and the fundamentals of any procurement contract management. This session will share some best practices and resources available that East Hants has used to evolve their procurement practice to manage and mitigate their risk.

Exhibitor Luncheon

12:15 p.m. – 1:15 p.m. | Digby Hall

Join our exhibitors over this networking lunch and have your chance to win their incredible prizes.

Remember: your exhibitor passport should be initialed and placed in our draw box before the luncheon

Presenting Sponsor

1:15 p.m. – 1:45 p.m. | Digby Hall

Speakers: Safety Services

Concurrent Session – How to Build and Support a More Culturally Diverse Community

1:45 p.m. – 2:45 p.m. | Salon C

Speakers: Department of Internal Services & ISANS

Nova Scotia's population has increased 2.8% over the last three years – a record high. That increase is larger than the previous 24 years, and immigration has been the key driver. This means different ethnicities, races, religions and groups can develop, contribute, and participate in our community. As community leaders, how can municipalities support, welcome, and engage these new members to help build a more diverse community? This session will provide you with an increased understanding of settlement and integration issues your new community members can face. Having this understanding will help you in reducing barriers. This presentation will explore the different ways to welcome and support new immigrants in your community. A successful example of a municipality embracing and reducing barriers for new community members will be shared. Our communities become stronger and richer when the strength of diversity is emphasized.

Concurrent Session – Managing Change Through a Culture of Innovation

1:45 p.m. – 2:45 p.m. | Digby Hall

Speakers: Coby Milne

In the municipal realm, there are two things many people find intimidating; change management and innovation. Both can seem overwhelming and complex, requiring significant cost, time, staff and political alignment. The real challenge with change management comes from trying to modernize a system or culture that relies on convention and the status quo. When historical precedents and traditional solutions are the main tools used to combat any challenges and opportunities, this creates a culture of complacency; which can be overwhelming and complicated to change. When managers understand the process of creating effective change, and how to create a culture of innovations, organizations can start to implement small interventions and modifications in how they work internally and externally.

Coby's Takeaways:

- How to establish effective change
- How to develop a culture of innovation
- How change management relies on a culture of innovation

Refreshment Break

2:45 p.m. – 3:10 p.m. | Salon A & B

How to Stop Wasting Waste: An Innovative Technology

3:10 p.m. – 3:30 p.m. | Digby Hall

Speaker: Sustane Technologies

The story of Sustane Chester began with an agreement between Sustane Technologies and the Municipality of the District of Chester, NS in 2016. Today, the 40,000 square-foot facility is the first of its kind. So how does it work? This technology transforms municipal solid waste into high value fuels and raw materials, all at a cost lower than a landfill. It is truly rocket science. Sustane will show you the innovative process of how municipal solid waste is converted into biomass pellets, synthetic diesel, and other recyclable materials. Up to 90% of the solid waste that would originally get caught in the landfill, ends up being converted to sustainable energy. With fewer landfills and less toxins in the environment, the positive environmental impacts are rippling.

Concurrent Session – How to Stop Wasting Waste: Endless Opportunities

3:30 p.m. – 4:30 p.m. | Digby Hall

**Speaker: Dan McDougall, District of
Chester**

In the previous session, Sustane Technologies shared the innovative process, which helps Chester stop wasting waste, but this project has opportunities beyond eliminating waste.

In this session, Dan will share the current costs of the project for the District of Chester as both a supplier of products and operator of the plant. With these differing roles, the District of Chester has different types of agreements and governance structures in place. Dan will share their experience and the current models being used. Lastly, to close the session Dan will share the current economic development opportunities being pursued as a result of the new, green, and sustainable technology.

Concurrent Session – Accessibility Plan Workshop

3:30 p.m. – 4:30 p.m. | Salon C

**Speaker: Gerry Post, Accessibility
Directorate**

In 2017, Nova Scotia became the third province in Canada to pass accessibility legislation. The Accessibility Act sets an ambitious goal for Nova Scotia to become an accessible province by 2030. Municipalities are vital partners in achieving this goal. Once prescribed under the Act, municipalities and villages must do the following:

- Establish an Accessibility Advisory Committee
- Develop an accessibility plan within one year
- Comply with accessibility standards when they are developed and implemented

In this workshop Gerry will share helpful tips on how to comply with the act and, most importantly, meet the accessibility

needs of your community. Many of the steps that will be shared were piloted in the Town of Wolfville, which developed Nova Scotia's first comprehensive municipal accessibility plan. This session will be a repeat of the regional workshops Gerry conducted in September and October for municipal units. It is your chance to ask accessibility questions to the Accessibility Directorate about your Accessibility Advisory Committee and accessibility plan.

Registration: this workshop will be open to *any* staff in your municipality whether they are registered for the conference or not. If you are not attending the entire conference, but want to attend this workshop please email ajeffer@amans.ca

President's Reception

6:00 p.m. – 6:30 p.m. | Churchill's Lounge

President's Banquet

6:30 p.m. – 8:30 p.m. | Churchill's Lounge

Hospitality Suite

8:30 p.m. – 11:00 p.m | Executive Cottage

Join us for some after banquet drinks in the Executive Cottage for our hospitality suite. Bartended by Ron Dauphinee and Mico Schwartzentruber of Department of Municipal Affairs.



Conference Day 3

Friday October 18, 2019

8:30 a.m. – 9:00 a.m.	Early Bird Draws / Coffee
9:00 a.m. – 10:00 a.m.	Sharing Municipal Secrets
10:00 a.m. – 10:15 a.m.	Morning Refreshment Break
10:15 a.m. – 11:15 a.m.	Keynote Presentation: The PsyCap Mindset for Resilience (Rumeet Billan)

Early Bird Draws / Coffee

8:30 a.m. – 9:00 a.m. | Salon A & B

Join our exhibitors for a morning networking session and a chance to win some prizes from other municipalities.

Early Bird Draw Prizes: if your unit has early bird prizes to give away please drop them off at the registration desk. Make sure your municipality's name is on the prize.

Sharing Municipal Secrets

9:00 a.m. – 10:00 a.m. | Digby Hall

Projects: Municipal Communications Reinvented (Town of Kentville); Self-Sustaining Powered Energy (Town of Antigonish); Model Health Centre (Municipality of Clare)

This insightful session shares the secrets to successful municipal government by showcasing innovative projects across Nova Scotia. In this session we will be joined by the Town of Kentville, Town of Antigonish and Municipality of Clare to share their municipal secrets. Town of Kentville has reinvented municipal communications and will be sharing the current resources they have developed for other municipalities to tap into. Town of Antigonish is working on a self-sustaining energy project that will provide opportunity to source their own power. Housed within the Municipality of Clare is a model health centre for the Nova Scotia health authority. This centre provides many public health care services that communities struggle to gain access to.

Refreshment Break

10:00 a.m. – 10:15 a.m. | Digby Hall

Keynote Presentation – The PsyCap Mindset for Resilience

10:15 a.m. – 11:15 a.m. | Digby Hall

Speaker: Rumeet Billan

Resilience can be developed, measured and managed. For organizations, investing in the positive psychological capital of employees can lead to higher performance and profitability. Enter PsyCap (psychological capital) Mindset. Under this mindset people in your organization develop self-trust, objective reasoning, perseverance and possibility thinking. These traits promote overall well-being and mental health for both the individual and the organization. In this presentation Dr. Rumeet will share the four components of psychological capital that lead to resilience and explore strategies to enhance it on a personal and professional level in order to create a competitive advantage.

Rumeet's Takeaways:

- How to get the PsyCap Mindset
- How you can become more resilient in the workplace
- Uncover the potential in yourself and your employees



About Rumeet:

Dr. Rumeet Billan is an award-winning, internationally recognized entrepreneur, learning architect, speaker, author and humanitarian. Her mission is to raise potential by designing experiences that build resilience. Through her work, Dr. Billan provides a platform that encourages youth, women, communities and organizations to envision what could be possible. Since 2004, she has contributed to social impact initiatives that improve access to and the quality of education in North America. Dr. Billan is an advocate and supporter of causes and initiatives that promote human welfare.

Grand Prize Draw

11:15 a.m. | Digby Hall

Remember: you must be in attendance to win!



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

To: Members of the Co-ordinating Committee

Submitted by: _____
Martin Laycock, Chief Administrative Officer, West Hants

Date: September 16, 2019

Subject: Community Engagement Project

Origin:

Co-ordinating committee support for a community engagement project.

Legislative Authority:

Municipal Government Act, Power to expend money, Section 65

Region of Windsor and West Hants Municipality Act Section 7 (2)

Recommendation:

It is recommended that:

...that the Co-ordinating Committee support the award of \$50,000 to the Regional Municipality of Windsor and West Hants from Communities, Culture and Heritage's Diversity and Community Capacity Fund by committing an additional \$10,000 to the project.

Background:

A project proposal was submitted to Communities, Culture and Heritage (CCH) in March 2019 that looked to work with the Happy Community Project to support community led projects in

Windsor West Hants as a means of building and improving upon urban and rural relations and engaging underrepresented groups in the region. Through discussions with CCH about the proposal it was determined that the submitted project did not meet the requirements of the Diversity and Community Capacity Fund. As a result, a letter was received on May 21, 2019 indicating that the proposed project was rejected.

Discussion:

Through various discussions with CCH and the West Hants CAO, the project scope was changed to better meet the requirements of the granting program. As a result, the project scope was adjusted and it will look to achieve the following:

Phase 1 (September 16-October 31):

- Identify a project lead/facilitator
- Work with community groups to identify community leaders to be a part of the Volunteer Community Leadership Team (Team).
- Ensure the Team represents a diversity of voices.
- Develop and implement a Terms of References for the Team

Phase 2 (November 1-January 31):

- Host a minimum of seven community engagement session to be led by the project lead in conjunction with the Team.
- At a minimum, one session will be with Glooscap First Nation and one with an African Nova Scotia community.
- From the sessions, identify community led short, medium, and long-term projects that have little to no cost, but will be effective.
- The sessions will identify issues that require intervention beyond the scope of this project, but will be brought to the attention of Municipal staff and the Co-ordinating Committee.
- Gain support from the team, Municipal staff and the Co-ordinating Committee for the proposed projects.

Phase 3 (February 1 – March 31):

- Develop a plan for the projects and roll them out
- Survey the level of satisfaction with the projects

The Co-ordinating Committee is reaching out to residents through the online survey. However, the goal of this particular project is to target diverse community groups in Windsor and West Hants to ensure their voice is heard and that they are engaged in the process in a meaningful way.

Financial Implications:

The total project is estimated to be \$60,000. \$50,000 is being contributed by CCH and the Co-ordinating Committee is being asked to reconfirm their contribution of \$10,000. The financial contribution for the Co-ordinating Committee of \$10,000 is less than 1% of the of the total \$1.5 million for consolidation.

Attachments:

- Letter from CCH – May 21, 2019
 - Letter from CCH – August 27, 2019
-

Report Prepared by: _____
Martin Laycock, Chief Administration Officer



Communities, Culture and Heritage
Communities, Sport and Recreation

PO Box 456 Stn Central
Halifax, NS B3J 2R5

902 424-4729 T
902 424-0710 F
novascotia.ca/cch

May 21, 2019

Mr. Martin Laycock
Region of Windsor and West Hants Municipality
c/o Municipality of the District of West Hants
PO Box 3000, 76 Morrison Drive
Windsor, NS B0N 2T0

Dear Martin:

Thank you for your application to the Diversity and Community Capacity Fund for your Happy Community Project received on April 24, 2019.

After a thorough review by senior staff, I regret to inform you that this application has not been recommended for funding at this time. However, I know you met with Meghan Hallett, Manager, Diversity and Social Inclusion on May 15, 2019 to discuss a resubmission. I encourage you to continue working with Ms. Hallett. She may be reached at Meghan.Hallett@novascotia.ca or 902-424-4179.

We look forward to receiving a new application.

Sincerely,

Bill Greenlaw
Executive Director
Communities, Sport and Recreation

cc: Natasha Jackson, Director, Communities Nova Scotia
Meghan Hallett, Manager, Diversity and Social Inclusion



Communities, Culture and Heritage
Office of the Minister

1741 Brunswick Street, PO Box 456, Halifax, Nova Scotia, Canada B3J 2R5
Telephone 902 424-4889 Fax 902 424-4872 • novascotia.ca

File Number
5013645

AUG 27 2019

Martin Laycock
Municipality of the District of West Hants
76 Morrison Drive
Windsor, NS B0N 2T0

Dear Martin Laycock:

I am pleased to advise that your application to the Diversity and Community Capacity Fund (a Support4Culture assisted program) for the *Windsor-West Hants Stronger Together* project has been recommended for funding by an assessment panel. The Department of Communities, Culture and Heritage is prepared to invest \$50,000.

The Nova Scotia Government is pleased to support initiatives like yours that clearly advance the themes of the Culture Action Plan. I commend you for taking a lead in supporting residents throughout the Windsor-West Hants area to come together to renew relationships and form new ones, which will no doubt lead to a strong and vibrant regional municipality.

Ms. Meghan Hallett, Manager, Diversity and Social Inclusion, will send you a terms and conditions document which, once signed and returned, will result in processing a payment for the amount approved. Ms. Hallett can be reached at Meghan.Hallett@novascotia.ca or (902) 424-4179.

I wish you the best of luck with this endeavour.

Sincerely,

Leo Glavine
Minister

cc: Bill Greenlaw, Executive Director, Communities, Sport and Recreation
Natasha Jackson, Director, Communities Nova Scotia
Meghan Hallett, Manager, Diversity and Social Inclusion



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

RECOMMENDATION REPORT

To: Members of the Co-ordinating Committee

Submitted by: _____
Todd Richard, Interim CAO Town of Windsor

Martin Laycock, CAO Municipality of West Hants

Meeting Date: 16 September 2019

Subject: Request for Reserve Fund Withdrawals – Town of Windsor

ORIGIN

At the meeting of Windsor Town Council of 26 March 2019, Town Council approved the operating and capital budgets for 2019/ 2020. Expenditures included street and sidewalk work; equipment replacement and other capital work / projects.

At the June 25th Town Council meeting a motion was made and approved to allow funding for the Windsor Agricultural Society Sprinkler System.

At the July 23rd Town Council Meeting direction was given to staff to proceed to identify funding for demolition and remediation of two Town owned properties.

LEGISLATIVE AUTHORITY

Bill 55 – Region of Windsor and West Hants Municipality Act:

Section 12(e) Before the incorporation date, a municipal government shall not expend any funds from an operating or capital reserve fund, and after the incorporation date the Council shall apply any reserve funds of a municipal government for the benefit of the residents of the area of the former municipality

RECOMMENDATION

It is recommended that the Co-ordinating Committee approve the following:

1. The Library Heat Pump Replacement be funded from the Town's Operating Reserve in the amount of \$16,673.
2. The Submersible Sewage Pumps be funded from the Town's Sewer Reserve in the amount of \$37,950.
3. That \$10,000 be transferred from the Town's Operating Reserve, as required, to Town operations to offset expenditures for the Waterfront gazebo roof repair project.
4. That \$69,644 be transferred from the Town's Operating Reserve, as required, to Town operations to offset expenditures for the Old Parish Cemetery Wall Repairs.
5. The Agricultural Society's request of \$50,000 to help with the sprinkler system expenditures, be funded from the Town's Operating Reserve.
6. That \$34,792 be transferred from the Town's Operating Reserve, as required, to Town operations to offset expenditures for the fire fighter boots and bunker gear.
7. That up to \$72,000 be transferred for the Town's Operating Reserve, as required, to Town operations to fund the expenditures for demolition and remediation of two Town owned properties.

BACKGROUND

- Library Heat Pump Replacement – Operating Reserve \$16,673
Approved at March 26, 2019 Town Council (see motion below). The heat pump was not received until June of 2019 and will be classified as a 2019/20 capital expenditure. Funding source is the Operating Reserve. Value of the request based on the Council motion, is \$16,673 (\$14,498 plus HST).

*“(ii) Library Heat Pump Replacement from 2018/19 Operating Reserve
MOVED BY MURLEY/BREGANTE THAT COUNCIL APPROVES REPLACING THE EXISTING R22 7.5 TON HEAT PUMP SYSTEM WITH A YORK 7.5 TON HEAT PUMP SYSTEM AT A COST OF \$14,498 PLUS HST WITH FUNDING TO COME OUT OF THE 2018/19 OPERATING BUDGET AND/OR RESERVE. MOTION CARRIED”*

- Spare Submersible Sewage Pumps Purchase -Sewer Reserve \$ 37,950
Approved at March 26, 2019 Town Council (see motion below). The sewer pumps were not received until July of 2019 and will be classified as a 2019/20 capital expenditure. Funding source is the Sewer Reserve. Value of the request based on the Council motion, is \$37,950 (\$33,000.00 plus HST including 10% contingency).

“(iii) Spare Submersible Sewage Pumps Purchase

MOVED BY MURLEY/BIBBY THAT COUNCIL APPROVES THE PURCHASE, IN MARCH 2019, OF TWO USED SULZER SUBMERSIBLE SEWAGE PUMPS AT A COST OF \$33,000.00 PLUS HST INCLUDING 10% CONTINGENCY TO BE FUNDED OUT OF THE 2018/19 OPERATIONS AND/OR SEWER RESERVE. MOTION CARRIED”

- Waterfront gazebo roof - Operating Reserve \$10,000

The Town’s 2019/20 operating budget (approved March 26th) included a \$10,000 transfer from Operating Reserve to Town income, to help offset costs for reroofing of the waterfront gazebo. These funds will be transferred if required.

- Old Parish Cemetery Wall Repairs - Operating Reserve \$69,644

The Old Parish Cemetery Wall repair project was originally planned for during the 2018/19 fiscal year, however, it did not proceed and was brought forward to the 2019/20 budget. At its April 23, 2019 meeting, Town Council (see motion below) approved proceeding with the project. Funding source is the Operating Reserve. Please note, these funds would be transferred to Town operations (income) from Operating Reserve, if required. Value of the request based on the Council motion is, \$69,644 (\$60,560.48 plus HST).

“MOVED BY MURLEY/IVEY THAT THE TOWN PROCEED WITH THE OLD PARISH CEMETERY STONE RETAINING WALL REPAIRS ON KING STREET FOR THE NEGOTIATED TENDERED PRICE OF \$60,560.48 PLUS HST, AND AWARD THE PROJECT TO THE LOW COMPLIANT BIDDER, COASTAL RESTORATION & MASONRY. PROJECT FUNDING TO COME FROM THE OPERATING RESERVE OR OPERATIONS AS PER THE 2019/20 BUDGET PLAN. MOTION CARRIED”

- Agricultural Society- Operating Reserve \$50,000

In response to a request from the Agricultural Society, Town Council approved on June 25, 2019 the following motion:

“MOVED BY BREGANTE/IVEY THAT THE WINDSOR AGRICULTURAL SOCIETY’S FUNDING REQUEST OF \$50,000 FOR THEIR SPRINKLER SYSTEM BE APPROVED. MOTION CARRIED’

At its July 23 session, Council further clarified during approval of the minutes, that the funding source was the Operating Reserve (see excerpt from the minutes below):

“APPROVAL OF MINUTES – June 25, 2019 Town Council Minutes – Reference was given that the approved funding to the Windsor Agricultural Society, noted by motion in the June 25th minutes, is to come from the Operating Reserve.

MOVED BY BREGANTE/IVEY THAT THE JUNE 25, 2019 COUNCIL MEETING MINUTES BE APPROVED AS CIRCULATED. MOTION CARRIED”

- Fire Dept. Equipment: Boots and Bunker Gear-Operating Reserve \$34,792

During the 2018/19 fiscal year, the Fire Department placed the orders for firefighting boots and bunker gear. Although the orders were placed during 2018/19, the items were not received until June of this year. These items are ordered customized to the size of the individual, which can impact time between placement of the order and when they are made and ready for shipment. In discussion with the Town’s Auditor, they advised that recognizing the cost during the current fiscal period and not 2018/19, would be in keeping with public sector accounting principles. As a result, the payment for the items have been expensed in the 2019/20 operating budget.

To address the circumstance, Council passed the following motion at its July 23, 2019 Council session:

“MOVED BY IVEY/MURLEY TO TRANSFER, AS REQUIRED, \$34,792 FROM THE TOWN’S OPERATING RESERVE FUND TO TOWN OPERATIONS, TO OFFSET THE EXPENDITURES FOR THE FIRE FIGHTER BOOTS AND BUNKER GEAR THAT HAD BEEN ORDERED DURING THE 2018/19 FISCAL YEAR. MOTION CARRIED”

- **Demolition and Remediation of Properties – Operating Reserve \$72,000**

The Old Windsor Wear (Warehouse) on Water Street and the Old Pool Site on Fort Edward Street are identified for demolition and remediation. Both properties are in poor condition, unsightly and currently require extensive corrective renovations that would not be recommended due to the buildings being of low value and unoccupied for many years, along with the substantial funding that would be necessary to cover this expense. It is felt the land would be of more value to perspective buyers, or a future purpose for the new regional municipality if the current buildings are demolished and the properties are cleaned up.

DISCUSSION

The nine projects identified in this report are a portion of the approved Windsor Town Council capital budget. These projects are priorities and expected to be completed or started in the 2019/20 fiscal year. Other items may be brought forward to the coordinating committee at a later date if required.

The estimated costs only include the Town portion, there may be other funding sources such as Water Utility, Grants or in the case of the Causeway Trail the contribution from West Hants on this shared project.

POLICY IMPLICATIONS

The Town is complying with the requirements in Bill 55 on expenditures related to operating and capital reserve funds. All expenditures will also follow the Town of Windsor’s Purchasing & Tendering Policy.

FINANCIAL IMPLICATIONS

Expenditures have all been identified and approved by Windsor Town Council. The items identified are approved capital and operating budget expenditures that will be scheduled for this year.

ALTERNATIVES

These undertakings are required to ensure safety requirements and to maintain / replace all assets in a timely manner. Delaying these projects results in such endeavors being pushed to later years leading to an increased expense and increasing the risk of failure and or operating expenses.

ATTACHMENTS

None

Report Prepared by:

Todd Richard, Interim CAO, Town of Windsor

Report Reviewed by:

Windsor Hockey Heritage Society

PO Box 430 Windsor Nova Scotia B0N 2T0

www.BirthplaceOfHockey.com



Councillors and Staff,

At the most recent meeting of the Windsor Hockey Heritage Society, Directors unanimously voted in favour of the following motion:

"Given that the mission and strategy of the Windsor Hockey Heritage Society is to promote Windsor/West Hants as the "Birthplace of Hockey", and the Society believes it is essential the entire Windsor/West Hants Community join the Society in embracing, entrenching, and elevating the Community's claim as the "Birthplace of Hockey", I move that the Society encourage the soon to be amalgamated municipalities of Windsor/West Hants to display and use the "Birthplace of Hockey" proclamation in and upon their respective community buildings, promotional materials, letterheads and related community-based initiatives. Furthermore, as we should all strive as a Community to protect the integrity and character of the "Birthplace of Hockey" namesake and brand, we, as a Society and as a Community, will work together to ensure no untoward, commercially exploitative, or demeaning use of the "Birthplace of Hockey" namesake or brand, unless with the prior agreement of/with the Windsor Hockey Heritage Society in consultation with the community of Windsor/West Hants."

The "Birthplace of Hockey" brand has been developed over many years within and for benefit of our greater Community. As protection for this brand, "Birthplace of Hockey" and the Society's logo have been registered as trademarks in Canada and owned by the Society. This should be of comfort to all of us as we further entrench the Community's claim as the "Birthplace". We hope to work as one in heralding this claim throughout Windsor/West Hants and across the land, to promote cultural and heritage tourism, to build Community pride, and to attract people to the area. Accordingly, the Society welcomes the Community in joining us to proudly proclaim Windsor/West Hants as the "Birthplace of Hockey".

The Windsor Hockey Heritage Society is also embarking on an ambitious new 3-Year Strategic Plan and would like to share the plan with both Councils at the next available Joint Council meeting. With the exciting news of consolidation and breaking-ground on a new arena/athletic facility, it is abundantly clear that we should all join together as a Community to promote and further our claim as hockey's birthplace.

We look forward to discussing at a future Joint Council.

Regards,

Paul Beazley, V.P. and Acting President

Supporting Hockey for Youth - the Originators of Canada's National Game