



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

Meeting Agenda

Monday, October 28, 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 October 7, 2019
- 4. DELEGATIONS / PRESENTATIONS (if any)**
- 5. BUSINESS ARISING FROM PREVIOUS MINUTES**
 - (a) Work Plan Update / Co-ordinator Latimer
 - (b) Terms of Reference Update
- 6. STAFF REPORTS**
 - (a) CAO Report
 - (b) Quarterly Financial Update – Carlee Rochon
 - (c) Planning Applications Recommendation Report – Madelyn LeMay
 - (d) Banking Contract Recommendation Report – Carlee Rochon
 - (e) Regional Council Remuneration Recommendation Report – Mr. Coutinho
- 7. BILL 55, SECTION 12 ITEMS**
 - (a) Surplus Sale Recommendation Report – CAO Laycock
- 8. CORRESPONDENCE RECEIVED**
 - (a) Letter re West Hants Alternate CC Member
- 9. ADDITIONS TO THE AGENDA (if any)**
- 10. IN-CAMERA**
 - (a) Contract Matters
- 11. NEXT CO-ORDINATING COMMITTEE MEETING DATE(S) & ADJOURNMENT**



REGION OF WINDSOR AND WEST HANTS MUNICIPALITY
CO-ORDINATING COMMITTEE
Meeting Minutes
Monday, October 7, 2019 – 6:00 p.m.
Windsor 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

Mark Phillips	CAO, Region of Windsor and West Hants Municipality
Martin Laycock	CAO, Municipality of the District of West Hants
Louis Coutinho	Consolidation Consultant, Town of Windsor
John Bregante	Councillor/Alternate Co-ordinating Committee Member, Town of Windsor
Carlee Rochon	Director of Finance, Municipality of the District of West Hants
Shelleena Thornton	Municipal Clerk, Town of Windsor
Nick Barr	Manager, Department of Municipal Affairs and Housing
Donna Jones	Project Administrator
Seven members of the Public in the gallery	

Regrets

Todd Richard	Interim CAO, Town of Windsor
Jennifer Daniels	Councillor/Alternate Co-ordinating Committee Member, Municipality of the District of West Hants

- 1. CALL TO ORDER** – Co-ordinator Latimer called the meeting to order at 6:01pm and welcomed everyone to the meeting, those attending in person and via live stream.
- 2. APPROVAL OF AGENDA** – Additions and/or Deletions

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

3. APPROVAL OF MINUTES – Meeting of September 16, 2019

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

4. DELEGATIONS / PRESENTATIONS (none)

5. BUSINESS ARISING FROM PREVIOUS MINUTES

(a) Work Plan Updates – Co-ordinator Latimer

- Co-ordinator Latimer updated the Committee members on the Human Resources front. Noted that they are moving forward on the implementation of the portion of the organizational chart that was approved at the prior meeting.
- On election readiness, advised that Ms. Brown has been off and running trying to finalize her work plan and the dates to ensure that everything that needs to happen is coming together as it should.
- Noted that Ms. Brown would be reaching out to the Province to meet on some of the challenges of having this election as a one-off, ahead of the other municipal elections.
- Referenced Public Engagement and the Making the Change portion of the work plan. Noted that the survey is an important part and advised the members that we have surpassed the goal of 1000 that was set for receiving completed surveys. Still three weeks to go until the survey closes.
- Co-ordinator Latimer updated the Committee on the status of work being done by the Management Without Borders program. Advised that the students have prepared a draft of their proposal and he would be meeting with the group later in the week to provide feedback on content and schedule. Noted the students would be presenting at the Co-ordinating Committee meeting October 28th.

(b) Terms of Reference Update

- Co-ordinator Latimer referenced the “Other” section in the Terms of Reference regarding reviewing and the periodically making changes or amendments that deemed necessary.
- Advised that since they hired the first CAO for the new Regional Municipality they should review and revise the Term of Reference to make them more reflective based on terms of where they are now.
- Handed out a copy of the Guiding Principles that were adopted by the Committee in October of 2018. Noted it would be a good idea to do a shoulder check to see how the Committee was doing, are the principles being adhered to, are they making progress, etc.

(c) Campaign School Update

- Ms. Jones shared with the members, dates that have been set to hold the Campaign Schools for the upcoming municipal election.
- November 9th, Ardoise Community Hall, 9:00 am to 12:00 pm
- November 20th, place TBD, 6:00 – 9:00 pm
- December 4, Windsor Community Centre 1:00 – 4:00 pm
- Mayor Allen commented on the need for evening Campaign Schools and noted she was worried about the daytime dates and hours. Asked if the presentations at the three events would be consistent. Ms. Thornton advised that staff from DMA & the Municipal Units were meeting to review the content of each other’s presentations to ensure there was no duplication of information. Once the first presentation is provided by the DMA staff, the Returning Officer and Assistant Returning Officer would provide the other two workshops. Also noted they would be providing a more local grass roots component to their presentation.
- Co-ordinator Latimer asked what was being done to communicate the information on the Campaign Schools. Ms. Thornton advised that information would be posted on both the Stronger Region

website, SharePoint, social media, word of mouth, as well as newspaper ads.

- Warden Zebian noted and suggested that any savings from the public engagement events funding allocation could go to the advertising needs for the Campaign Schools.

6. STAFF REPORTS

(a) CAO Report – CAO Phillips

- CAO Phillips provided a high-level review of his report that was shared with the Committee prior to the start of the meeting.
- Advised the members that interviews for the department leads had been held and that the results would be shared later in the meeting in-camera.

7. BILL 55, SECTION 12 ITEMS

(a) Recommendation Report – PID 45059631 Disposal of Capital Asset

- CAO Phillips provided an overview and noted the highlights of the Recommendation Report.

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE REQUEST TO DIRECT STAFF TO PROCEED AND LIST PID #45059631 FOR SALE.

- Co-ordinator Latimer noted that he did not feel it was the mandate of the Co-ordinating committee to direct staff and felt it was out their jurisdiction. Thought it might be overly cautious to bring the report forward at this point. Felt it should be brought back to the Committee after there was an accepted offer for the sale of the property.
- Warden Zebian asked if there would be any conditions placed on the sale. CAO Phillips advised it was his understanding that there are some conditions placed on the property and some restrictive covenants that were applied to the property at the time when the adjacent piece of property was sold.
- Mayor Allen advised that Council had directed staff to see if they can negotiate the conditions and noted the Town of Windsor has their solicitor involved.
- After the discussion the following recommended motion was put forward.

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE REQUEST TO DIRECT STAFF TO PROCEED AND LIST PID #45059631 FOR SALE AND BRING BACK ANY OFFERS ACCEPTED BY THE TOWN. MOTION CARRIED

8. CORRESPONDENCE RECEIVED

(a) Letter from West Hants – Underwood Road, Garlands Crossing

- Warden Zebian declared a conflict of interest as he signed the letter, turned it over to Deputy Warden Morton.
- Deputy Warden Morton reviewed the content of the letter that was put forward.
- Mayor Allen asked why other roads were included and identified in the letter, Cole Drive and other appropriate road connections. Asked what it had to do with taking it over from the Province.
- Mayor Allen made the suggestion that the request be brought back to a meeting of Joint Staff before a decision is made and asked that a full report be provided before they make a decision on this issue. Deputy Mayor Murley agreed with the Mayor.
- Co-ordinator Latimer noted that is an area for joint opportunity moving forward.
- CAO Laycock provided a brief background on the content of the letter. Noted there is a small section of road on Underwood that is owned by the Province while the rest is owned and maintained by the

Municipality of West Hants. Clearing and maintenance is done very well vs the section on Underwood that leads from Highway #1 to Underwood which is not a high priority for the Province. Rationale from Council is that maybe the Co-ordinating Committee would consider taking that portion over in an effort to get the road back to a suitable level and to ensure that snow clearing is done at a reasonable rate.

- Co-ordinator Latimer asked CAO Phillips to take it away and consult with the two CAO's, to see if there is an opportunity to bring something forward to the Committee for further consideration.

(b) Letter from West Hants – Plebiscite for the new name of the Regional Municipality.

- Warden Zebain noted that he would like to make a motion so that he could open discussions on the request to the Co-ordinating Committee in the letter.

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE CONDUCT A PLEBISCITE IN CONJUNCTION WITH THE MUNICIPAL ELECTIONS ON MARCH 7, 2020 ON THE QUESTION OF A NAME FOR THE NEW REGIONAL MUNICIPALITY BASED ON THE TOP FOUR APPROPRIATE ANSWERS AS RECORDED ON THE PUBLIC ENGAGEMENT SURVEY. (Before voting on, discussion was held; see below). MOTION DEFEATED

- Warden Zebian noted that he was aware that the naming of the new municipal unit was the responsibility of the new council but asked what they were going to do with the answers to the survey. Thought, through discussions, that the committee would make recommendations to the new council and noted it may encourage voter turnout.
- Deputy Warden Morton, agreed with the Warden, thought it would be an opportunity for the residents to have a say.
- Deputy Mayor Murley noted section 11(1) in Bill 55. Did not feel the Committee had the right to hold a binding plebiscite, and felt it was just another way of gathering information.
- Mayor Allen noted that she felt holding a plebiscite was changing the rules halfway through the game. Advised that the public was engaged by going out and asking them to take the survey and that it was her understanding the results would be handed over to new Council.
- Warden Zebian felt that new Council would appreciate the information gathered in a plebiscite and that it was the ultimate way to go.
- CAO Phillips noted that they need to find a balance between political authorities and expertise. Felt that the branding process has to be professionally evaluated and thought through that process, you could get three or four names from a professional branding firm. Noted the name needs to inspire the community and be recognizable.
- Co-ordinator Latimer advised that under the legislation, it is within the purview of the new Regional Municipality. Advised that it was his understanding the results of the survey would be compiled in a report and be brought back to the Co-ordinating Committee in a presentation. Determine what they want to do with it at that point.
- Warden Zebian added that he felt it was the Committees responsibility to look at everything now through a regional lens.

9. ADDITIONS TO THE AGENDA

(a) Staff Recommendation Report – Banking Provider

- Co-ordinator Latimer recommended this report be tabled for this meeting to give the members a chance to review and bring it forward for consideration at the next Co-ordinating Committee meeting.

- Mayor Allen asked if there were any time constraints with waiting on the report. Ms. Rochon advised that there were not.

(b) Voter Turnout Discussion

- Co-ordinator Latimer reviewed and discussed the voter turnout handout that was provided to the Committee members. Noted in the last municipal election in Nova Scotia, the voter turnout was approximately 47%. In West Hants it was 39% and in the Town of Windsor, it was about 50%.
- Proposed that the Committee agree to try and promote the election in March and to set a goal for voter turnout in 2020. Ask what are things that we might be able to do to make sure people are registered to vote.
- Warden Zebain noted that you don't have to be registered to vote, it is a matter of getting people out to vote.
- Mayor Allen suggested having people put up signs the day of the election to remind them to vote.
- Deputy Mayor Murley noted that keeping electronic voting could have boosted the turnout. Also suggested putting out a full-page ad explaining the various ways people fall into being registered and are able to vote.
- Deputy Warden Morton added that you can knock on everyone's door and let them know that election day is coming, but ultimately, it is getting them to get out and vote.
- Mayor Allen put out to the Committee to set the goal at 50%. Warden Zebain stated 50% would be a great achievement but suggested the goal be set at 55%.
- Consensus agreement to achieve goal of 55% voter turnout.

10. IN-CAMERA (if any)

(a) Contract & Personnel Matters

Those that remained for the in-camera session included the Co-ordinating Committee members, Alternate Committee members Bregante, CAO Phillips, Nick Barr, DMA and Project Administrator Jones. Mr. Barr left the meeting at 7:44pm.

MOVED/SECONDED THAT AT 7:39PM, THE MEETING MOVED IN-CAMERA TO DISCUSS CONTRACT AND PERSONNEL MATTERS. MOTION CARRIED

MOVED/SECONDED THAT AT 8:09PM, THE MEETING MOVED OUT OF IN-CAMERA. MOTION CARRIED

Regular Open Meeting Re-convened at 8:09pm

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE ADOPT THE STURCTURE OF THE DEPARTMENT HEADS PRESENTED BY GERALD WALSH ASSOCIATES ON THE 16TH OF SEPTEMBER 2019. MOTION CARRIED

11. NEXT CO-ORDINATING COMMITTEE MEETING DATE(S) & ADJOURNMENT – Next meeting is scheduled for 6:00 pm Monday, October 28, 2019 in the West Hants Council Chambers.

MOVED/SECONDED THAT AT 8:11PM THE CO-ORDINATING COMMITTEE MEETING BE ADJOURNED. MOTION CARRIED.

Chair

Project Administrator

TERMS OF REFERENCE
REGIONAL MUNICIPALITY CO-ORDINATING COMMITTEE
(With amendments proposed for October 28, 2019)

AUTHORITY

The Co-ordinating Committee is established pursuant to Section 5 of Chapter 26 of the Acts of 2018, an Act to incorporate the Region of Windsor and West Hants Municipality (the “Regional Municipality”).

PURPOSE

The Co-ordinating Committee is responsible for designing and implementing the administrative structure of the Regional Municipality in accordance with the legislation (attached as Appendix “A”).

SCOPE

The Co-ordinating Committee has all the powers of the Council of the Regional Municipality and its Police Advisory Board until the Council first takes office on April 1, 2020. The Co-ordinating Committee will be guided in its decision-making by the Guiding Principles adopted by the Committee (attached as Appendix “B”). All acts of the Co-ordinating Committee have, upon the incorporation of the Regional Municipality, full force and effect and are deemed to have been exercised by the Regional Municipality.

CO-ORDINATING COMMITTEE MEMBERSHIP

Membership of the Co-ordinating Committee consists of the Mayor and Deputy-Mayor of Windsor and the Warden and Deputy-Warden of West Hants and the Co-ordinator appointed by the Minister. Alternate members designated in accordance with the Act will attend meetings of the Co-ordinating Committee where a member of the Co-ordinating Committee is unable to attend.

CO-ORDINATOR ROLE

The Co-ordinator, Kevin Latimer, is appointed pursuant to Order-in-Council dated December 4, 2018 (attached as Appendix “C”). The Co-ordinator is the Chair of the Co-ordinating Committee with all the powers of a Commissioner appointed pursuant to the *Public Inquiries Act*. The Co-ordinator’s role is to oversee and facilitate the consolidation process in concert with the Co-ordinating Committee, while working with the Department of Municipal Affairs’ representatives to ensure the timely and orderly establishment of the Regional Municipality. The various duties and responsibilities of the Co-ordinator are more particularly described in the Act. The Co-ordinator shall have authority to enter contracts binding the Committee by his signature.

PROJECT ADMINISTRATOR ROLE

The Committee shall be supported in achieving its mandate by a Project Administrator. The duties and responsibilities of the Project Administrator are generally described in Appendix “D”. The Project Administrator shall report to and take direction from the Co-ordinator.

CO-ORDINATING COMMITTEE MEETINGS

- The Committee shall meet as frequently as required at the call of the Chair to complete its mandate.
- The Committee shall meet at least once monthly with additional meetings scheduled as agreed by consensus of the Committee.
- Three members of the Committee, including the Co-ordinator and at least one member from each municipal unit, constitute a quorum of the Co-ordinating Committee.
- The Committee shall strive to make decisions by consensus, and where unable to achieve unanimity, may make decisions by majority vote.
- Meetings shall be open to the public, except where the Committee determines to meet in-camera pursuant to Section 22 of the *Municipal Government Act*.
- Where the Committee meets in-camera, minutes of in-camera meetings shall be taken by the Clerk or a designate and kept in the Office of the Clerk. The minutes of in-camera meetings shall be approved at the next in-camera meeting of the Committee as the first item of business of the in-camera meeting. Minutes of in-camera are not considered to be of public record.
- The Committee shall strive to alternate meetings between Windsor and West Hants.
- The Chief Administrative Officer shall attend to advise and assist in the functioning of the Committee but shall not be a voting member. Additional staff, external consultants and advisors may attend and advise the Committee as required, under the direction of the Co-ordinator.
- While meetings of the Committee are held in public, the meetings are not public hearings.
- Where possible, regularly scheduled meetings of the Committee will be live streamed over the internet. The Committee will not respond to comments during the live stream; there is no obligation of the Committee to maintain these recordings; and the Committee is not responsible to resolve any technical difficulties that may impact the live stream during a meeting.

CO-ORDINATING COMMITTEE VOTING

All decisions of the Committee shall be determined by majority vote. The Co-ordinator may only vote on questions considered by the Committee in the case of a tie. Where the Committee is unable to decide any question concerning the design and implementation of the

administrative structure of the Regional Municipality by majority vote, the Co-ordinator may determine the question, and the decision of the Co-ordinator is final and binding.

AGENDA, MINUTES AND RESOLUTIONS

Minutes and motions of the Committee shall be provided to each member of the Co-ordinating Committee within ten (10) business days after the conclusion of such meeting. The Co-ordinator will endeavour to provide each member of the Co-ordinating Committee with the agenda and required supporting documentation at least two (2) days prior to every meeting. Meeting minutes and agendas shall be posted as soon as conveniently possible in the discretion of the Co-ordinator on the StrongerRegion.ca website for public information purposes.

CONFLICT OF INTEREST

It is expected that all members of the Committee will adhere to the *Municipal Conflict of Interest Act*, disclosing any pecuniary or indirect pecuniary interest in any matter before the Committee and refraining from taking part in, or trying to influence either before or after the meeting, any directions or decisions respecting such matters. A breach of this guideline may require the Co-ordinator to request the Minister to remove the member and appoint another member in their stead.

RESOURCES & BUDGET

- The Committee shall have access to the resources necessary to make decisions and complete its mandate in a timely manner.
- The Co-ordinator shall present a Workplan for approval of the Co-ordinating Committee. The Workplan will guide the Committee in its use of project resources.
- The Co-ordinator, supported by the Chief Administrative Officer, shall present a budget to the Committee for approval. The budget will support the execution of the Committee's Workplan.
- The Co-ordinator will provide a budget update/report to the Committee and Minister on a quarterly basis.
- The Chief Administrative Officer shall provide primary assistance to the Committee and may direct additional staff resources to assist as required.
- The Committee acting through the Co-ordinator may secure the services of such additional staff and advisor(s) as it deems necessary to fulfill its mandate on a timely and cost-effective basis.

REPORTING

- Communications and reporting from the Committee shall come principally from the Co-ordinator or his designate from time to time.

- The Committee shall provide a concise progress update to the Minister and the respective Councils no less than once every thirty (30) days.
- The Committee shall provide a concise information bulletin on Workplan progress and pending activities for public awareness at least once every thirty (30) days.
- The Committee shall report to the Minister of Municipal Affairs through the office of the Deputy Minister.
- Members of the Committee shall keep their respective Councils apprised of the progress of the Committee;

OTHER

The Committee will review the Terms of Reference periodically for changes or amendments it may deem necessary from time to time.

January 31, 2019
April 15, 2019 (first amendment)
October 28, 2019 (second amendment)





1



2

Revenue



-  Funding agreement signed
-  Funding received April 10
-  Transfers from reserve at quarter end of \$244,188.75

3

► Expenses

4

Request for Proposals

Fiscal 2019-20 Budget

- ▶ Budget \$ 368,750.00
- ▶ Actual \$ 236,337.65
- ▶ Remaining \$ 132,412.35

Combined Budget

- ▶ Fiscal 2018-19 \$ 125,621.46
- ▶ Fiscal 2019-20 \$ 132,412.35
- ▶ Remaining \$ 258,033.81



Total RFP Budget \$ 538,615
 Forecast March 31, 2020 \$ 492,203
 Under Budget \$ 46,412

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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			0%	\$ 35,000
Fire RFP	\$ 75,000		\$ 63,935	0%	\$ 75,000
Pension RFP	\$ 10,000		\$ -	0%	\$ 10,000
Human Resources	\$ 125,000	\$ 92,391	\$ 123,193	74%	\$ 32,609
Asset Management	\$ 157,000	\$ 62,029	\$ 166,151	40%	\$ 94,971
Communications	\$ 68,000	\$ 62,275	\$ 75,037	92%	\$ 5,725
Executive Recruitment	\$ 30,000	\$ 24,451	\$ 24,451	82%	\$ 5,549
Boundary Review	\$ 38,615	\$ 39,437	\$ 39,437	102%	\$ (822)
<i>subtotal</i>	\$ 538,615	\$ 280,583	\$ 492,203	57%	\$ 258,032

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Salaries & Transition Coordinator Expense

Fiscal 2019-20 Budget

- ▶ Budget \$ 430,000.00
- ▶ Actual \$ 134,485.22
- ▶ Under Budget \$ 295,512.58

Combined Budget

- ▶ Fiscal 2018-19 -\$ 69,097.99
- ▶ Fiscal 2019-20 \$ 295,512.58
- ▶ Remaining \$ 226,414.59



Total Salaries Budget \$ 476,000
 Forecast March 31, 2020 \$ 533,480
 Over Budget -\$ 57,480

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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	\$ 221,176	\$ 361,176	80%	\$ 56,324
Administration Support (0.6 FTE)	\$ 63,500	\$ 28,407	\$ 63,500	45%	\$ 35,093
Chief Administrative Officer	\$ 135,000		\$ 108,804	0%	\$ 135,000
<i>subtotal</i>	\$ 476,000	\$ 249,583	\$ 533,480	47%	\$ 226,417

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Professional Services

Fiscal 2019-20 Budget

- ▶ Budget \$ 250,000.00
- ▶ Actual \$ 31,716.21
- ▶ Under Budget \$ 218,283.79

Combined Budget

- ▶ Fiscal 2018-19 \$ 1,154.38
- ▶ Fiscal 2019-20 \$ 218,283.79
- ▶ Remaining \$ 219,438.17



Total Professional Services Budget \$ 285,000
 Forecast March 31, 2020 \$ 220,616
 Under Budget \$ 64,384

Professional Services

	Combined Budget	Actuals	Forecast Mar 31, 2020	% of Forecast Spent	Remaining Budget
EXPENSES					
Professional Services					
Legal	\$ 25,000	\$ 2,156	\$ 25,000	9%	\$ 22,844
Audit	\$ 10,000	\$ 949	\$ 8,875	9%	\$ 9,051
IT support	\$ 145,000	\$ 31,716	\$ 86,000	22%	\$ 113,284
Employee training	\$ 25,000		\$ 25,000	0%	\$ 25,000
Building and staff mergers	\$ 50,000		\$ 50,000	0%	\$ 50,000
Records management	\$ 15,000		\$ 5,000	0%	\$ 15,000
AMA funded facilitation	\$ 15,000	\$ 15,146	\$ 15,146	101%	\$ (146)
Governance Support	\$ -	\$ 5,596	\$ 5,596	100%	\$ (5,596)
<i>subtotal</i>	\$ 285,000	\$ 55,562	\$ 220,616	25%	\$ 229,438

Administration

Fiscal 2019-20 Budget

- ▶ Budget \$ 170,000.00
- ▶ Actual \$ 48,917.88
- ▶ Under Budget \$ 121,082.12

Combined Budget

- ▶ Fiscal 2018-19 \$ 16,678.50
- ▶ Fiscal 2019-20 \$ 121,082.12
- ▶ Remaining \$ 137,760.62



Total Administration Budget \$ 200,385
 Forecast March 31, 2020 \$ 291,796
 Over Budget -\$ 91,411


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Administration

	Combined Budget	Actuals	Forecast Mar 31, 2020	% of Forecast Spent	Remaining Budget
EXPENSES					
Administration					
Supplies	\$ 25,000	\$ 667	\$ 10,000	3%	\$ 24,333
Mileage and Expenses	\$ 10,000	\$ 3,472	\$ 10,000	35%	\$ 6,528
Election	\$ 85,000	\$ -	\$ 65,000	0%	\$ 85,000
Regulatory	\$ 12,500	\$ 41,471	\$ 45,000	332%	\$ (28,971)
Communications	\$ 25,000	\$ 13,355	\$ 25,000	53%	\$ 11,645
Data collection and reporting	\$ 20,000	\$ 2,083	\$ 10,000	10%	\$ 17,917
CRA HST/GST Cost	\$ -	\$ -	\$ 111,796	0%	\$ -
Misc. costs	\$ 22,885	\$ 1,597	\$ 15,000	7%	\$ 21,288
<i>subtotal</i>	\$ 200,385	\$ 62,644	\$ 291,796	31%	\$ 137,741

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Summary 2019-20

-  Total Spent \$648,372.51
-  June 30th spend \$244,188.75, net result \$0.00
-  Currently in Reserve \$851,627.49

13

Conclusion

Questions



14

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

Description	Approved Budget	Expensed to Date	Amount this Claim	Forecast	Variance/Budget to Forecast	Explanation/Notes
RFP's	\$ 538,615.00	\$ 146,161.87	\$ 134,439.02		\$ 538,615.00	
Salaries	\$ 476,000.00	\$ 194,565.85	\$ 55,019.56		\$ 476,000.00	
Professional Services (Includes IT)	\$ 285,000.00	\$ 42,530.61	\$ 13,031.22		\$ 285,000.00	
Administration	\$ 200,385.00	\$ 20,925.43	\$ 41,698.95		\$ 200,385.00	
Total	\$ 1,500,000.00	\$ 404,183.76	\$ 244,188.75	\$ -	\$ 1,500,000.00	



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

RECOMMENDATION REPORT

To: Members of the Co-ordinating Committee

Submitted by: _____
Mark Phillips, CAO, Region of Windsor and West Hants

Meeting Date: October 28, 2019

Subject: **Timing of Processes for Amending Planning Documents and Approving Development Agreements**

ORIGIN

Applications from the public are received for amendments to planning documents and for the consideration of development agreements and amendments to development agreements. When these applications are received or completed is outside the control of either Windsor or West Hants, which may result in the time frame for consideration and/or approval of these applications extending past April 1, 2020.

LEGISLATIVE AUTHORITY

Municipal Government Act (MGA) Part 8

RECOMMENDATION

It is recommended that the Co-ordinating Committee recommend to the Regional Council that Regional Council begin MPS, LUB or SUB amendment processes or development agreements at First Reading or Initial Consideration provided the earlier portion of the Public Participation Program has been followed by the relevant Council.

BACKGROUND

Owners and developers are entitled under the MGA and the Public Participation Program of each of Windsor and West Hants to have applications for amendments to a Municipal Planning Strategy (MPS) or Land Use By-law (LUB) or for a development agreement or amendment to a development agreement considered in a timely fashion.

There is no statutory time limit on establishing a public hearing for an MPS amendment as a change in the MPS affects the policy of Council. An LUB amendment application is deemed to be refused if Council has not scheduled a public hearing within 120 days of a complete application [MGA 210(6)]. There is no statutory time

limit for publishing a notice of public hearing regarding development agreements or amendments to development agreements as they result from a negotiated process.

DISCUSSION

There are two processes which would seem reasonable for all of the types of applications:

- (1) ensure the entire process is concluded prior to April 1, 2020; or
- (2) halt the process immediately following the required Public Information Meeting (PIM) and recommendation by the Planning Advisory Committee (PAC). The PAC recommendation would be addressed to Regional Council.

On recommendation of the respective PAC, Council of Windsor on September 24, 2019 and West Hants on October 8, 2019 determined that:

- any applicant for an amendment to planning documents, consideration of development agreements or amendments to development agreements received after October 25, 2019, be advised that the process likely cannot be concluded by the responsible Council; and
- the process will be followed to the conclusion of the Public Information Meeting and recommendation by the relevant Planning Advisory Committee;
- the Planning Advisory Committee recommendation will be forwarded to the Regional Council for early consideration at First Reading and Public Hearing; and
- that if the Public Hearing for any Land Use By-law Amendment completed between October 25 and December 17 cannot be advertised within 120 days of the date of the application being completed, that staff will notify the applicant and advise them of any staff and/or Planning Advisory Committee recommendation and the anticipated timeline for a public hearing.

POLICY IMPLICATIONS

Determining the process to be followed for applications to amend planning documents or consider development agreements and development agreement amendments does not have any impact on existing policies for Hantsport, Windsor or West Hants and will have no impact on processes determined by Regional Council.

FINANCIAL IMPLICATIONS

There are no financial implications for determining how applications will be considered.

ALTERNATIVES

The Co-ordinating Committee could direct staff to:

- (1) follow the usual process for all applications for amendments to planning documents and for the consideration of development agreements and amendments to development agreements which could result in part of the required process needing to be re-done following April 1, 2020, which would increase the time required for completion.

ATTACHMENTS

None

Report Prepared by:

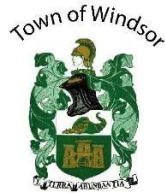
Madelyn LeMay, Director of Planning and Development
Municipality of the District of West Hants and Town of Windsor

Report Reviewed by:

Todd Richard, CAO, Town of Windsor

Report Reviewed by:

Martin Laycock, CAO, Municipality of the District of West Hants



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

RECOMMENDATION REPORT

To: Mark Phillips, Chief Administrative Officer

Submitted by:

Carlee Rochon, Director of Finance,
Municipality of the District of West Hants

Doug Armstrong, Director of Finance,
Town of Windsor

Meeting Date: October 28, 2019

Subject: Banking Provider

Origin:

Ongoing consolidation between the Town of Windsor and Municipality of the District of West Hants.

Legislative Authority:

Region of Windsor and West Hants Municipality Act
Municipal Government Act, section 65A

Recommendation:

It is recommended that the Co-ordinating Committee approve entering into a five-year service agreement with Royal Bank of Canada for banking services.

Background:

Staff of Windsor and West Hants identified banking services as a critical item in the work plan to have prepared for April 1, 2020. Both the entities currently have service agreements with the Royal Bank of Canada (RBC) and share the same account manager. On a combined basis, there are approximately 40 bank accounts being held between the two municipalities. This would include operating, reserves and trust funds.

Banking is a critical piece of day to day operations and the timelines are tight to have services in place for the new region. From experience gained during previous banking provider transitions and the Dissolution of the Town of Hantsport, this can be a lengthy process that will most likely extend past March 31, 2020.

To ensure smooth progress through the work plan and functionality at April 1, 2020, Staff reviewed the procurement policies for both entities and consider different options available. Each entity's procurement policy allows for alternative procurement practices to be used, at the discretion of the Chief Administrative Officer when dealing with professional services. Staff felt this would be the best option to move forward and requested a service quote from Royal Bank of Canada based on current services being utilized. RBC currently has access to our banking data and understands the service levels being used and was able to provide a very high-level quote on the anticipated average annual cost.

Discussion:

There is a significant amount of time needed to go through a banking transition of this size. Staff identified time would be needed to transition the accounts, setup the online portal, test the import and export of reports between our Diamond Municipal Solutions software (Diamond) and banking provider, and complete telepayment setup. These are a few of many tasks that would be required, and would involve finance staff, IT staff, and banking staff to move forward. The impacts of banking transitions are not only felt internally, but externally by residents, as they would need to adjust their bill payment setups online. After experiences with the dissolution of Hantsport it was 6+months before resident payments ceased through Scotiabank, and the bank account could be closed.

Staying with the current provider would be less disruptive to the staff workflow and residents, than attempting a change now. The RBC staff are familiar with both the Municipal and Town operations and their staff and would support the Regional Government through this consolidation process. Currently reports already work between Diamond and RBC, so no additional costs through Diamond would be needed to alter scripts. This would also allow staff to concentrate their efforts on the Diamond setup and consolidation of the two Finance Departments.

RBC stated that telepayments could be redirected in the background so residents wouldn't have to alter their current online setup. This would eliminate the need for a new Regional

Government to be setup with each banking institution to accept telepayments, which can take up to 6-9 months to get established. Town of Windsor residents, vendors, and staff will also benefit through the merger of the banking services, as currently the Town isn't utilizing pre-authorized payments on tax or water accounts, and electronic fund transfers for vendors and staff reimbursements.

RBC has based its pricing on current service levels and average monthly transaction volumes of the Municipality and Town. The averaged annualized cost for the services is estimated at \$24,395. In comparison to banking fees paid in 2018/19, Windsor paid out \$3,769 and West Hants \$19,775 for a total of \$23,544. The actuals versus estimated is a cost increase of \$851.

This quote was based on the total number of bank accounts we currently have between the Municipality and the Town. The actual number of accounts that will be needed for the new region is currently unknown, but staff will be determining this while preparing for the consolidation. However, it is anticipated that accounts can be reduced over time where there is duplication. For example, one operating fund where currently there are two. But like the dissolution of Hantsport it is inevitable some transaction activity will occur after March 31, 2020, so some of the existing accounts will have to remain open for a time period after March 31, 2020. This allows for clearing activity such as cheques to be cashed and telebanking to be received. As a result, staff will be reconciling bank accounts for the new region plus the accounts of the former Municipality and Town, until such time those accounts can be closed.

Staff also considered the length of the service agreement and recommend entering into a five-year agreement with RBC, which is the maximum allowable under the West Hants procurement policy. This allows for bank accounts and services to be established during the initial and early growth for the New Regional Government. At the end of this period, the agreement would be subject to renewal or a Request for Proposal (RFP) can be issued. Other agreement lengths were considered but staff felt five years provides time for baseline data to be collected that would provide information for a future RFP. Staff anticipate that the uptake on services, such as pre-authorized payments and electronic fund transfers will be slow at first and want to ensure measurable averages are available for the development of any RFP. Staff also consider that the first-year data wouldn't be a good indicator of service levels as residents and staff will still be undergoing change management from consolidation.

Financial Implications:

As indicated above, the estimated bank services costs are \$24,395, which is comparable to the combined fees currently being paid by the municipalities. This is subject to change, pending the final number of accounts and banking services being utilized. However, it is not expected that any changes to the estimate will be material. There will be no transitional costs through RBC to set up the new Regional Government, except for purchasing cheques.

Alternatives:

- Chief Administrative Officer may decide to use regular procurement methods, and issue a request for proposal
- Chief Administrative Officer may decide to shorten the service agreement from a five-year to three-year service agreement

Attachments:

- Proposal –Municipality of West Hants – Town of Windsor.pdf, pricing summary located on page 31.

Policy Implications:

The process is in keeping with the legislative authority given to the Co-ordinating Committee and the Chief Administrative Officer.

Report Prepared by:

Carlee Rochon, Director of Finance,
Municipality of the District of West Hants

Report Reviewed by:

Doug Armstrong, Director of Finance,
Town of Windsor



Increasing the Efficiency and Enhancing Controls Surrounding Banking Operations for the Municipality of West Hants & the Town of Windsor

Presented by:

Robert Martin
Senior Commercial Account Manager

Chris Armstrong
Senior Treasury Solutions Specialist



Royal Bank

July 18th, 2019

This document contains confidential, proprietary, and trade secret information of RBC and may not be disclosed to third parties or duplicated without the prior written consent of RBC.



Managing Accounts

Knowing your cash position allows you to make more informed decisions in order to:

- Optimize cash resources and enhance liquidity.
- Improve forecasting to support borrowing and investing decisions.
- Simplify accounting and resolve issues quickly.
- Protect your assets with strong internal controls.

We recommend the following RBC solutions to help you achieve your goals:

- **Accounts** for processing cash flows.
- **Competitive deposit interest arrangement** on operating funds in your CAD account.
- **Royal Business Premium Investment Account (PIA)** offers a superior interest rate on surplus funds in your CAD account. Funds are fully liquid and accessible at anytime.
- **High Interest Notice Account (HINA)** offers a premium interest rate on the surplus funds in your CAD account. HINA is a dedicated savings account with minimal maintenance. You simply advise the bank 31 days prior to withdrawing funds.
- **RBC Express Core Services** helps you to manage your business finances online or with your mobile device. The services included are:
 - **Balance Reporting** for monitoring your balance and transaction activity.
 - **Statements contain an account summary for monitoring activity** through your current business account
 - **Account Transfers** for initiating transfers between your RBC accounts online or with your mobile device.
 - **Bill Payments** for initiating one time and/or recurring bill payments and inquiring on the status of the payments.
 - **Account Images** for immediate access to high quality images of MICR encoded (Magnetic Ink Character Recognition) transactions.
 - **Stop Payments** for cheques or pre-authorized payments by submitting stop payment instructions to the bank electronically that will take effect immediately.
- **Foreign Exchange Services** to respond to virtually every aspect of your foreign exchange requirements.

Establishing Accounts

We recommend RBC's Canadian Business current account to facilitate your daily transaction volumes.

Benefits of Account Services to Municipality of West Hants / Town of Windsor

With RBC's current accounts and their accompanying statements, you can:

- Efficiently maintain control over Municipality of West Hants / Town of Windsor's entire cash flow.
- Quickly reconcile balances, with a detailed view of current and past transactions.
- Be assured your cheques conform to banking standards.

- Identify and fight fraud by knowing exactly what is happening in Municipality of West Hants / Town of Windsor's account.

Earn Superior Deposit Interest with a Premium Investment Account

With a Royal Business Premium Investment Account (PIA), you earn a superior rate of return in a dedicated investment account for surplus CAD funds that is fully liquid and accessible at anytime.

Interest is calculated daily on the closing balance and paid monthly on the second business day after month-end, backdated to the first business day of the month. Interest is paid on the applicable portion of the daily closing credit balance within each tier and at the corresponding rate for that tier.

As of 12/17/2018, the annual interest rate on the portion of balance within each tier is as follows:

For balances \$25,000,000 and over:	2.00 %
For balances \$10,000,000 to \$24,999,999.99:	1.90 %
For balances \$5,000,000 to \$9,999,999.99:	1.90 %
For balances \$1,000,000.00 to \$4,999,999.99:	1.90 %
For balances \$500,000.00 to \$999,999.99:	1.70 %
For balances \$0 to \$499,999.99*:	1.60 %
*Minimum daily closing credit balance required to earn interest is \$100,000.	

Rates are updated regularly as warranted by market conditions and are subject to change at anytime without notice. Once the account is setup, you will be provided with a link to lookup the effective rate at your convenience. The monthly interest earned will show on your bank account statement.

You can transfer funds between your operating account and PIA as well as view accurate and up-to-date balance and transaction information using your online services.

Funds remain accessible, and there are fees for withdrawals. (If your net balance will fluctuate more than \$25,000,000, RBC requires notice before 11:00 AM ET.)

Benefits of the Royal Business Premium Investment Account

- Earn a competitive market interest rate on your surplus funds without having to lock in a term investment.
- Convenience — no need to call for daily quotes, monitor funds pricing or review complex statements
- Funds are readily available for same day transactions with no minimum deposit / withdrawal limits.

Earning Deposit Interest on Your CAD Surplus Account Balance

With a High Interest Notice Account (HINA), you earn a premium rate of return in a dedicated savings account with minimal maintenance, simply advise the bank 31 days prior to withdrawing funds.



Interest is calculated daily on the closing balance and paid monthly on the second business day after month-end, backdated to the first business day of the month. Interest is paid on the applicable portion of the daily closing credit balance within each tier and at the corresponding rate for that tier.

As of 11/01/2018, the annual interest rate is as follows:

For balances \$100,000,000 and over:	1.80 %
For balances \$50,000,000 to \$99,999,999.99:	2.05 %
For balances \$25,000,000 to \$49,999,999.99:	2.10 %
For balances \$10,000,000 to \$24,999,999.99:	2.10 %
For balances \$5,000,000 to \$9,999,999.99:	2.05 %
For balances \$0 to \$4,999,999.99*:	2.00 %
* Minimum daily closing credit balance required to earn interest is \$1,000,000.	

Rates are updated regularly as warranted by market conditions and are subject to change at any time without notice. Once the account is setup, you will be provided with a link to lookup the effective rate at your convenience. The monthly interest earned will show on your bank account statement.

This account is not intended to be used for day-to-day operational needs but is a perfect complement to a company operating account. Additional funds can be transferred in at any time, as often as you want through RBC Express and remain available for withdrawal with 31 days prior notice. Once a withdrawal notice has been given, we take care of the rest. The funds continue to earn interest at the same rate as the rest of the balance, and the withdrawal amount is automatically credited to your designated RBC account at the end of the notice period.

Benefits of the High Interest Notice Account

- Earn a superior market interest rate on your surplus funds without having to lock in a term investment.
- No need to call for daily quotes, manage investment maturity dates, monitor funds pricing or review complex statements.
- You can self-manage the HINA and transfer funds into the HINA as often as you want through RBC Express

Access Essential Cash Management Services with RBC Express

You can take advantage of the full range of RBC Express Core Services: Balance Reporting, Bill Payments, Account Transfers, Stop Payments, Account Images, and Statements.

The optional RBC Express Alerts functionality can integrate into your business's existing RBC Express user approval and account monitoring processes to make them even more efficient and robust. Payment approvers can be notified they have pending approvals or rejected payments they need to action.

For added convenience, the RBC Express Mobile app allows authorized users to securely review account information, transfer funds, and approve payments and transfers. Users will have the same permissions and authorization limits as RBC Express, and no financial data is stored on your mobile device.



Benefits of RBC Express Core Services

- Gain greater control over your accounts and make effective and timely business decisions based on accurate, up-to-the-minute financial information.
- View balance and transaction information from other financial institutions on your Balance Summary screen.
- View previous-day and intra-day account balances, statements, and digitized images of most paper-based transactions, enabling you to act immediately on returned items.
- Streamline daily financial transactions—view mortgage details, quickly and effectively manage cash positions, address overdrafts, get a head start on chargebacks, reconcile statements, generate reports, move money between accounts, pay bills, and issue immediate stop payments without visiting the bank or sending faxes.
- Simplify your accounting and auditing processes, create detailed cash trails, and reduce errors by exporting data in an ASCII flat file format, Adobe PDF format or in an Open Financial Exchange (OFX) format directly into other applications.
- Resolve issues quickly and improve customer service by shortening the response time for client inquiries—you can quickly verify payments and send images as email attachments.
- Streamline your payments and avoid late payment penalties by scheduling and approving bill payments in advance.
- Save on storage requirements by eliminating the need to store cheques and RBC business deposit account statements—and gain peace of mind with a full record backup for disaster recovery.
- Safeguard your information and expand management of exposure and risk with multiple security levels and secure access to data through the Internet. You choose which accounts should have cash management services and who is authorized to access the information.
- Avoid the disruption of fraud by verifying all of your transactions daily, and by examining suspect items, to notify the bank same day of any that need to be returned.
- Stay on top of your important account activity by using email and text alerts, even when you are not in the office.
- Save time with a single sign on to Moneris Merchant Direct online client reporting service to monitor merchant transactions more effectively.

Protecting Your Information and Keeping Payments Secure

To create a secure environment and protect the integrity of your banking information, RBC Express uses a flexible multi-layered security model:

- Establish access privileges and set customized limitations for individual users or User Groups, down to the account level. User Groups allows you to create and manage a group of users with the same privileges.
- Set approval rules that reflect your company's authorization structure—you can require two or more employees to validate and approve certain processes.
- Use Dual Administration to ensure two people are always required to manage user permissions and approval rules.
- Protect the confidentiality of data during transmission over the internet through industry-standard SSL encryption.
- Rest assured that all passwords are stored encrypted within RBC's systems and confidential account information is masked in all email and text alerts.



Foreign Exchange Services available through RBC's International Business Centre

Benefits of Foreign Exchange Services

You can rely on RBC, the world leader in Canadian dollar trading and one of the top 10 foreign exchange banks in the world. With trade in 35 currencies and more than \$30 billion USD in foreign exchange turnover daily, RBC is uniquely positioned to offer you these benefits:

- Save time and money by using foreign exchange solutions that are fast and accurate, yet specifically tailored to your business needs.
- Reduce the risk of fraud and clerical error, since all transactions are secure and authenticated.

Transaction Pricing

The IBC's price FX transactions up to USD \$10 million, or its equivalent. Your FX transaction will be completed while you are on the phone with the Foreign Exchange Specialist in order to ensure that the rate quoted is agreed to by you before completing the transaction.





Collecting Payments

A key aspect of liquidity management is the efficient collection of funds to:

- Make it easier for your customers to do business with you.
- Minimize the time it takes to collect the payment and have funds available for use.
- Reduce the risk of fraud or misdirected funds during the collection process.
- Update accounts receivables promptly and accurately.

RBC is a leader in digital enablement, and offers the following solutions, designed to optimize your receivables process:

- **RBC Express ACH Direct Payments** for collecting electronic bulk payments from consumer and business clients accounts at banks, credit unions or trust companies anywhere in Canada or the United States.
- **Telephone and Online Banking Payments** for processing and reporting payments collected through a financial institution's consumer electronic payment service.
- **RBC Receivables Link** service allows you to receive remittance data associated with your electronic payments in Electronic Data Interchange (EDI) format.

Improve your Control over Collecting Receivables with RBC Express ACH Direct Payments

With RBC Express ACH (Automated Clearing House) Direct Payments, when recurring payments are due they are automatically collected from accounts of customers who have authorized the Pre-authorized Debits (PADs), and are deposited to your current account. You can use this service to handle either Canadian or US dollars, with automatic currency conversion at preferred rates.

The service offers an optional feature for handling NSF payments, the majority of which occur when deposits are made after cut-off times. You can automatically have NSF payments re-presented any time up to 20 days after they were dishonoured, and can easily cancel this process any time.

To ensure you have a clear view of all receivables collected, and to support reconciliation, you receive both service reports and optional data files from RBC.

Benefits of ACH Direct Payments Service

- Accommodate your payment schedules with flexible transmission of files, 24 hours a day, 7 days a week.
- Save time and reduce clerical errors when your direct debits are done online.
- Improve cash flow, since payments are made on their due date (assuming RBC receives payment instructions in time).
- Avoid the cost, delays, and missed due dates caused by having to re-submit files with corrected transactions. Instead, you can change, correct, or delete unprocessed payments.
- Make investments and pay down loans more quickly, because float is reduced.
- Avoid shipping goods to a delinquent account and reduce bad debt with early notification of non-payment.

- Free up staff for other tasks by reducing efforts in handling returns.
- Enhance customer satisfaction by offering customers a convenient payment method that can also reduce payment disputes.
- Reduce losses due to NSF payments.
- Reduce exposure to accidental or fraudulent misuse, by placing limits on the maximum value of transactions that can be processed.

Transferring Payment Details to RBC Online

You can easily submit payments to the bank using RBC Express Record Manager's online interface. You create a payment input file using a simplified transaction input screen that organizes data into an unlimited number of payment groups with similar characteristics, such as rental income for a specific building, or payments from businesses. You can create an input file where all transactions have a common date or one where each transaction has a different date.

You will be able to greatly speed up data entry, using shortcuts like the following:

- Create up to ten new records simultaneously.
- Change the amount of all payments in a group to a new amount.
- Increase or decrease the amount of all payments in a group by a specific percentage.
- Change individual payment amounts by tabbing through payment records.
- Suspend payment records and reinstate them later.

When you use RBC Express Record Manager, you can also take advantage of the other services available through RBC Express, RBC's powerful suite of Internet-based cash management products. You will have the common access, security, and administration features that make using RBC's cash management services easier than ever. You gain around-the-clock access to transactions and information. You can have RBC Express tailored to meet your cash management needs, giving you ultimate control over your banking.

Payment Deadlines

Deadlines for RBC to receive your transaction data are shown in the following table. The times reflect payments processed through the Toronto Processing Centre, unless otherwise specified.

Payment Destination and Currency of Payment	Final Deadline for Fully Accepted Payments
RBC account – CAD or USD	12:30 AM AT on day after value date
Other financial institution in Canada – CAD	8:30 PM AT on value date
Other financial institution in Canada – USD ⁽¹⁾	7:00 AM AT on value date
To the United States – USD ⁽¹⁾	12:30 AM AT on value date ⁽²⁾

(1) USD Payments are not delivered on US or Canadian holidays.

(2) For files destined for the Vancouver or Montreal Processing Centre, cut-off time changes to 10:00 PM AT.



Payments due on a weekend or Canadian federal holiday will not be processed until the next business day. If a federal holiday falls on a weekend, the payment will be processed two business days later. Payments due on a provincial holiday will be processed for that day.

On a bank holiday in Canada or the United States, USD payments will be exchanged on the first business day both countries are exchanging payments.

Managing Your Administration and Information

Your day-to-day administration is greatly simplified with RBC Express ACH Payment Manager. You can see the status of transactions, change or delete payments that are not yet completed, and add the occasional customer payment. If a customer's account number changes or a customer requests that payment be deferred, you can easily make those changes too. RBC Express ACH Payment Manager allows you to store post-dated instructions for up to 173 days. During that period you can change or delete the instructions as needed.

Receiving Management and Control Reports

You can view reports through RBC Express ACH Payment Manager, or receive them through data transmission. All report data is available for downloading so you can directly update your internal accounting system.

Reports available within one hour of the time the file is processed by the bank include:

- **Input Verification & Edit Report:** lists files received and processed, transactions containing errors, rejected payments, and information about files that could not be processed.
- **File Input Payment Confirmation Report:** lists the total number of payments and the dollar amount by value date for each payment input file. This can help you reconcile your input file and verify that proper due dates are in the file.

Other reports, including a Payment Activity Report and Client Value Date Totals, are available the next business day.

Keeping Your Payments Secure

You can feel confident that payments and their associated data are secure, with additional security features for RBC Express:

- Separation of responsibilities—the employee who prepares a payment does not also approve it.
- Multiple officers for authorizing and signing a transaction.
- Control of transaction limits in RBC Express ACH Payment Manager—put limits on the maximum value of a single transaction.
- Varying levels of authority for approval of different payments, depending on the amounts of the transaction or file of transactions.
- Optional File Limits or Transaction Limits—limit the maximum value of a single transaction or of a file of transactions that can be processed.
- Two-factor authentication using SecurID tokens. Approval is based on something you “have” (the token) and something you “know” (your password).
- Extensive reports on when and how users have used the system.



- RBC Express Mobile offers state-of-the-art encryption to keep your data private and secure. It also features the same user access controls and authorization levels as RBC Express Online. Plus, no financial data will ever be stored on your device.

Concentrating Electronic Bill Payments at RBC

With RBC's Concentrator service, once RBC has provided other financial institutions with your Corporate Creditor Identification Number (CCIN), and you have completed each FI's onboarding requirements, those institutions will forward the total dollar value of the customer bill payments processed on your behalf, and the related information about those payments, to RBC. RBC credits your account daily separately by financial institution, and forwards the reconciliation details to you through your chosen reporting option.

Benefits of Concentrating Payments

- Improve business planning with an accurate view of payments, regardless of financial institution.
- Enhance customer satisfaction by having access to current and accurate information about payments.

When Accounts are Credited and Information is Available

When funds are credited and when remittance information is received depends on the source of the payment, as shown in this table:

Payment made through	Date funds credited to your account	Date payment information received by you
RBC Telephone/Online Banking	Credited the day after they are received at RBC, with value backdated to the day the payment is made at RBC.	Received the next day.
Other Financial Institutions Telephone/Online Banking	Credited the day the file is received at RBC (typically one business day after the payment is made).	Received the next day.

Note: Payments made after 6:00 PM are included in the next business day's data.

Accessing Data from RBC

You choose how you want to receive information about payments. If you are EDI capable, RBC's Receivables Direct service can transfer an EDI 820 formatted file to an electronic mailbox you can access. If you have no access to IT resources and are unable to map to RBC's flat file, RBC's Receivables Link software can be used to receive the EDI file and export the appropriate information into a format your receivables system can read directly. If you are not EDI capable, RBC can provide a text-based fixed-length flat file, which is easy to map to.

You can choose any of the following communication methods to exchange data:



Internet Solutions

RBC Express File Transfer
FTPs (FTP over TLS 1.2)
Connect:Direct Secure+ (over TLS 1.2) ¹

RBC is open to discussing alternate connectivity solutions that are not listed in this table.

You have complete flexibility for transmission—files can be transmitted 24 hours a day, 7 days a week ².

Access Remittance Data from RBC through Receivables Link

With RBC Receivables Link service, the fully supported software package from RBC, you can receive payment and remittance information from one or more of the following payment sources:

- **Telephone/online banking payments**—If you are set up as a Corporate Creditor on RBC's (and other Canadian banks') telephone and internet banking payment system, these payments can be consolidated and delivered directly by RBC. These payments can also be originated from RBC's ATM or Branch network, in addition to payments originated by other banks who also participate in the Corporate Creditor network.

Benefits of Receivables Link

- Reduce the time and effort needed to handle paper processing (reconciling payments to invoices, etc.).
- Eliminate errors, since your accounts receivable systems can be electronically updated with precisely the data you specify.
- Improve productivity because you can get access to remittance data from any PC where Receivables Link is installed.
- Keep a strong business focus by reporting on just the information you need.

How Receivables Link Works

Receivables Link is a Windows-based software that is configured and tested by RBC before installation. Its simple design and extensive documentation mean your staff can begin using it with minimal training.

You can use Receivables Link to receive, view, and report on remittance information. You can view a summary of all payments received and the total amount deposited, or drill down to detailed information about a specific payment. An extensive list of standard reports is included, and you can also tailor standard or customized reports to meet your specific requirements. You can also specify the requirements for data export, making integration into your financial systems quick and easy.

Receivables Link comes preconfigured to communicate with RBC and can be used with either FTPSSL or HTTPS file transfer protocols.

¹ An implementation fee of \$1,000 will apply.

² The maintenance window is from 00:00 to 08:00 ET each Sunday





Disbursing Funds

A key aspect of liquidity management is the efficient disbursement of funds to:

- Maximize your cash flow and make payments with greater tracking ability.
- Offer flexibility in payment methods to fit the needs of your vendors and payees.
- Protect your funds from unauthorized use and mitigate fraud.
- Update accounts payables promptly and accurately.

RBC is a leader in digital enablement, and offers the following solutions, designed to leverage technology to simplify and secure your payment process:

- **RBC Payee Match Basic** lets you protect your assets and reduce the risk of cheque fraud.
- **RBC Express ACH Direct Deposits** for initiating electronic bulk payments to your employees, retirees, suppliers, and other payees at banks, credit unions, or trust companies anywhere in Canada or the United States.
- **Online Tax Filing allows you to** securely make payments to government agencies with supporting information through the RBC online banking platform.
- **RBC Express Wire Payments** allow you to quickly and securely transfer funds online.
- **Commercial Expense Cards** are suitable if you want more than 5 cards for an employee expense and purchasing card program complete with spend controls, detailed reporting and data integration.

Protect Your Assets and Reduce Cheque Fraud with RBC Payee Match Basic

With RBC Payee Match Basic, your cheque fraud protection is extended beyond just amount verification to include the payee name, giving the best available protection against the risk of fraud on CAD and USD cheques. RBC Payee Match Basic can detect altered/inserted payee names on cheques and cloned cheques (counterfeit cheques that replicate all the information of a genuinely-issued cheque except for the payee name).

Each day, you send RBC an electronic file containing the issued cheque details, including serial number, payee name and address, and amount. If there is any payee name discrepancy between paid cheques and the issued cheque file, you are automatically notified. If you have selected amount verification, you will be similarly notified of any amount exceptions. You can then view the exception cheques with a convenient online exception decisioning tool, through RBC Express and instruct RBC to pay or to return the items.

RBC Payee Match Basic can act as an add-on service to your RBC chequing account with Reverse Positive Pay, where you are already matching MICR line information internally. You continue to examine your cheques daily for MICR line mismatches through your standard daily cheque reconciliation. By adding RBC Payee Match, you gain protection against the risk of a fraudulent payee name on your cheques.

RBC Payee Match Enhanced will be launched in 2019 and will provide all the features of RBC Payee Match Basic along with support for cheque reconciliation.

How RBC Payee Match Basic Works

You print and issue cheques using RBC's cheque issuance and printing guidelines. These include specifications for font type, size, and character spacing so your cheques will be OCR-compliant. OCR (Optical Character Recognition) is an automated process that converts text scanned as a graphic into computer-editable text such as a word processing application would use. The guidelines also incorporate Payments Canada 006 imageability requirements. By following the specifications, you ensure the most effective operation of RBC Payee Match, minimizing the chance that the application may report exceptions that are not true mismatches.

Each day, you send RBC an electronic file containing the issued cheque details including serial number, account number, amount, payee name, and address using the RBC Payee Match Issued Item file format. You can provide up to 771 characters of the payee name and address for the match (60 characters per line) for the first 9 lines and 51 characters for the 10th line). EDI / ISO XML file layouts will allow up to 180 characters of payee name and address information to be matched.

Your files received up to 8:00 PM ET are processed same day.

RBC creates an image of each cheque you issue as it is processed. RBC Payee Match uses OCR to convert the image of the payee name and address to computer-editable characters and electronically compares this data to the issued item information you provided at time of issuance. If there are any discrepancies between the paid cheques and the issued cheque file, you are automatically notified.

RBC Payee Match can also verify the amount of each presented cheque to what you entered in your cheque issued file. Each business day and on Canadian provincial holidays at 10:00 AM ET, you can see a list of that day's exception cheques online.

If you need help determining whether to pay, you can access images of the cheques.

After comparing the items to your own records, you mark each cheque as "Pay" or "Return," and include the reason for return. You may decision all the cheques together or you can submit your decision on one or more cheques in batches up to the decision deadline. In addition to daily posting on the RBC Payee Match service accessed via RBC Express, you will receive a courtesy email with information about exceptions.

You must decide whether to pay or to return your exception cheques by:

- 2:00 PM in the time zone³ of the Cheque Processing Centre for CAD cheques and non-Par-Crossed USD cheques.
- 1:00 PM ET for Par-Crossed USD cheques. This deadline is critical to comply with recourse deadlines in the US.

NOTE: The decision deadlines apply on business days as well as Canadian provincial holidays.

Any cheques not decided by the applicable decision deadline are considered paid. Alternatively, you can establish default instructions to automatically return to the negotiating financial institution cheques which are not decided by the deadline.

³ 5:00 PM ET for Vancouver Cheque Processing Centre (CPC); 4:00 PM ET for Calgary CPC; 3:00 PM ET for Winnipeg CPC; 2:00 PM ET for Toronto and Montreal CPC; and 1:00 ET for Halifax CPC.

You will be able to view a data history of paid items subsequent to the date processed. A sophisticated search screen allows flexibility in selecting search criteria to help you find the item you are looking for, quickly and easily, using date or status parameters in addition to serial and amount ranges.

You will use your regular method of instructing stop payments. For example, if you are enrolled in RBC Express, you will use RBC Express Stop Payments to input stop payment instructions. RBC Payee Match Basic does not handle stop payment instructions.

Benefits of RBC Payee Match Basic

- Identify payee name, address and cheque amount mismatches easily by examining exception cheque images.
- Maintain privacy, with all “pay” or “no pay” decisions made in a secure, online environment.
- Reduce the potential for cheque fraud loss and protect your assets. RBC notifies you and acts on your return decisions quickly, rather than waiting for payees to alert you that they did not receive your cheques.
- Protect against potential fraud even if you are unable to review or complete your decisions on time, by choosing the “no pay” default option, where all exception items are automatically returned even if you do not make a decision by the deadline.
- Ensure compliance with initiatives such as Sarbanes-Oxley by reducing fraud loss.

Security for RBC Payee Match Basic

You will access RBC Payee Match Basic via RBC Express security and permission model. Your RBC Express administrator will manage RBC Payee Match users and their permissions.

Streamline Payables Processing with RBC Express ACH Direct Deposits

With RBC’s ACH (Automated Clearing House) Direct Deposits (Payment Distribution Service), you deposit funds directly into the accounts of employees, retirees, suppliers, and other payees at banks, credit unions, or trust companies anywhere in Canada or the United States. These funds can be used to reimburse employee expenses, pay benefits to employees living in Canada or the US, or for trade, interest, dividend, pension, or annuity payments. You can also use this service to make tax payments to governments in the US.

To ensure you have a clear view of all disbursements issued, and to support reconciliation, you receive both service reports and can also receive data files from RBC.

Benefits of RBC Express ACH Direct Deposit

- Save time and reduce clerical errors when your direct deposits are done online, right at your computer.
- Accommodate your payment schedules with flexible transmission of files, 24 hours a day, 7 days a week.
- Forecast more reliably and predict cash flow more accurately when you replace cheques for recurring payments with electronic payments that are charged to your deposit account on their due date.



- Save time and costs when labour-intensive cheques no longer need to be printed, Magnetic Ink Character Recognition (MICR)-encoded, mailed, reconciled, or stored. Fees for transactions made through Direct Deposits are lower than fees for issuing cheques.
- Be assured that payments will arrive on time, unlike cheques that can be delayed in the mail.
- Improve customer satisfaction with convenient, reliable, and timely electronic payments that make trips to the bank unnecessary.
- Lessen the chance of cheque fraud when you substantially reduce or discontinue cheques.
- Avoid the cost, delays, and missed due dates caused by having to re-submit files with corrected transactions. Instead, you can change, correct, or delete unprocessed payments.
- Reduce bank charges by virtually eliminating the need for stop payments.
- Eliminate delay, expensive re-keying of payment information, and keying errors by exporting reports in text format to update your records directly.
- Reduce exposure to accidental or fraudulent misuse, by placing limits on the maximum value of transactions that can be processed.
- Rely on RBC, a technology leader with an enviable track record in the design of high performance, Web-enabled cash management services that are tailored to meet your needs now and in the future.

Transferring Payment Details to RBC Online

You can easily submit payments to the bank using RBC Express Record Manager's online interface. You create a payment input file using a simplified transaction input screen that organizes data into an unlimited number of payment groups with similar characteristics, such as payments for salaried, hourly, or executive employees. You can create an input file where all transactions have a common date or one where each transaction has a different date.

You can also use shortcuts that greatly speed up data entry. For example:

- Create up to ten new records simultaneously.
- Change the amount of all payments in a group to a new amount.
- Increase or decrease the amount of all payments in a group by a specific percentage.
- Change individual payment amounts by tabbing through payment records.
- Suspend payment records and reinstate them later.

When you use RBC Express Record Manager, you can also take advantage of the other services available through RBC Express, RBC's powerful suite of Internet-based cash management products. You will have the common access, security, and administration features that make using RBC's cash management services easier than ever. You gain around-the-clock access to transactions and information. You can have RBC Express tailored to meet your cash management needs, giving you ultimate control over your banking.

Managing Your Administration and Information

Your day-to-day administration is greatly simplified with RBC Express ACH Payment Manager. You can see the status of transactions, change or delete payments that are not yet completed, and add the occasional customer payment. If a customer's account number changes or a customer requests that payment be deferred, you can easily make those changes too. RBC Express ACH Payment Manager allows you to store post-dated instructions for up to 173 days. During that period you can change or delete the instructions as needed.



Receiving Management and Control Reports

You can view or edit reports through RBC Express ACH Payment Manager, or receive them through data transmission. All report data is available for downloading so you can directly update your internal accounting system.

Reports available within one hour of the time the file is processed by the bank include:

- Input Verification & Edit Report: lists transactions containing errors, rejected payments, and information about files that could not be processed.
- File Input Payment Confirmation Report: lists the total number of payments and the dollar amount by value date for each payment input file. This can help you reconcile your input file and verify that proper due dates are in the file.

Other reports, including a Payment Activity Report and Client Value Date Totals, are available the next business day.

Keeping Your Payments Secure

You can feel confident that payments and their associated data are secure, with additional security features for RBC Express:

- Separation of responsibilities—the employee who prepares a payment does not also approve it.
- Multiple officers for authorizing and signing a transaction.
- Control of transaction limits in RBC Express ACH Payment Manager—put limits on the maximum value of a single transaction (optional).
- Varying levels of authority for approval of different payments, depending on the amounts of the transaction or file of transactions.
- Optional File Limits or Transaction Limits—limit the maximum value of a single transaction or of a file of transactions that can be processed.
- Two-factor authentication using SecurID tokens. Approval is based on something you “have” (the token) and something you “know” (your password).
- Extensive reports on when and how users have used the system.
- RBC Express Mobile offers state-of-the-art encryption to keep your data private and secure. It also features the same user access controls and authorization levels as RBC Express Online. Plus, no financial data will ever be stored on your device.

Conveniently Submit Government Payments with Online Tax Filing Service

Online Tax Filing, provided by RBC partner Can-Act Payment Services LP, is a secure service that lets you file and pay business taxes online, when and where it is convenient for you. Reduce the risk of late payment charges, save time, and improve efficiency by using this service to electronically pay GST, PST, HST, payroll source deductions, and corporate income tax.. (See the list of [Government Creditors](#) on the RBC Web site for a full list of available government payments.)

With Online Tax Filing, you can easily format, schedule and “warehouse” your payments up to one year in advance, and filings can be submitted before midnight on the day before the due date without incurring



late payment penalty charges. You can establish optional email reminders seven days prior to the due date.

Custom templates for each tax type allow you to submit the mandatory remittance detail. Confirmation numbers are available online and noted on your account statement. For control purposes, you can set up multiple tax payment authorizations and differing levels of permissions, and access up to 13 months of history online.

Benefits of RBC Express Online Tax Filing

- Make tax filing faster, easier, and more cost-effective.
- Save time by submitting tax documents and payments when it is convenient for you.
- Avoid late payment penalties and charges.
- Reduce the likelihood of errors and the number of cheques you write.
- Maintain control over your payments to the government and account reconciliation with online confirmation numbers.
- Speed up refunds.

Transfer Funds Quickly and Securely with RBC Express Wire Payments

With RBC Express Wire Payments, you can securely transfer funds in approximately 30 currencies to almost anywhere, in any amount. You can set up, approve, and release wire payments online from any laptop or desktop device at whatever time you choose. After your payment has been released, you can track the status of the payment using RBC's Track Your Wire Payments functionality.

Benefits RBC Express Wire Payments

- **Flexibility** – Initiate wire payments anywhere you have an internet connection and any time you wish.
- **Wire payment transparency** – Track your wire payment from release to receipt by the beneficiary bank through the Track Your Wire Payments functionality.
- **Service global customers effectively** – Make payments in approximately 30 currencies, with access to wire payment information 24 hours a day, 7 days a week. Plus, your suppliers or clients can be assured that receipt of your payment is irrevocable and funds are guaranteed. For payments requiring foreign exchange, lock into a competitive foreign exchange rate prior to sending your payment.
- **Maximize use of funds** – Initiate and release wires up to two years in advance to ensure payments are made on time, and that use of your funds is maximized.
- **Simplify cash flow and forecasting** – Integrate data with your accounting systems and view the status, activity, and details of wire payments through a series of flexible reports.
- **Reduce clerical errors** – Eliminate complicated instructions and transmission errors by using wire templates that include all required information—you simply input the transfer amount.
- **Reduce fraud risk** – Strict approval controls separate the responsibility for preparing wire payments from that of approving them. Using wire payments instead of cheques reduces the opportunity for cheque fraud.



- **Reduce costs** – Initiate wire payments at lower costs than if you couriered, faxed, or brought your payment instructions to the bank. Using fewer cheques means avoiding the costs of printing, MICR (Magnetic Ink Character Recognition) cartridges, mailing, and stop payments.

Easily Manage Recurring Payments

You create templates containing partial payment details, which are then used to quickly create multiple payments. Recurring wire payments can be released on a pre-defined schedule where you either set the exact number of payments or specify that payments should continue until cancelled.

Support for Data Integration

Wire-related data can be integrated with Municipality of West Hants / Town of Windsor's existing accounting systems, via import and export functions. For example, you could transfer payment details into RBC Express from your accounting software, or move information to spreadsheets or other software programs for manipulation or reconciliation.

Support for Currency Conversion

RBC Express Wire Payments provides the ability to initiate payments in any currency supported by RBC and lock into a foreign exchange rate prior to sending your wire payment. Additionally, if dealing directly with RBC Capital Markets, you can specify up to five foreign exchange contract numbers, ensuring that previously booked rates are used for currency conversion of wire payments.

Security Features for RBC Express Wire Payments

RBC Express Wire Payments offers you multiple levels of control, including a rigorous process for authenticating users and authorizing specific actions.

With Basic Approval Rules, you establish a simple authorization template, defining up to three amount ranges and up to three approvers per transaction.

With Advanced Approval Rules, you expand the basic approach to include defined groups of approvers. Up to three approval protocols or rules can be defined for each amount range. For example, either the president or vice-president could approve amounts under \$20,000, but both need to approve amounts over that figure. To further refine how your business approves wire payments, you can establish exceptions.

For additional convenience, authorized users can approve pending wire payments with their mobile device using the RBC Express mobile app. You can set up RBC Express Alerts to notify you when you have pending approvals to action while you are using RBC Express or when you are away from your desk. Alerts can also notify you in the unlikely circumstance that a released Wire Payment instruction has been rejected by the bank.



Cut-Off Times for RBC Express Wire Payments

Transfer Credit Currency	Destination	Cut-Off Time
CAD or USD	Domestic RBC account (No currency conversion)	8:00 PM AT
CAD or USD	Domestic RBC account (Currency conversion required)	7:30 PM AT
CAD	Financial Institutions in Canada	6:00 PM AT
USD	Financial Institutions in Canada	5:30 PM AT
CAD or USD	Financial Institutions in the US	5:30 PM AT
CAD or USD	Financial Institutions outside of Canada and the US	7:00 PM AT (1 business day prior)
Other Foreign Currencies	Financial Institutions in the US	5:30 PM AT (2 business days prior)
Other Foreign Currencies	Financial Institutions outside of Canada and the US	7:00 PM AT (2 business days prior)

AT – Atlantic Time

RBC Commercial Expense Card Program for greater control, insights and savings

The RBC Commercial Expense Card Program provides increased control, insights and savings, backed by valuable rewards and benefits. Combined with 24/7 online self-service card management and reporting via RBC NextLogic, and the security, speed, and wide acceptance of Visa credit cards, the RBC Commercial Expense Card Program is hard to beat!

Here are the suite of products you can choose from. You are not limited to one product.

Product	Annual Fee	Description
RBC Commercial Avion <i>Visa</i>	\$120 per card	Premium rewards and insurances with the freedom to redeem on trips (anywhere, anytime, and on any airline, with no blackouts or seat restrictions) or merchandise and financial rewards.
RBC Commercial Cash Back <i>Visa</i>	\$60 per card	Earn cash back credits at 0.5%, no cap, to offset business expenses.



RBC Commercial <i>Visa</i>	\$30 per card	Classic functionality with a low annual fee.
RBC Commercial US Dollar <i>Visa</i>	\$60 USD per card	Buy and pay in U.S. dollars to protect against foreign exchange fluctuations.

All products come with RBC NextLogic at no additional cost for 24-7 online, self-service card management and reporting, giving your company greater control, powerful insights and savings.

- Reinforce your company's expense policy through controls and tracking
- Realize additional savings through accurate cost summaries to improve forecasting, budgeting and negotiations with suppliers
- Reduce the manual work to consolidate, analyze and export transaction data to your third-party expense management system⁴

RBC Commercial Avion *Visa* with great travel rewards

A premium travel rewards program with extensive travel insurances and services. You can choose how the points are to be rewarded: either rolled-up to the organization, rolled-up to one person or earned by each individual cardholder.

- Earn one RBC Rewards point for every \$1 in net purchases (excluding cash advances, interest charges, fees or credits)
- Welcome bonus of 25,000 points (one-time per organization)
- Redeem points for air travel on all airlines, anytime, anywhere with no blackouts
- Choose from a wide selection of other travel or merchandise rewards
- Redeem points for gift cards/certificates, vouchers and more, which you can use as incentives for employees

For all your options with the RBC Rewards program, including Terms and Conditions and the RBC Rewards catalogue, visit www.rbc rewards.com.

The Commercial Avion *Visa* has the following insurances:

Travel Insurances	Other Insurances
Trip Cancellation & Interruption	Mobile Device Protection
Travel Accident	Purchase Security
Auto Rental Collision or Loss Damage	Extended Warranty
Flight Delay	Corporate Liability Waiver Insurance
Hotel/Motel Burglary	Zero Liability Protection ⁵

⁴ RBC is not responsible for any data integration (including accuracy of data, security of data and connecting different providers) between *Visa* and a third party software provider or any other endpoint (including the Customer), where applicable. The list of approved systems could change at any time. The names of the systems and all associated trademarks are the property of their respective owner(s).

⁵ You are protected with Zero Liability protection, which means you are not liable for fraudulent charges provided you have taken reasonable precautions to protect your PIN and your card, as set out in your RBC Royal Bank® Credit Card Agreement.

Lost or Stolen Baggage	
Emergency Purchases	
Assured Assistance for Travel Assistance and Insurance Claims	

The travel insurances mentioned above are also available for other employees (non-RBC Commercial Avion Visa cardholders) if their business travel is booked and paid for in full using an RBC Commercial Avion Visa.

For further information on the coverage, please visit the Insurance & Protection section at:

<http://www.rbcroyalbank.com/commercial/financing/business-credit-cards/commercial-cards-program/avion.html>

RBC Commercial Visa for classic functionality with a low annual fee

A low annual fee card that offers a convenient way for your employees to make purchases, while allowing you to track expenses and manage spending. The Commercial Visa has the following built-in security features and protection:

- Purchase Security
- Extended Warranty
- Corporate Liability Waiver Insurance
- Zero Liability Protection⁶

For further information on the coverage, please visit the Insurance & Protection section at:

<http://www.rbcroyalbank.com/commercial/financing/business-credit-cards/commercial-cards-program/visa.html>

RBC Commercial Cash Back Visa

Earn 0.5% cash back credits on net purchases with **no cap**, paid annually (**or any time a minimum Cash Back Balance of \$25.00 credits is obtained**) to your organization either as a direct deposit into your RBC banking account or as a statement credit on the corporate account⁷.

The Commercial Cash Back Visa has the following insurances:

- Purchase Security
- Extended Warranty
- Corporate Liability Waiver Insurance

⁶ You are protected with Zero Liability protection, which means you are not liable for fraudulent charges provided you have taken reasonable precautions to protect your PIN and your card, as set out in your RBC Royal Bank® Credit Card Agreement.

⁷ For Cash Back Terms and Conditions, visit http://www.rbcroyalbank.com/credit-cards/documentation/pdf/Commercial_Cash_Back_Terms_and_Conditions_E.pdf



- Zero Liability Protection⁸

Benefits of RBC Commercial Expense Card Program

Your organization can manage cash flow, streamline card management, improve productivity, manage cash flow and enhance employee satisfaction while saving money:

- Improve cash flow by extending days payable up to 51 days, leveraging all 21 interest-free grace days
- Avoid having to deal with the time, resources and costs associated with issuing cheque payments
- Realize additional savings through accurate cost summaries to improve forecasting, budgeting and negotiations with suppliers
- Reduce the manual work to consolidate, analyze and export transaction data to your third-party expense management system⁹

RBC NextLogic for self-serve card management and reporting

RBC NextLogic is an online, self-service website, accessible 24-7 with separate logins for Program Administrators and Cardholders. Users of RBC Express can take advantage of a Single Sign-On to RBC NextLogic.

As the engine behind the Commercial Expense Card program, RBC NextLogic provides you with greater control to reinforce your organization's expense policy:

- Order and cancel cards
- Change card limits and set temporary limits at your discretion in real-time
- Establish transaction spend limits by amount and time period
- Block purchases via Merchant Category Code (MCC) Groups
- Pool credit facility limits across cards

Through RBC NextLogic, you will have access to powerful insights to gain greater clarity on your company's expenses:

- Leverage dynamic and customizable reports, with statements available at the individual and corporate level
- Reporting with the option to drill down and search by employee, supplier or merchant group
- View additional transaction details via Enhanced Data for airline purchases (e.g., origin, destination, ticket number, etc.)
- Capability to export transaction-level data to Excel (XLS) and other formats (QBO, CSV and PDF)
- Communicate with cardholders and set-up events and alerts

⁸ You are protected with Zero Liability protection, which means you are not liable for fraudulent charges provided you have taken reasonable precautions to protect your PIN and your card, as set out in your RBC Royal Bank® Credit Card Agreement.

⁹ RBC is not responsible for any data integration (including accuracy of data, security of data and connecting different providers) between Visa and a third party software provider or any other endpoint (including the Customer), where applicable. The list of approved systems could change at any time. The names of the systems and all associated trademarks are the property of their respective owner(s).

Pricing

Our proposal is open for acceptance for a period of three months from the date of this offer. Pricing will be reviewed periodically at which time a revision notice will be sent to you at least one month prior to a change in pricing being implemented.

The following quote is provided to Municipality of West Hants & the Town of Windsor on the understanding that such quotes shall remain strictly confidential and shall not be disclosed, in whole or in part, to any third party without the prior express written permission of RBC.

General Account Services	
Description	Unit Price
Payment Services:	
Electronic cheques/debits through any Current Account	\$0.42
Paper-based cheques/debits for Regular Current Accounts	\$0.67
Paper-based cheques/debits for High Volume Current Accounts	\$0.67
Stop payments (Self-serve online through RBC Express)	\$10.00
Stop payments (Assisted request via telephone or at any RBC branch)	\$25.00
Drafts	\$8.50
Deposit Services:	
Electronic deposit/credits through any Current Account (including Merchant Service Credits)	\$0.42
Paper-based deposits/credits	\$0.67
Items deposited, CAD	\$0.14
Items deposited, USD	\$0.14
Items returned unpaid for any reason	\$7.00
Cash Services:	
Currency deposited through:	
▪ In-branch deposit (assisted by branch teller), per \$1,000	\$2.50
Incoming wire payments:	
From an RBC unit in Canada for any amount, or from any other financial institution where the amount is \$50.00 or less; deposit fee plus	No charge
From any other financial institution and any RBC unit outside Canada where the amount of the payment is greater than \$50.00; deposit fee plus	\$17.00
RBC Express Incoming Wire advice, per advice received	\$2.00
Automated fax advice of incoming wire fee; per advice received	\$5.00
Statements:	
eStatement (receive FREE online viewing when paper statement is turned off)	No charge
Paper statement with cheque image pages, per statement	\$4.50



General Account Services

Transfers between your RBC accounts:

Pre-authorized and recurring (zero balancing or automatic transfers)	\$2.00
Special request/not recurring (verbal requests must be confirmed in writing)	\$5.00
Transfer mail advices (if required)	\$3.00

Miscellaneous fees:

Handling charge for cheques/debits paid where credit limit is exceeded, per item	\$5.00
Item returned NSF (e.g. cheque, pre-authorized debit)	\$45.00
Cheques written in a currency other than that of the account	\$20.00
Bank confirmation, per hour (Minimum fee of \$40.00)	\$40.00

(1) Taxes applicable.

(2) Interim statements do not include cheque image pages.

NOTE: The fees and charges apply to both Canadian and US dollar business deposit accounts, unless otherwise noted. US fees and charges are payable in US dollars.

Royal Business Premium Investment Account (PIA)

Description	Unit Price
Cheque or debit items (2 free items per month)	\$5.00
Electronic credits or deposits	No Charge
Regular credits or deposits	\$2.50
Items deposited	\$1.00
Cash deposited, per \$1000	\$10.00

All other transactions are subject to standard pricing.

RBC Express Core Services

Description	Unit Price
Basic fees:	
Monthly fee includes ⁽¹⁾ :	\$30.00
Accounts reported:	
<ul style="list-style-type: none"> ▪ Up to 5 RBC deposit accounts, per month ▪ Up to 5 RBC credit cards, per month ▪ Up to 5 loan accounts, per month ▪ Unlimited GIC's, credit lines, mortgages ▪ All images accessed (if paper statements are not required) 	
Options and miscellaneous fees:	
Each additional account reported:	
<ul style="list-style-type: none"> ▪ Above 5 accounts and up to 25 accounts ▪ Over 25 accounts 	\$15.00 \$5.00



RBC Express Core Services

Each bill payment, after the first 10 ⁽⁴⁾	\$1.00
Each stop payment initiated	\$10.00
Alert and mobile access fees	Included at no charge
One time fees:	
Set-up fee, per site	\$50.00
Training: 24-7 access to self-help tutorial available through RBC Express. If required, RBC assisted training session by phone or on-site ⁽⁷⁾ available.	\$0.00
New or replacement token (4 year life expectancy), per token ^{(8) (9) (10) (11)}	\$50.00
<p><i>(1) Not applicable if only one individual is given permission or service access to the product.</i></p> <p><i>(2) Marginal tiering applies</i></p> <p><i>(3) Transfers from a Royal Bank Operating Line and credit card to a Business Banking account are always free, and do not count towards this limit.</i></p> <p><i>(4) Plus the fee for debit transactions processed through your current account.</i></p> <p><i>(5) Other FI fees would apply over and above our own fees to report the account on RBC Express.</i></p> <p><i>(6) Image fee will apply for High Volume and Fast✓Chek accounts as images will not be provided with the electronic statement until industry wide cheque image exchange begins.</i></p> <p><i>(7) Out of pocket expenses for on-site training (e.g. Travel expenses) are for your account.</i></p> <p><i>(8) Taxes applicable.</i></p> <p><i>(9) There is no charge for replacement of a defective token.</i></p> <p><i>(10) After 4 years, you must purchase a new token(s) at the then current price.</i></p> <p><i>(11) If you have enrolled for the optional Two Factor Authentication at Sign In feature, all Service Administrators, Certificate Administrators and Users must have their own token. RBC Express users that also have payment approval permissions are only required to have one token.</i></p>	

Cheque-Pro

Description	Unit Price
Basic fees:	
Per scanner, per month ^{(1) (2) (3)}	
▪ Cheque-Pro	\$35.00
<p><i>(1) Fees for cheques/items on deposit and electronic credit/deposit transaction fees are not included in above pricing (See General Account Service pricing table).</i></p> <p><i>(2) Cheque-Pro will automatically detect how many scanners and if any deposit volumes have been made. Monthly fees will only be collected when deposit volumes are made.</i></p> <p><i>(3) Fees for scanners are for your account.</i></p>	



ACH Direct Deposits / Payments

Description	Unit Price
Basic fees:	
Per electronic payment - volume in the month determines the unit price to be used as noted below:	
▪ Under 100 payments	\$0.20
▪ 101-500 payments	\$0.15
▪ 501-5,000 payments	\$0.125
Monthly maintenance fee, per account	\$27.00
File processing, per run	
▪ File submitted ⁽¹⁾	\$6.00
Report and data delivery:	
▪ Each report page printed	\$2.00
▪ Each data file delivered	\$5.00
▪ Each report file delivered	\$0.65
Options and miscellaneous fees:	
Returned payments:	
▪ Returned payment	\$0.75
▪ Returned payment manually posted	\$0.75
▪ Re-presented payments	\$0.75
Payments added, changed, corrected, or deleted online	\$1.00
Payments maintenance by bank	\$20.00
Investigations and traced payments	\$30.00
Payment errors held for correction for 40 days	\$0.10
Reports produced:	
▪ Each standard report	No charge
▪ Each optional report	\$10.00
Blocked files, per occurrence	\$100.00
Alert and mobile access fees	Included at no charge
One time fees:	
Standard set-up fee: Includes enrolling a reasonable number of service accounts and initial test runs ⁽²⁾	\$50.00
<p><i>(1) Fees not applicable if payments submitted via A/P Link or Payables Direct.</i></p> <p><i>(2) Set up fees are waived if the service is available through A/P Link or Payables Direct, to a maximum of any three services accounts irrespective of the service type.</i></p> <p><i>(3) Out of pocket expenses for on-site training (e.g. Travel expenses) are for your account.</i></p> <p><i>(4) Taxes applicable.</i></p> <p><i>(5) There is no charge for replacement of a defective token</i></p> <p><i>(6) After 4 years, you must purchase a new token(s) at the then current price.</i></p> <p><i>(7) If you have enrolled for the optional Two Factor Authentication at Sign In feature, all Service Administrators, Certificate Administrators and Users must have their own token. RBC Express users that also have payment approval permissions are only required to have one token.</i></p> <p><i>All fees for US dollar service charged in US dollars.</i></p>	



RBC Express Incoming Wires	
Description	Unit Price
Basic fees:	
RBC Express Incoming Wire advice, per advice received	\$2.00
NOTE: In addition for all incoming wire payments:	
▪ From an RBC unit in Canada for any amount, or from any other financial institution where the amount is \$50.00 or less; deposit fee plus	No charge
▪ From any other financial institution and any other RBC unit outside Canada where the amount of the payment is greater than \$50.00; deposit fee plus	\$17.00

Telephone and Online Banking – Concentrator Service	
Description	Unit Price
Basic fees:	
Monthly support fees:	
▪ If Telephone/Online Banking payments received	\$70.00
▪ Additional fee if fax or e-mail advice received	\$10.00
Per EDI payment	\$0.45
Fax/email delivery fees:	
▪ E-mail delivery, per 1,000 characters	\$0.75
One time fees:	
Implementation fee (Includes one test file):	
▪ If telephone/online banking payments	\$1,250.00
▪ Additional fee where client receives a fax or e-mail advice	\$100.00
Additional test requested – per occurrence, max. 4 tests ⁽¹⁾	\$500.00
<i>(1) Taxes applicable. Includes Network connectivity and end-to-end production testing.</i>	

Receivables Link	
Description	Unit Price
Basic fees:	
Receivable Link monthly support fees	\$100.00
Per Financial EDI payment	\$0.45
Communication/translation fees (RBC network usage charge) – per 1,000 characters	
▪ On the first 499 kilocharacters ⁽¹⁾	\$0.21
▪ On the next 500 – 999 kilocharacters ⁽¹⁾	\$0.18



Receivables Link	
▪ On the next 1,000 – 1,499 kilocharacters ⁽¹⁾	\$0.15
▪ On the next 1,500 – 2,999 kilocharacters ⁽¹⁾	\$0.12
▪ On all additional kilocharacters, 3,000 and above ⁽¹⁾	\$0.09
One time fees:	
Software set-up and implementation fee (Includes one test file):	
▪ Financial EDI Payments only ⁽¹⁾	\$1,750.00
▪ Telephone/Online Banking and/or Financial EDI Payments ⁽¹⁾	\$2,500.00
<i>(1) Taxes applicable</i>	
<i>Includes Receivables Link Software, Communication software, Client Manual, Enrollment, Network Connectivity and Testing</i>	
<i>Receivables Link can be set-up to receive files for Telephone/Online Banking and other Financial EDI Payments, Retail Remittance Services (OCR & MICR) Reporting, and Lockbox Reporting</i>	

RBC Payee Match Basic ⁽¹⁾	
Description	Unit Price
Basic fees:	
Cheques issued per month – Amount verification only ⁽²⁾	\$0.20
Cheques issued per month – Payee name and amount verification ⁽²⁾	\$0.35
Minimum monthly fee per account (per site)	\$100.00
Files received, per transmission ⁽³⁾	\$10.00
Options and miscellaneous fees:	
Inquiries, traces, or copies of cheques paid	\$5.00
Exception cheque handling (per cheque)	\$5.00
One time fees:	
Standard implementation - Includes a client manual, ongoing telephone support, testing (maximum 2 test files), training on using the service, standard data transmission set-up, etc.	\$500.00
<i>(1) RBC Payee Match fees are in addition to regular chequing account, or Fast✓Chek fees.</i>	
<i>(2) Fees related to US dollar activity are payable in US funds.</i>	
<i>(3) File transmission fee for RBC Payee Match is not applicable if data is submitted via A/P Link or Payables Direct. Fees for data transmission will apply on other application.</i>	



Online Tax Filing	
Description	Unit Price
Basic fees:	
Per payment	\$2.00
One time fees:	
Implementation fee (per company enrolled)	\$25.00

RBC Express Wire Payments – Pay As You Go (PAYG) Fee Option	
Description	Unit Price
Basic fees:	
Per wire payment fee (fees based on destination of the payment) ⁽¹⁾ :	
▪ To another RBC unit in Canada	\$6.00
▪ To another financial institution in Canada	\$13.00
▪ To a financial institution in the USA	\$16.00
▪ To a financial institution outside Canada and the USA	\$30.00
PAYG fee, per wire payment	\$20.00
Options and miscellaneous fees:	
Investigations, inquiries and traces involving RBC only	
▪ Up to 60 days from transaction date ⁽²⁾	\$25.00
Investigation, inquiries, and traces involving another financial institution	
▪ Up to 60 days from transaction date ⁽²⁾	\$50.00
Recalls (Best efforts basis. Fee applies even if the funds are not returned)	
Amendments (Best effort basis)	
Returned by the Receiving FI for reason “Cannot Apply” ⁽⁴⁾	\$25.00
International Bank Account Number (IBAN) not included in payment instruction to a country using IBANs	\$35.00
Alert and mobile access fees	Included at no charge
One time fees:	
Set-up fee, per site	\$50.00



RBC Express Wire Payments – Pay As You Go (PAYG) Fee Option

- (1) Additional charges may be deducted from the payment amount by the receiving Financial Institution and/or its intermediaries.
- (2) Plus receiving bank's fee if applicable; manually collected.
- (3) Fee applies even if payment not returned/amended.
- (4) This fee is collected by the Financial Institution returning the payment by deducting it from the original payment amount. The fee varies from FI to FI.
- (5) Out of pocket expenses for on-site training (e.g. Travel expenses) are for your account.
- (6) Taxes applicable.
- (7) There is no charge for replacement of a defective token
- (8) After 4 years, you must purchase a new token(s) at the then current price.
- (9) If you have enrolled for the optional Two Factor Authentication at Sign In feature, all Service Administrators, Certificate Administrators and Users must have their own token. RBC Express users that also have payment approval permissions are only required to have one token.
- Fees for transaction related to Canadian dollar account will be billed in Canadian dollars. Fees for transactions related to US dollar accounts will be billed in US dollars.

RBC Commercial Cards

Description	Unit Price
Annual Fees (includes RBC Next Logic) ⁽¹⁾:	
RBC Commercial Avion Visa – standard annual fee per card per year	\$120.00
RBC Commercial Cash Back Visa – standard annual fee per card per year	\$60.00
RBC Commercial Visa – standard annual fee per card per year	\$30.00
RBC Commercial U.S. Dollar Visa – standard annual fee per card per year	\$60.00
Rate of interest on purchases and cash advances ^{(2) (3)}:	
Interest rate on purchases	19.99%
Interest rate on cash advances	22.99%

(1) All fees are charged in the currency of the card.

(2) Grace Period for all RBC Commercial Cards: 21 days.

(3) Fees and rates are subject to change.

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**High Level Pricing for Banking Services
Town of Windsor/Municipality of West Hants**

Service	Current Price	Existing Average Monthly Volume		
		Town of Windsor	West Hants	New Entity
Cheques	\$0.67	183	162	\$231.15
Paper Deposits/Credits	\$0.67	38	30	\$45.56
Electronic Debits	\$0.42	28	25	\$22.26
Electronic Deposits	\$0.42	191	362	\$232.26
Items Deposited	\$0.14	205	276	\$67.34
Cheques Returned	\$7.00	11	1	\$84.00
Cash on Deposit (per \$1000)	\$0.0025	23,582	78,942	\$256.31
Centralized Banking Arrangement (COB)	\$200.00	1	1	\$200.00
RBC Express				
Online Access	\$30.00	1	271	\$270.00
Extra Credit Cards (Balance Reporting)	\$2.00	8	3	\$16.00
Paper Statements	\$4.50	0	0	
e-statement	\$0.00	0	0	
Bill Payments	\$1.00	0	0	
Stop Payments	\$10.00	0	1	\$10.00
Online Transfers	\$1.00	16	6	\$15.00
Online Tax Remittances	\$2.00	8	0	\$16.00
Corporate Creditor				
Monthly Fee	\$50.00	30	50	\$50.00
Payments Received	\$0.45	162	289	\$202.95
Payment Remittances	\$0.05	38	903	\$47.05
Payment Distribution Service				
Monthly fee	\$27.00	1	1	\$27.00
File fee	\$6.00	5	8	\$78.00
Per payment	\$0.15	235	211	\$66.90
Reports	\$0.65	15	19	\$22.10
Pre-Authorized Debit				
Monthly Fee	\$27.00	0	1	\$27.00
File fee	\$6.00	0	1	\$6.00
Per payment	\$0.15	0	213	\$31.95
Reports	\$0.65	0	9	\$5.85
Returned Payments	\$0.75	0	2	\$1.50
Re-Presentation	\$0.75	0	1	\$0.75
Sub total				\$2,032.93
Averaged Annualized Cost				\$24,395.16





**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

Todd Richard, Interim Chief Administrative Officer

Date: 28 October 2019

Subject: Regional Council Remuneration

Origin:

Bill 55 states: Section 10(6) “the Co-ordinator shall, with the assistance of employees of the municipal governments, provide for the first election of the Mayor and councilors of the Regional Municipality.” The Co-ordinator requested staff to provide a report on Regional Council Remuneration for consideration of the Co-ordinating Committee.

Legislative Authority:

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

Section 7(1) states that the Co-ordinating Committee has all the powers of the Council of the Regional Municipality until the Regional Council first takes office under the Act;

Section 7(4) states that the officers and employees of a municipal government shall render assistance and furnish all information and perform all acts as requested by the Co-ordinating Committee;

Section 10(6) see reference above.

Recommendation:

It is recommended that **the Co-ordinating Committee approve the remuneration salary ranges for the Mayor at \$48,000 - \$58,000; Deputy Mayor at \$24,000 - \$31,900; and, Councillors at \$24,000 - \$29,000, and that the Co-ordinating Committee establish specific salaries and benefits at a meeting date prior to 31 January 2020.**

Background:

The Act to Incorporate the Region of Windsor and West Hants states that elections for the new Regional Municipality must be held the first Saturday in March (07 March 2020). Nomination date deadline by when applicants file their nomination papers is 12 February 2020.

It is anticipated that Campaign Schools will be held in November 2019 and the purpose of the Campaign School is to educate residents that may be interested in running as a candidate for the new Regional Municipality. In all likelihood, potential candidates will want to know more of what the job entails and perhaps what they could expect for compensation.

Determining the level of remuneration is dependent on many factors including the hours of work that can be expected to be put into the job by councillors. While the job is currently not defined as a “full time” job i.e., 8:00am to 4:00pm, it entails many hours of work for an individual who wishes to enter this profession. There is no job description that can fit adequately to describe the role of a councillor and mayor but the MGA defines the roles broadly enough to allow any citizen the opportunity to serve the community.

The task is to provide the Co-ordinating Committee a compensation analysis for review that is equitable given the responsibilities and time commitments but also comparable to compensation offered to other municipalities with similar breadth and scope of work. Remuneration of the new Regional Council can be an exercise on what the burden is on the public purse and in all literature on such compensation it is more about establishing an environment that creates neither incentives or barriers to attracting the widest possible cross section of interested and qualified individuals from the community to serve that very community.

Discussion:

In recent years there have been studies and reviews done on Council salaries and there are many approaches that could be taken to conducting such a study. The studies that have been done are reasonably recent and in discussions with the CAOs and staff, all were in agreement that the studies that have already been done represent a significant body of research and work that arrive at very similar

conclusions. It was determined that the best course of action was to review the documents and bring back recommendations for the Co-ordinating Committee's consideration.

Remuneration is a difficult decision for most Councils as it is a self-reflective decision-making process for paying yourselves. The Municipal Government Act (MGA) nevertheless obligates Councils to make these decisions and for that reason, many outgoing Councils usually make such decisions for the new incoming Council. In this case, the Co-ordinating Committee must decide on remuneration for the new Regional Council and the Town of Windsor's compensation level is different than that of West Hants.

Additionally, there are new mitigating factors like the geographic size, population size and complexity of rural and urban mix populations, different needs and different levels of services, that will require skills in managing public expectations and following proper council process.

As noted earlier, several recent compensation studies have been done, and, given the time lines of an upcoming Campaign School and the need to encourage public interest and educate in the role of serving the community, it was felt that a review of the studies now would serve the Co-ordinating Committee better.

Two studies will be the primary source of information and recommendations that will be made in this staff report. The first study was done by Grant Thornton in July 2015 titled "Pictou County Memorandum of Understanding – Council Size Analysis" provided to us courtesy of the Department of Municipal Affairs and attached as Appendix A; the second study was done by ANALYTIC-OR in September 2017 titled "Review of Council Remuneration Municipality of the District of West Hants" provided by West Hants and attached as Appendix B.

These two studies provide very good insight into the responsibilities of councillors, the task at hand, and time commitment to the job. It provides a look into what other similar jurisdictions are compensating for similar work. Given that these documents answer most of the questions that provide a basis for making a decision on compensation levels, staff felt the information within these reports were a fair and good starting point to arrive at recommendations for the new Regional Municipality. The new Regional Council can then assess a year or two into their term whether the compensation is still appropriate or whether a further study needs to be done. It was felt no further expense is necessary given the robustness of these studies.

In addition to the compensation levels, it was also determined that it would be appropriate to look into the eligibility of council members receiving benefits that employees get or an alternative program for Council. We are also looking into eligibility of being signed into the new regional Municipality's pension plan. These are considerations that the Co-ordinating Committee can deliberate at a later date with respect to remuneration particularly as they are offered to some other municipalities in Nova Scotia.

Base Salary for Mayor and Councillors:

Several sources of information were utilized including the analysis done in the studies commissioned for West Hants and Pictou County in the recent past, and, in reviewing salary information summaries on all of the municipalities, the studies showed a significant degree of congruence amongst all.

A factor not taken into consideration in such undertakings is an in-depth analysis on actual number of hours worked or spent by council members who attend committee meetings, constituency meetings, liaison with staff and community members, distances travelled and the extra time involved for those further away from the centre, etc. While many may take this for granted, the compensation does not always truly represent the level of commitment and time spent on the job.

We undertook a quick survey of data available at AMANS (Association of Municipal Administrators of Nova Scotia) and looked at council remuneration for like- size communities' geography and urban / rural mix. A study undertaken recently by Colchester County was also reviewed. The table below is a summary of Mayors and Councillor salaries. The Deputy Mayor / Warden salaries were left out as they are either a percentage increase on what a councilor earns or an arbitrary figure:

Table of Comparable Council Salaries in Nova Scotia

Municipality	Mayor's Compensation	Councillor's Compensation
Queens Regional	\$ 41,730	\$ 20,865
Kings County	\$ 58,766	\$ 36,316
Annapolis County	\$ 56,690	\$ 29,275
Colchester County	\$ 45,500	\$ 23,700
Cumberland County	\$ 39,036	\$ 23,237
Pictou County	\$ 49,530	\$ 18,914
Yarmouth County	\$ 37,300	\$ 22,203
West Hants	\$ 46,080	\$ 22,543
Town of Truro (only Town with significant population similar to our combined population)	\$ 41,038	\$ 23,691
AVERAGE	\$ 46,185	\$ 24,527

While Queens is the only regional municipality of size comparable to Windsor-West Hants, it did not seem appropriate to include salaries of HRM or CBRM as comparables but certainly the salaries of like size municipalities and others are included.

In Colchester's study, the grossed up salaries average for Mayors / Wardens in the County was at \$46,347; while the grossed up salary for councillors was \$25,766.

Financial Implications:

Fair compensation will result in an overall increase in the budget going forward. The report here presents the case for fairly compensating the council given the responsibilities of the job, time commitments and what is very comparable pay to what other mayors and councillors receive in Nova Scotia.

The table below outlines what the current salaries are for Windsor and West Hants council; it asserts what the average salary is currently for mayors and councillors across Nova Scotia in comparable communities and it has a recommended salary range identified based on recommendations similar to other studies conducted by Grant Thornton in 2015 for a similar amalgamation project. While the information is dated, it seems relevant for the purpose of arriving at a decision.

Table of Current and Proposed Salary Ranges

<u>Base Pay</u>	<u>West Hants</u>	<u>Windsor</u>	<u>Recommended Range for Regional Municipality</u>
Mayor / Warden	\$46,080.37	\$32,724	-
Deputy Mayor / Deputy Warden	\$27,052.32	\$21,564	-
Councillor	\$22,543.49	\$18,720	-
Regional Mayor	-	-	*\$48,000 - \$58,000
Regional Councillor 50% of Mayor base	-	-	*\$24,000 - \$29,000
Deputy Mayor 110% of Councillor pay	-	-	\$24,000 to \$31,900

***It should be noted that in the in-house survey, the average salary in Nova Scotia for municipalities of similar size and characteristics were Mayor at \$44,993 and Councillor at \$24,128 (See Table of Comparable Salaries in Nova Scotia)**

Pension and Benefits

As noted earlier, in addition to base salary, some municipalities also offer a pension and benefits package. Staff looked into the eligibility of council members receiving such benefits and the cost of offering a package very similar to the benefits that employees in Windsor receive. The analysis is as noted below:

Plan A Option: The pension and benefits carriers are willing to consider council members as “employees” under their plans. Thus the following is a breakdown of the full cost of premiums per month if members of council participate or wish to join:

Dental single: \$ 29.62 Dental Family: \$ 76.39
 Health single: \$147.41 Health family: \$350.91
 EAP \$ 3.15

Pension 6% contribution from council member and 6% from municipal funds (employee plan)

- Blue Cross advised that council members would not be eligible for LTD or life insurance.

Also of note, is that all of these benefits would cease the moment the person is no longer a member of council. No exceptions. For the purpose of understanding approximate costs of providing pension and benefits for the entire council (on the basis that all sign up for it), the figures below represent costs related to single rate only and not family.

Dental	\$	4,265
Health	\$	21,227
EAP @ \$3.15 per person per month	\$	453
Pension	\$	22,794
Total Pension & Benefits	\$	48,734

Plan B Option:

Health Care Spending Account (HSA): This is an alternative benefits plan and this is offered through Medavie Blue Cross and is a benefit package that allows each member of council to access up to say \$500 for any health care need they may have that year. Blue Cross would charge an administration fee and would disburse funds on a claim basis. This is a 100% municipal funded benefit and the cost would be approximately **\$6,350** if all members of council were signed into it.

Total Costs for Mayor & Town Council, and, Warden & West Hants Council

Current costs for council compensation for Windsor and West Hants:

Mayor \$32,724 + Deputy Mayor \$21,564 + 3 councillors @ \$18,720 = \$110,448

Warden \$46,080.37 + Deputy Warden \$27,052.32 + 8 Councillors @ \$22,543.49 = \$253,476.69

Total Cost of salaries for out-going councils = \$363,924.69

Preliminary Budget

Remuneration Budget for New Regional Council (for budget comparisons only)

Mayor	\$	53,000
Deputy Mayor	\$	29,150
10 Councillors @\$26,500	\$	265,000
Total Base Pay	\$	352,150
Pension & Benefits Cost Plan A	\$	48,734
Total Compensation using Plan A	\$	400,884

Pension & Benefits Cost Plan B	\$	6,350
Total Compensation using Plan B	\$	358,500

The remuneration range and the benefits plan options are all matters that can be reviewed in more detail over the upcoming weeks and it is suggested that the Co-ordinating Committee make specific recommendations on the salaries and / or benefits no later than 01 February 2020.

Policy Implications:

While the Region of Windsor and West Hants Municipality Act does not specifically address remuneration for the new Regional Council, Section 375 (3) & (6) of the MGA states that *“the co-ordinator, shall with the assistance of employees of the municipal government, provide for the first election of the mayor and councillors of the regional municipality”* and it also states *“that each council member is entitled to remuneration from the regional municipality from the date that member takes office, except that no member of the council of a municipality who is elected to the council may receive remuneration from the municipality from that date.”*. The Co-ordinating Committee has all the powers of the regional municipality and this task would fall within their purview as it would be unrealistic that potential council candidates should not have this information in a timely manner.

On another policy matter, the Town of Windsor and West Hants have different policies for Deputy Mayor and Deputy Warden appointments, and at this stage, it was felt that a written policy or policies for compensation be left for a later date but that the Co-ordinating Committee address the immediate need to establish an appropriate compensation range or salary for the Mayor and Councillors of the new regional municipality.

Alternatives

1. use the status quo for salaries i.e., either West Hants or the Town of Windsor. This may not be attractive for new and potential candidates for Mayor or Councillor.
2. commission another study through an independent agency. A budget of \$15,000 would also have to be considered for this.
3. accept only the base salary and remove one or all benefits offered

Attachments:

- Appendix A Grant Thornton: Pictou County Memorandum of Understanding Reform – Council size analysis
- Appendix B ANALYTICS-OR Review of Council Remuneration Municipality of West Hants

Appendix C Salary Spreadsheet Stats

Appendix D Colchester County Stats

Report Prepared by: _____
Louis Coutinho, Town of Windsor

Report Reviewed by: _____
Mark Phillips, CAO Regional Municipality of Windsor-West Hants

Report Reviewed by: _____
Martin Laycock, CAO West Hants

Report Reviewed by: _____
Todd Richard, Interim CAO Town of Windsor



Grant Thornton

An instinct for growth™

Pictou County Memorandum of Understanding on Municipal Reform – Council size analysis

July 2015

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Executive Summary

Municipalities in Nova Scotia and throughout Canada have found themselves facing a variety of structural issues such as, notably, an infrastructure deficit, ongoing increases in operation costs, growing demands from citizens, an aging population and workforce. To cope with this reality and to fulfill present and future obligations, the municipal leaders of the Municipality of the County of Pictou and the Towns of New Glasgow, Pictou and Stellarton (the participating municipal units (PMUs) have entered into a Memorandum of Understanding on Municipal Reform (the MOU). The intent of the MOU is to amalgamate the four municipalities, providing them with a unified voice and enhanced collaboration that will promote a greater chance of success.

Grant Thornton LLP has been engaged to provide a recommendation on the size of Council for the future governing body, including Council remuneration, benefit, entitlements, and supports (RBES). The analysis involved identifying, collecting and reviewing information from the PMUs, comparable jurisdictions, current literature and governance best practices. Comparator municipalities were selected based on having populations similar to combined population of the four PMUs (38,762), having both urban and rural components and/or being regional municipalities.

Council sizes and RBES varied across the benchmark municipalities, with the average council size and council member remunerations for the PMUs falling below the average.

To promote Council efficiency and effectiveness in addressing the challenges of current municipal environment, we recommend a council of 10 councillors and a Mayor for a total of 11 Council members. This Council size allows for an increase in current remunerations by position (mayor, deputy mayor and councillor) along with benefit options aimed at attracting a diverse range of individuals to run for these positions. Recommended base pay ranges are as follows:

- Mayor: \$48,000 - \$58,000
- Councillor: \$24,000 - \$29,000 (50% of Mayor base pay)
- Deputy Mayor: \$27,600 - \$33,350 (115% of councillor base pay)

Consistent with public sector expense best practices, we recommend that Council entitlements be directly linked to expectations and required activities of Council members. Related costs should be based on actual expenditures for activities such as attendance at conferences and travel to events. The budgets for these items can be determined and reviewed on an annual basis.

Mandate

The municipal leaders of the Municipality of the County of Pictou and the Towns of New Glasgow, Pictou and Stellarton (i.e., the four participating municipal units (PMUs) have agreed to strengthen the present municipal governance model to efficiently and effectively meet present and future needs of its citizens and businesses. As outlined in the Memorandum of Understanding on Municipal Reform (the MOU) between the PMUs, this change process is dependent upon the amalgamation of four existing municipal structures into one organization that shall cover 86% of the region's population and 92% of the property assessment.

This decision falls in line with the *Now or Never: An Urgent Call to Action for Nova Scotia's* report published by the One Nova Scotia Commission. The report calls for a new vision for Nova Scotia, increased collaboration and innovative strategies, and a reform of municipal governments and regional service structures to bring about fundamental change (see goal 18¹).

For many years now, municipalities in Nova Scotia and throughout Canada have found themselves facing structural issues such as, notably, an infrastructure deficit, ongoing increases in operation costs, growing demands from citizens, an aging population and workforce. The future of the PMUs thus lies in a sustainable economy, increase employment, a healthy environment, a lively community through increased cooperation. To cope with this new reality and to fulfill present and future obligations, a change in the municipal governance structure within the Pictou region is required. A unified vision and voice across the PMUs promotes a greater chance of success these obligations will be met.

With this in mind, Grant Thornton LLP has been engaged to provide a recommendation on the size of Council for the future governing body, including Council remuneration, benefit, entitlements, and supports (RBES). Excluded from our analysis was a review of the activities of current council members and a review of electoral boundaries. However, we considered the results of the boundary review performed by the PMUs.

Based on the MOU, the four PMUs deem it essential the new governance structure should incorporate the following criteria:

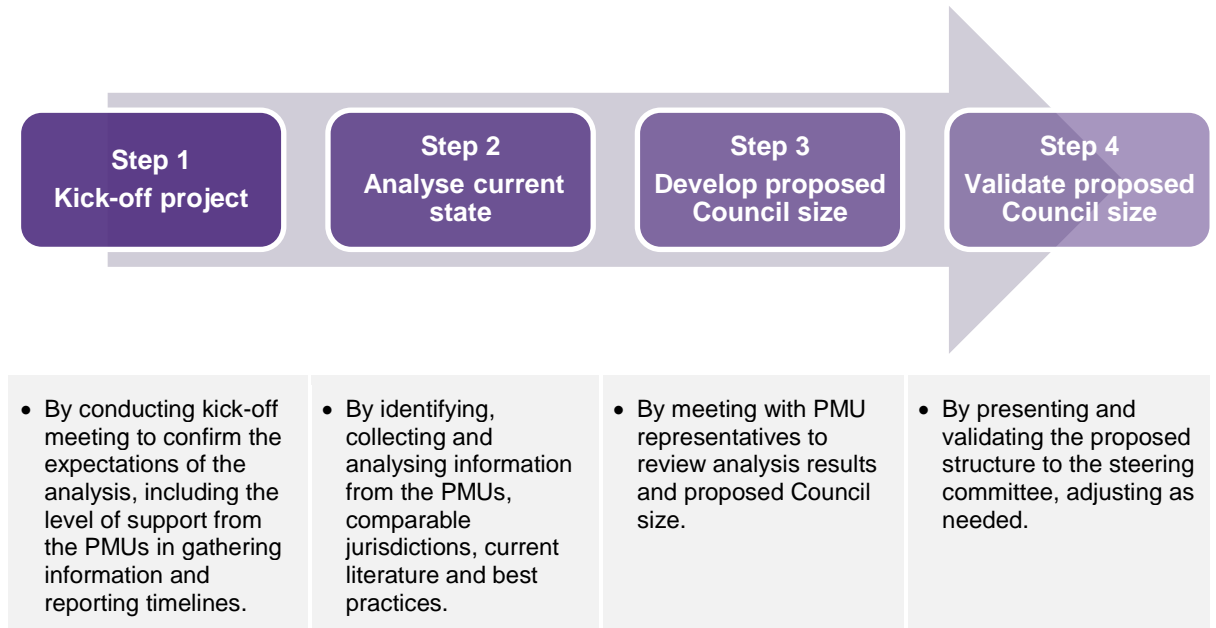
- Present tax burdens and current service levels remain at the same level;
- Representation should be related to population and communities of interest;
- Costs recovery be based on usage and property owners should pay for the services they receive (user-pay – recovery of operational costs and dedicated capital assets);
- Services benefiting all citizens equally be paid by all taxpayers; and
- Council decisions be evidence-based.

¹ Now or never: an urgent call to action for all Nova Scotians, The report of the Nova Scotia Commission on Building our New Economy, February 2014, page 50. (<http://onens.ca/commission-report/>)

The MOU recognizes this does not bind the future municipal government to these criteria; however, given their importance, we have broadly considered them during our analysis. The PMUs are in a position to refine the Council structure for the future amalgamated municipality in a manner that sets the bar for economic development, fiscal accountability and governance in the region.

Methodology

The Council size analysis involved the following steps:



For Step 2, data sources included:

- 1 MOU profile and additional Council-specific data, prepared by the PMUs
- 2 Nova Scotia legislation, including:
 - a Municipal Government Act, Chapter 18 of the Acts of 1998, last amended 2014 c. 21
 - b Municipal Government Act Rules made under Section 12 of the Utility and Review Board Act S.N.S. 1992, c. 11, last amended by N.S. Reg. 178/2010 (effective December 1, 2010)
 - c Utility and Review Board Act, Chapter 11 of the Acts of 1992, last amended 2008, c. 68
- 3 Literature, including:
 - a Your guide to municipal institutions in Canada, Federation of Canadian Municipalities, International Centre for Municipal Development (not dated)
 - b A Handbook for Municipal Councils, Under the Community Charter and the Local Government Act, November 2008, Lorena Staples, QC, Staples McDonnold Stewart, British Columbia
 - c St. John's Amalgamation Review 2011, Stantec Consulting Ltd.
 - d Council Members Guide (Manitoba) - Once Elected...what is expected? 2014-2018
 - e Provincial-Municipal Fiscal Review, Local Government Resource Handbook, Nova Scotia Department of Municipal Affairs (not dated)
- 4 Statistics Canada website, jurisdiction websites and, in some case, information was collected directly from the municipalities

Council structure principles

A Council serves as the body that sets municipal policies and oversees the implementation of those policies. As such, members of Council have a fiduciary duty to those funding municipal activities, primarily tax payers as well as a civic duty to the residents of the region. How a Council is structured to accomplish this purpose is influenced by a variety of factors. Key examples are described in the table below.

Table 1: Key elements influencing Council structure

Factors	Descriptions	Metrics
Legislative requirements	Province-level acts and regulations may provide requirements related to Council size and representation of electoral districts.	Based on provincial legislation
Population of the region	The residents of a region often have expectations related to the level of public accessibility to the Council member representing their district, often based on their historic level of access.	Number of residents per Council member (Appendix A)
Scope of Council responsibilities	Regardless of jurisdiction, Councils are often responsible for a common set of functions with additional responsibilities related to social development, economic well-being and environmental sustainability varying across jurisdictions and levels of governments. The size of a Council should be large enough to embody experience related to each area of responsibility, while small enough to allow for timely decision-making. Members of Council should be compensated to support them in fulfilling Council duties. The level of remuneration, benefits, entitlements and support should be affordable to the municipality and consider the public's expectation for fiscal responsibility.	Operating budget (in millions) per Council member (Appendix A) Alignment of remuneration, benefits, entitlements and support to Councillor activities for the municipality (Appendix B) Factors from jurisdictions of comparable size (Appendices A & B)

Current state of PMUs

Details relating to the relevant key factors influencing Council size and RBES are included in the benchmarking tables found in Appendices A and B respectively. Factors from a Nova Scotia perspective include the following:

Legislative requirements: Within Nova Scotia, mandatory requirements include the minimum Council size being three and there being one Councillor elected for each polling district in a regional municipality (or in a county or district municipality, with no more than two Councillors per polling district in a town).²

Scope of Council responsibilities: While a review of the specific tasks and functions performed by Mayors/Wardens, Deputy Mayors/Wardens and Councillors was not part of our review, it is important to frame our analysis with the main functions expected of a Council in Nova Scotia. These functions are described as:

- 1 Performing legislative functions (e.g., developing and passing municipal laws and policies, and short term and long term strategic planning etc.);
- 2 Approving budgets and setting property tax rates;
- 3 Approving major purchases;
- 4 Representing the views of citizens;
- 5 Resolving conflicting interests in the community; and
- 6 Hiring the Chief Administrative Officer.³

Further, Nova Scotia municipalities are responsible for a level of social development, economic well-being and environmental sustainability. These responsibilities are outlined in Table 2 along with an indication of which responsibilities are shared with either the province or the federal government.⁴

² Municipal Government Act, Chapter 18 of the Acts of 1998, last amended 2014 c. 21, section 10

³ <http://www.ns-municipal-elections.ca/government-101/80-the-fundamentals-of-municipal-government.html>

⁴ Your guide to municipal institutions in Canada, Federation of Canadian Municipalities, International Centre for Municipal Development (not dated)

Table 2: Sector responsibilities for Nova Scotia municipalities

Social development	Economic well-being	Environmental sustainability
Housing (social housing assistance)*	Finances and taxation (property assessment*, budgets, borrowing approval*)	Public safety (police, fire, emergency response*)
Local democracy (public consultation and equity, local elections)*	Local economic development (economic development, community income generation)*	Transportation (urban streets and public transport, road system lighting, airports**, harbours*)
		Environment (drinking water quality standards*, water supply*, sewers and storm drains, wastewater treatment, refuse removal and disposal)
		Land use planning and development (planning and zoning by-laws, preservation of agricultural lands*)

* Shared responsibility with the province

**Shared responsibility with the federal government

Benchmarking and option analysis

A benchmarking was conducted by considering three municipalities in Nova Scotia - Municipality of the County of Kings (Kings), Halifax Regional Municipality (HRM) and Cape Breton Regional Municipality (CBRM) as well as:

- One in New Brunswick - City of Miramichi
- One in Quebec - Salaberry-de-Valleyfield
- Five in Ontario:
 - Town of Caledon
 - Haldimand County
 - County of Brant
 - City of Timmins
 - City of Welland
- One in Alberta (small city in central Alberta)

Comparator municipalities were selected based on having populations similar to combined population of the four PMUs (38,762), having both urban and rural components and/or being regional municipalities. Detailed information tables for each municipality are presented in Appendices A and B.

Council size analysis

Our analysis was based on Statistics Canada information from 2011 and council/financial related data from 2014 unless otherwise indicated.

Size-related factors and metrics: Individually, the metrics per Council member for each of the PMUs are generally lower than those for the benchmark municipalities. As illustrated in Table 3, the same is not true for when considering the PMU region as a whole.

Table 3: Size-related factors and metrics comparison

Select factors and metrics	PMUs combined	Of the eleven non-PMU municipalities included in benchmarking:
(A) Population (2011)	38,762 (total)	Eight had higher populations
(B) Operating expenses (in millions)	\$57.8 (total)	Seven had higher operating expenses
(C) Land area (km ²)	2,823	Two had larger land areas
(D) Median household income (2011) ⁵	\$54,397 (weighted average considering population)	Six had higher median household incomes
(E) Size of Council, including mayor/warden	31 (total) & 8 (average) 5 - 14 (range)	Ten had larger Council sizes than the average and one had a Council size greater than 14
(F) Size of Council, excluding mayor, including warden	27 (total) & 7 (average) 4 - 14 (range)	
(G) Population density (A)/(C)	14 8 - 963 (range)	Ten had larger population densities but none had larger densities than the high end of the PMU range
1) Number of residents per Council member (A/E)	1,250 (based on total) 5,537 (based on average)	All had higher ratios than the total and four had higher ratios than the average
2) Operating budget (in millions) per member of Council (B/E)	\$1.9 (based on total) \$7.5 (based on average)	All had higher ratios than the total and five had higher ratios than the average

Aside from the two municipalities with the highest median household incomes (the Town of Caledon at \$98,502 and the County of Brant at \$74,955), the median household incomes for the selected municipalities fell into a range of \$30,000 around this factor for the PMUs (with Salaberry-de-Valleyfield having the lowest at \$44,510).

Council sizes for the eleven municipalities included in the benchmarking ranged from seven Council members (including the Mayor/Warden) to 18. The largest size Council was that for the Halifax Regional Municipality while the City of Welland both had the second highest at 13.

Other Council size and governance considerations:

- In Nova Scotia, the Mayor/Warden votes with Council and having an odd number of Council members reduces the likelihood of tie votes.
- Having a low number of Council members could promote speed of decision-making, as well as overall Council efficiency and effectiveness. Based on discussions with the CAO from the Municipality of the County of Pictou, having 14 Councillors does not prevent Council from getting through its meeting agendas. This is largely due to the emphasis placed on having an agenda set and communicated in advance allowing for appropriate preparation time for discussion during the meetings and not permitting non-priority items raised to take Council off their agenda. These are best practices in the governance processes of oversight bodies such as boards and Councils.

⁵ With median being defined as the points where 50% of private households in a municipality have higher incomes and 50% have lower incomes.

- Due to the elected and short-term nature of Councillor positions (i.e., four year terms in Nova Scotia), there is a level of uncertainty that faces Council members who choose not to run again or are not re-elected. The positions they left before being elected are not likely to be available after a period of four years and should they wish to return to the same industry, they would require time to get up to speed on industry changes and advances since the time they left.
- According to the PMUs, current Council positions are not full-time. Lower numbers of Council members increase the number of residents per Council member. This provides the potential for a higher level of remuneration to attract interested and diverse range of citizens and creates an opportunity to increase Council members' working hours and presence in the region's daily activities.
- As Council members represent areas within their municipality (electoral districts), it is important to consider how the region can reasonably be subdivided into these districts. The current and future number of electoral districts for non-amalgamated region covered by PMUs is included in Table 4. The PMUs have performed their own electoral district analysis, using a geographic information system to determine viable district options. We have considered the results of the PMUs electoral district analysis.

Table 4: Current and future number of electoral districts (non-amalgamated region)

PMU	Current number of electoral districts	Number of expected electoral districts for 2016 ⁶
Municipality of the County of Pictou	14	12
Town of New Glasgow	3	3
Town of Pictou	2	1
Town of Stellarton	2	2
Total	21	18

Council size options: The MOU demonstrates a strong desire to create a progressive municipal structure to lead the PMUs into the future. Based on the benefits discussed above regarding a smaller sized Council, we explored three options for the size of the Council, including a mayor that could provide the appropriate oversight for this new municipality:

Option 1 – 7 Council members: The number below the average current Council size (8) and lowest Council size we would recommend to allow for a broad enough accumulation of relevant experience and skills across Council members.

Option 2 – 9 Council members: The number above the average current Council size (8).

Option 3 – 11 Council members: Towards the higher end of the current Council size range (high end of 14).

⁶ Figures provided by PMUs, with the Town of New Glasgow figure subject to review by the Nova Scotia Utility and Review Board (NSUARB)

Table 5: Council size options analysis

Factors and metrics	PMUs combined (see Appendix A)	Average (including PMUs)	Like-sized average (excluding HRM, CBRM, Miramichi and small AB city)	Option 1 7 Council members	Option 2 9 Council members	Option 3 11 Council members
(A) Population (2011)	38,762 (total)	73,564	48,194	38,762		
(B) Operating expense budget 2014 (in millions)	\$57.8 (total)	\$137.9	\$73.6	\$57.8		
(C) Land area (km ²)	2,824	1,584	1,358	2,824		
(D) b. Median household income (2011)	\$54,397 (weighted average considering population)	\$61,180	\$64,084	\$54,397		
(E) Size of Council, including mayor/warden	31 (total) & 8 (average) 5 - 14 (range)	11	10	7	9	11
(F) Size of Council, excluding mayor	28 (total) & 7 (average) 4 - 14 (range)	10	9	6	8	10
(G) Population density (A)/(C)	14 8 - 963 (range)	46	33	14		
1) Number of residents per Council member (A/E)	1,384 (based on total) 5,537 (based on average)	7,356	5,002	6,460	4,845	3,876
				Analysis: Option 1 exceeds the PMU average and the like-sized benchmark average. All options are less than the benchmark average, including PMUs.		
2) Operating budget (in millions) per member of Council (B/E)	\$1.9 (based on total) \$7.2 (based on average)	\$12.3	\$7.1	\$8.3	\$6.4	\$5.3
				Analysis: Option 1 exceeds the PMU average metric and the like-sized benchmark average.		
3) Number of electoral districts	21 (total)	Not assessed	Not assessed	6	8	10
				Input from PMUs: Based on a geographic analysis performed by the PMUs, 10 is the lowest number of electoral districts that resulted in meeting the parameters applied (including NSUARB requirements, landscape and roadway considerations).		

RBES analysis

Council remunerations varied across the nine⁷ benchmark municipalities, with the mayor/warden base pay ranging from \$19,000 to \$160,000, reflecting an overall average of \$63,058.

Councillor base pay as a percentage of the mayor's base pay ranged from 26% to 71% and was an average of 43% for the benchmarked municipalities, including the four PMUs.

Further analysis of ten Nova Scotia municipalities⁸ showed half of the ten with the percentage of councillor base pay to the mayor's at 49% or below and half at 57% or higher.

A comparison across the four PMUs showed a relatively consistent application of benefits, entitlements and supports. The main differences are that one of the four PMUs covers the Mayors' Congress membership for the Mayor and offers optional insurance coverage, while the others do not, and two do not cover the mobile phone costs for the Mayor.

Based on the information collected regarding the benchmark municipalities:

- None of the four PMUs offer the option to participate in a pension plan (aside from one Council member who chose to stay in the pension at the time it became an ineligible benefit) and at least three of the nine benchmark municipalities offer an option to participate in the municipality's pension plan/offers an RRSP;
- Similar to one of the four PMUs, at least three the nine benchmark municipalities offer insurance plans; and
- Similar to all four PMUs, at least one of the nine benchmark municipality has 1/3 of Councillor base pay being tax free.

⁷ The RBES analysis included nine of the 11 benchmark municipalities from the council analysis.

⁸ The 10 municipalities included the four PMUs, the three from the benchmark group and three others.

One of the PMUs also provided information from a post-2011 review performed by the Association of Municipal Administrators of Nova Scotia (AMANS) of 28 municipalities in Nova Scotia, including one of the PMUs (the Town of New Glasgow) and one benchmark municipalities (HRM) covered in this report, as summarized in Table 6.

Table 6: Summary of AMANS Council benefits review

Benefits	Number of the 28 municipalities reviewed that offer the benefit	Town of New Glasgow	HRM
Employee assistance program	15	No	Yes
Accidental death and dismemberment plan	7	Yes	Yes
Dental plan	6	No	No response
Drug/Extended benefit plan	9	No	Yes
Life insurance plan	7	No	Yes
Long term disability plan	2	No	Yes
Pension plan	7	No	Yes
Portion of base pay is not taxable	25 + 1 additional municipality (20 – 33.3% tax free and 6 – 66.7% tax free)	33.3% tax free	0% tax free
Training allowance	14 Amounts ranging from as required to \$10,500 per Councillor	\$5,000 - \$10,500 per Councillor	\$0

Proposed future state

Council size

Using the currently applied best practices to promote Council meeting effectiveness, the number of Council members should be 11 (i.e., one councillor per electoral district plus the mayor to be elected at large).

The NSUARB allows for a boundary review every eight years, with an opportunity to have a review prior to that time. Recognizing the change in the number of electoral districts will be large for the region subject to amalgamation, we recommend the administration considers submitting a letter of intent to perform a review a few years after amalgamation to assess the effectiveness of the new state and whether changes may be warranted.

RBES

Recommendations for each category of Remuneration, Benefits, Entitlements and Supports are outlined over the next few pages followed by a preliminary budget prepared by the CAOs of the PMUs to illustrate the expected high end of the range for related expenses in the first year of amalgamation.

Remuneration

Refer to Table 7 for the suggested base pay based on averages, the range currently being paid by the PMUs and the budget expected to be available for RBES. We suggest that Councillors' pay reflect a percentage of the Mayor's pay and the Deputy Mayor's pay include a percentage increase above the Councillors' pay. Councillors pay should be adjusted annually to reflect cost of living increases consistent with what may be applied to senior members of the administration. Increases should be approved by Council.

The Mayor and other Councillors should not receive additional remuneration for sitting on committees, commissions, agencies, boards.

Table 7: Recommended remunerations

	PMUs combined ¹	Average (including PMU) ¹	Like-sized average (excluding HRM, CBRM, Miramichi and small AB city) ¹	Recommended range for 11 Council members
Legislative/Council expense (2014)	\$693,022		\$382,648	Maximum of \$690,000
Base pay (Mayor)	\$29,795 (average) \$19,000 - \$47,139 (range)	\$63,058	\$49,904 (average) \$61,105 (weighted average considering population)	\$48,000 - \$58,000
Base pay (Councillor) - average	\$15,957 (average) \$11,323 - \$21,358 (range)	\$27,322	\$22,636	\$24,000 - \$29,000
Base pay (Councillor), as a % of the Mayor's base pay	54%	43%	45%	50%
Base pay (Deputy Mayor)	\$18,425 (average) \$12,490 - \$22,909 (range)	\$33,652	\$24,141	\$27,600 - \$33,350
Base pay (Deputy Mayor), as a % of Councillor's base pay	115%	123%	107%	115%

¹ See Appendix B.

Benefits

Council members should be eligible to receive benefits while they are members of Council, with benefits ending upon resignation or termination. The municipality may choose to allow retired members or those not re-elected to continue with certain benefits. Depending upon benefits offered and the terms of related plans, designated beneficiaries should be eligible to receive benefits after the death of a Councillor. A summary of recommended benefits is below.

Table 8: Recommended benefits

	Current state - PMUs combined (see Appendix B)	Future state
Pension	No	Consider option to participate in either pension plan or RRSP ¹
Insurance	Varied	Consider option to participate in the plans offered to employees, for example ¹ : <ul style="list-style-type: none"> - Dental plan - Extended health care - Life insurance Also consider access to an employee assistance program (EAP).
Severance	No	Consider offering a severance to those who retire, are not re-elected or die during term of office, the terms of severance could be defined including: <ul style="list-style-type: none"> - % of annual remuneration - Allowance for transition/retirement advice - Qualification/disqualification criteria (e.g., criminal conviction, termination from role)

¹ With the portion to be covered by the municipality, if any, to be determined by the new municipality.

Entitlements

All expenses covered through allowances or expense reimbursements should be directly related to required and approved activities of Council and its members. The eligibility and dollar value of expenses should be consistent with the approved Travel and Expense policy covering Council and the employees of the municipality.

Table 9: Recommended entitlements

	Current state - PMUs combined (see Appendix B)	Future state
Travel	Yes	Council members should be entitled to a local expense budget while representing the regional government. Qualifying expenditures would include items such as: parking, transportation, business meetings, community events, and memberships. However, mileage between the Council member's home and office or other locations within the same distance and meals while within the district should not be eligible travel costs. Also, there should be an annual travel and training expense budget for meetings, conferences, and training sessions outside the region as approved by Council resolution.
Membership dues	1 of 4 – yes for the Mayor	
Training and conferences	Yes	
Mobile phone or tablet/iPad	Varied	Each Council member should be provided with an iPad/tablet that is to be used to receive and review municipal-related information in advance and related to Council meetings and other activities. Internet fees for home offices should not be eligible expenses. The Mayor should be provided with a mobile phone, with monthly charges covered by the municipality

Supports

Consistent with the human resource review being performed concurrent with this analysis, the Executive Assistant assigned to support the CAO and Deputy CAO will also be providing support to Council. Additionally, Council members should have access to information technology and public relations support as needed to perform their Council-related duties.

PMU prepared budget for Council-related expenses

To illustrate the potential cost of applying the high end of the range from the recommendations above, the CAOs of the PMUs prepared a preliminary budget for the first year of amalgamation. Our review of this preliminary budget was limited to ensuring the number of members of Council and base pay amounts used were consistent with our recommendations.

Preliminary budget

Remuneration

Mayor	\$	58,000
Deputy Mayor		33,350
9 Councillors		<u>261,000</u>
	\$	<u>352,350</u>

Benefits

CPP & EI	\$	26,220
Group insurance, 7% RRSP matching		<u>61,914</u>
	\$	<u>\$88,134</u>

Entitlements

iPad for each councillor and mobile phone for mayor	\$	3,960
Conferences		69,300
Travel		36,500
UNSM and FCM dues		25,000
Other		<u>10,000</u>
	\$	<u>144,760</u>

Total	\$	<u>585,244</u>
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Restrictions and qualifications

This report is confidential. It was prepared for the four PMUs of the Memorandum of Understanding, to provide recommendations regarding the structure of a new amalgamated Council. Additional information included in the report, such as the results of PMUs' electoral boundary review and the preliminary budget of Council-related expenses were prepared by the CAOs of the PMUs.

This report is not to be used for any other purpose, and we specifically disclaim any responsibility for losses or damages incurred through use of this report for a purpose other than as described in this paragraph. This report should not be reproduced in whole or in part without our express written permission, other than as required by the PMUs in relation to the described purpose.

Appendix A - Council size benchmark comparison

Council size benchmark comparison

Factors and metrics	Nova Scotia								Ontario					Others			Averages	
	Municipality of Pictou County	Town of New Glasgow	Town of Pictou	Town of Stellarton	PMUs combined	Kings	HRM [^]	CBRM [^]	Town of Caledon	Haldimand County	County of Brant	City of Timmins	City of Welland	Small City in Central Alberta [^]	Salaberry-de-Valleyfield, Que	City of Miramichi, NB [^]	Overall (counting PMUs combined as one)	Like-sized municipalities (Excluding [^])
(A) Population (2011)⁹	21,278	9,562	3,437	4,485	38,762 (total)	47,569	390,096	97,398	59,460	44,876	35,638	43,165	50,631	17,286	40,077	17,811	73,564	45,022
(B) Operating expenses, 2015 budget, 2014 actual*, 2014 budget**, 2013 actual*** (in millions)	\$21.4*	\$21.1*	\$7.4*	\$7.9*	\$57.8 (total)	\$43.5	\$844.3	\$142.7	\$75.8	\$108.5***	\$29.2	\$123.2	\$76.0	\$48.7	\$74.6	\$29.9**	\$137.9	\$73.6
(C) Land area (km²)¹⁰	2,797	10	8	9	2,824	2,093	5,490	2,433	688	1,252	843	2,979	81	43	107	180	1,584	1,358
(D) a. Average household income (2011 National Household Survey)¹¹	\$69,961 ¹²	\$59,647	Suppressed	\$58,377	\$65,698 (weighted average considering population)	\$62,455 ¹³	\$76,210	\$59,815	\$118,326	\$79,352	\$94,540	\$78,076	\$63,220	\$80,096	\$56,189	\$63,879	\$74,821	\$77,232
(D) b. Median household income (2011 National Household Survey)¹⁴	\$60,350 ¹⁵	\$44,942	Suppressed	\$46,307	\$54,397 (weighted average considering population)	\$53,099 ¹⁶	\$62,069	\$47,830	\$98,502	\$68,510	\$74,955	\$65,461	\$53,238	\$60,176	\$44,510	\$51,418	\$61,180	\$64,084
(E) Size of Council, including mayor/warden	14	7	5	5	31 (total) 8 (average) 5 - 14 (range)	11	18	13	9	7	11	9	13	9	9	9	11	10
(F) Size of Council, excluding mayor	14	6	4	4	28 (total) 7 (average) 4 - 14 (range)	11	17	12	8	6	10	8	12	8	8	8	10	9
(G) Population density (A)/(C)	8	963	433	499	14	23	71	40	86	36	42	14	624	407	374	99	46	33
1) Number of residents per Council member, excluding mayor (A)/(F)	1,520	1,594	859	1,121	1,384 (based on total) 5,537 (based on average)	4,324	22,947	8,117	7,433	7,479	3,564	5,396	4,219	2,161	5,010	2,226	7,356	5,002
2) \$1 million of operating expenses per member of Council (B)/(E)	\$1.5	\$3.0	\$1.5	\$1.6	\$1.9 (based on total) \$7.5 (based on average)	\$4.0	\$46.9	\$11.0	\$8.4	\$15.5	\$2.7	\$13.7	\$5.8	\$5.4	\$8.3	\$3.3	\$12.5	\$7.4

⁹ <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/hlt-fst/pd-pl/Table-Tableau.cfm?LANG=Eng&T=302&SR=1&S=51&O=D&RPP=9999&CMA=0&PR=12>

¹⁰ <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/hlt-fst/pd-pl/Table-Tableau.cfm?LANG=Eng&T=302&SR=1&S=51&O=D&RPP=9999&CMA=0&PR=12>

¹¹ <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/index.cfm?Lang=E>

¹² Weighted average of average household income for each subdivision

¹³ Weighted average of average household income for each subdivision

¹⁴ <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/index.cfm?Lang=E>

¹⁵ Weighted average of median household income for each subdivision

¹⁶ Weighted average of median household income for each subdivision

Appendix B - RBES benchmark comparison

RBES benchmark comparison (note that blanks do not necessarily reflect a no response)

Factors	Nova Scotia								Ontario			Other			Average	
	Municipality of Pictou County	Town of New Glasgow	Town of Pictou	Town of Stellarton	PMUs combined	Kings	HRM^	CBRM^	Town of Caledon	Haldimand County	County of Brant	Small City in Central Alberta^	Salaberry-de-Valleyfield, Que	Miramichi (NB)^	Overall (including PMUs separately)	Like-sized municipalities (Excluding ^)
Base pay (Mayor/Warden)	\$47,139	\$33,723	\$19,000	\$19,319	\$29,795 (average)	\$48,700*	\$160,000	\$103,431	\$72,836	\$72,836	\$69,417	\$58,384*	\$78,642*	\$48,800***	\$63,058	\$49,904
Base pay (Councillor) - average	\$17,510	\$21,358	\$11,323	\$13,636	\$15,957 (average)	\$30,656*	\$78,133	\$37,731	\$29,559	\$36,420	\$22,500	\$18,347*	\$20,761	\$17,258***	\$27,322	\$22,636
Base pay (Councillor), as a % of the Mayor/Warden's base pay	37%	63%	60%	71%	54%	63%	49%	36%	49%	50%	32%	31%	26%	35%	43%	45%
Base pay (Deputy Mayor/Warden)	\$22,909	\$23,186	\$12,490	\$15,114	\$18,425 (average)	\$32,300*	\$82,000	\$42,371	-	\$38,846	-	-	-	N/A	\$33,652	\$24,141
Base pay (Deputy Mayor/Warden), as a % of the Mayor/Warden's base pay	49%	69%	66%	77%	62%	66%	51%	41%	-	53%	-	-	-	N/A	53%	48%
Base pay (Deputy Mayor/Warden), as a % of Councillor's base pay	131%	109%	110%	111%	115%	105%	105%	112%	-	107%	-	-	-	-	123%	107%
Total legislative/Council expense (2014)	\$324,346	\$188,745	\$74,767	\$105,164	\$693,022 (total)	\$480,900		\$757,233	\$430,460	\$724,600	\$310,058	\$405,071	\$804,705	\$186,866		\$382,648
Pension	No	No	No	No	No		Yes - Option to participate in HRM pension plan	RRSP	Yes			No				
Insurance	Yes – Optional group insurance, accidental death and dismemberment policy	No	No	No	Varied		Yes – life, drug/extended health, accidental death and dismemberment, long term disability		Yes –health, dental, group life, accidental death and dismemberment			Yes – Life, WCB, EAP, Extended Health & Dental				
Percentage of base pay that is tax free	33.3%	33.3%	33.3%	33.3%	33.3%		0%				33.3%					
Travel	Yes – no mileage within district	Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes		Yes				
Membership dues	Yes – Mayors' Congress (for the Mayor only), UNSM and FCM	Yes – UNSM and FCM	Yes – UNSM and FCM	Yes – UNSM and FCM	1 of 4 – yes for the Mayor			Yes	Yes			Yes – AUMA, FCM, AAMD&C				
Training and conferences	Yes	Yes	Yes	Yes	Yes		Yes		Yes	Yes	Yes	Yes				
Mobile phone or tablet/iPad	Yes (Ipad)	Yes (Ipad for all Councillors and iPhone for Mayor only)	Yes (mobile phone for the Mayor only)	Yes (Ipad for Councillors, who pay it back, Mayor pays for mobile phone)	Varied				Yes	Yes	Yes	Yes				



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ANALYTIC-OR

Review of Council Remuneration Municipality of the District of West Hants

September 12, 2017

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Background

Determining a fair remuneration for elected officials for a municipality is a difficult task. While it is generally acknowledged that council members should receive some level of remuneration for the time required and challenges faced in executing their roles, setting that level of remuneration is fraught with potential for conflict of interest and political issues. For that reason, most municipalities periodically request the service of an independent consultant without strong ties to the community to provide advice and recommendations. The Municipality of the District of West Hants (West Hants) requested such a review in early 2017.

In the recent election campaign, the level of remuneration became an issue. As further background, the Municipality of West Hants is also in discussions with the Town of Windsor (which it surrounds) over potential cooperation and governance changes, which could include all options up to and including merging the municipalities.

This report presents the results of the review as conducted during the summer of 2017.

Scope of Work

The goal of the project is to consider the appropriateness and fairness of the compensation package for the effort expected from councillors, Deputy Warden and Warden, as compared to similar municipalities.

To continue with West Hants' emphasis on transparent governance it is important that external support is engaged to gather, assess, and apply objective data, especially for the sensitive topic of compensation. West Hants is looking to review the compensation package of Council to ensure it is equitable and that is internally consistent and externally comparable to other municipalities.

Specific objectives include:

- a. Compare and evaluate the structure, level of effort and value of compensation paid to Municipal Councillors, the position of Deputy Warden, and Warden to similar organizations.
- b. To identify and recommend appropriate municipalities within the Atlantic Provinces to which the Municipality of West Hants should benchmark its remuneration.
- c. To identify and recommend appropriate criteria the Municipality should use to carry out a review of councillor remuneration in the future, as directed by Council.
- d. To recommend a methodology and value of remuneration to be paid to the Councillors, Deputy Warden and Warden positions.



Methodology

In order to complete this project, Analytic-OR used a systematic five-phase approach.



The methodology used to complete the compensation review was:

- Confirm the guiding principles for the review;
- Review existing background material;
- Review current compensation policies for West Hants and other jurisdictions;
- Review previous and similar (recent) compensation studies for other jurisdictions;
- Identify and research compensation packages for comparator municipalities across Nova Scotia;
- Review and compare policies for similar jurisdictions;
- Interviews with councillors;
- Determine quantitatively the similarity between West Hants and other jurisdictions through the Municipality Commonality Measure;
- Analysis of compensation in relation to identified comparator municipalities; and
- Development of recommendations to be forwarded to Council for their consideration.

Guiding Principles

The following guiding principles were applied in this review:

- Compensation plans for Council should be adequate to ensure that compensation is fair and equitable;
- Compensation should reflect the responsibilities and accountability of the offices of Warden, Deputy Warden and Member of Council;
- Compensation should take into account the municipality's fiscal and corporate objectives, as well as the current economic environment.

Remuneration and Allowances for Council

Legal Framework

Municipalities in Nova Scotia are covered under the Municipal Government Act of 1999. This act covers most aspects of the establishment, governance and structure of municipalities, including remuneration.

It should be noted that the province is in the midst of a review of the Municipal Government Act, with recommendations expected to be proposed in the near future.



A recent announcement by the Federal government has indicated that the current practice of providing one-third of remuneration amount as a tax-free expense allowance will no longer be permitted. This is a provision offered by all municipalities currently, but it is expected this will no longer be allowed as of 2019.

Current Remuneration

Remuneration for the Warden, Deputy Warden and Councillors for West Hants is authorized under Policy COGE-004.00. This policy specifies the remuneration effective April 1, 2016 as:

- \$39,479.94 for the Warden
- \$21,535.44 for the Deputy Warden
- \$17,946.55 for each councillor

The policy also states that salary shall be adjusted yearly in accordance with the Consumer Price Index (CPI) for the Province of Nova Scotia. It also specifies that one-third of the salary shall be provided as a tax-free allowance.

Remuneration is deducted by \$50 for each Council or Committee of Council meeting beyond those missed for reasons as specified in the policy.

Additional compensation is provided for:

- Chairs of Council Committees are paid an extra \$100 per month in months that the Committee meets;
- Councillors requested to attend events as a representative of the municipality are compensated \$50 per function;
- Travel is reimbursed from residence to Council and Committee meetings; and
- Expenses for conferences or training is reimbursed;

Council Consultations

As part of this review, interviews were held with current councillors in West Hants. All councillors were invited to participate in confidential phone interviews, and a majority of councillors did participate. Interviews were designed to gather insights on functions, expectations, and perspectives on their roles and responsibilities as councillors and the roles and responsibilities of the Warden/Deputy Warden.

Those interviewed covered a cross section including rural/suburban, male/female, and newly elected/long standing.

Appendix B details the interview questions. Interviews were conducted by telephone on August 10/11, 2017 and each call lasted 20-30 minutes.

Key findings from the interviews with current Council members are summarized below.

- On average, Members of Council put in 8 hours a month to attend meetings. The Warden on average puts in 20 hours a month attending meetings.



- Preparation times before meetings ranged dramatically (6-40 hours/month). New Councillors tended to spend more time in preparation. Councillors with the longest preparation time spoke about researching topics and issues.
- Councillors living further from the meeting centre obviously spend more time driving to and from meetings (ranging from less than 1 hour/month to 10 hours/month). The Warden has more meetings but did not spend the most time on the road as he tended to combine meetings with his regular business travel.
- Other Council business included time within their own wards and dealing with issues on behalf of their own constituency. Time spent ranged dramatically (averages of 3-100+ hours/month) but seemed to be related, in most cases, to dealing with issues from their wards.
- The Warden has a special interest in economic development and has spent extra time in dealing with this on top of extra duties representing the Municipality.
- All Councillors feel that the current compensation is fair and comparable to other like municipalities.
- In general, Councillors feel that the Warden position deserves extra compensation. The group is split on whether the Deputy Warden position requires extra compensation. The level of pay to the Warden is questioned by some as being too high as it is more than double a regular Councillor.
- Materials are not printed but Councillors are provided with iPads. They sometimes have hundreds of pages of material to read for a meeting.
- Councillors have varying levels of understanding as to what extra work the Warden/Deputy Warden role entails.
- Most Councillors feel that any tax benefit changes should result in an adjustment on their compensation level to compensate for any impact of changes. One felt that there should be no changes, one recognized the political sensitivity of increasing compensation during an election year, as the change has been slated for 2019. Other forms of compensation were not readily identified and generally additional benefits (such as medical or retirement benefits were not appealing.)
- Councillors with benefits from other sources or satisfactory income levels were not interested in other forms of compensation. One Councillor would be interested in additional benefit opportunities (such as medical and/or Employee/Family Assistance Program. One Councillor would be against any additional pay/benefits.
- Pension was not seen as a viable benefit option.



Comparators

Municipality Commonality Measure

Analytic-OR has developed a Municipality Commonality Measure that provides a quantitative calculation of the similarity between different municipalities. This measure takes into account multiple demographic and financial aspects of the municipalities, calculating a mathematical measure balancing all factors. Further details on the Municipality Commonality Measure can be found in Appendix C.

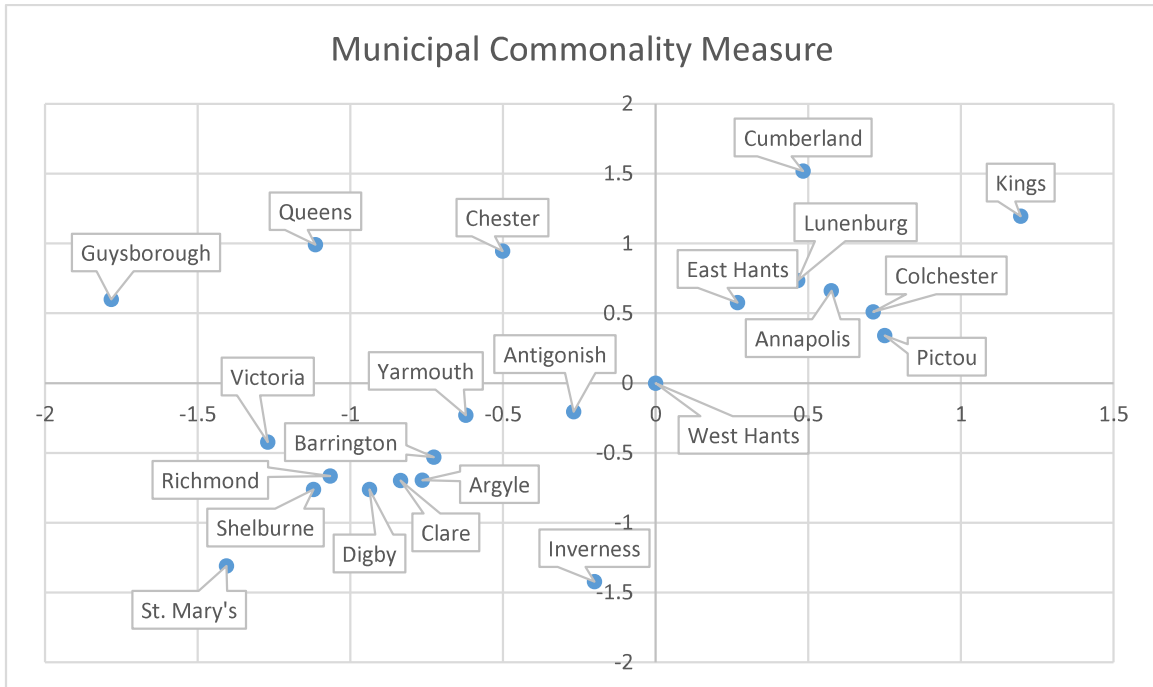
Comparators for West Hants

The province of Nova Scotia has twelve district municipalities, nine county municipalities, and three regional municipalities. Of these, two of the regional municipalities are Cape Breton and Halifax, both of which are significantly larger than any other municipality in the province, and have not been included in this study. The third remaining Regional Municipality, Queens, has been included. The municipalities are listed below:

District Municipalities	Regional/County Municipalities
Argyle	Annapolis
Barrington	Antigonish
Chester	Colchester
Clare	Cumberland
Digby	Inverness
East Hants	Kings
Guysborough	Pictou
Lunenburg	Richmond
Shelburne	Victoria
St. Mary's	Queens (Regional)
West Hants	
Yarmouth	

The chart below demonstrates graphically the overall commonality of West Hants with the various municipalities. This is an inverse measure, where the closer the point is to the centre of the chart, the more similar the municipality is to West Hants (with West Hants being perfectly matched to itself - having a similarity of 0 to itself). Further details on the overall commonality between municipalities is found in Appendix C.





This measure identifies the municipalities of Antigonish, East Hants, Yarmouth and Pictou as those that have the highest levels of similarity to West Hants.

These municipalities have the following council sizes and remuneration levels:

Municipality	Council Size	Warden	Deputy	Councillor
<i>West Hants</i>	10	\$39,479.94	\$21,535.44	\$17,946.55
<i>Antigonish</i>	11	\$39,434.00	\$24,478.00	\$20,946.00
<i>East Hants</i>	11	\$37,705.00	\$24,325.00	\$19,461.00
<i>Yarmouth</i>	7	\$35,978.00	\$24,870.00	\$21,417.00
<i>Pictou</i>	12	\$48,511.00	\$23,561.00	\$18,021.00
Average (Excluding West Hants)		\$40,407.00	\$24,308.50	\$19,961.25

Additional demographic, revenue and other community information for each municipality can be found in Appendix A.

As can be seen, the remuneration provided by West Hants is very similar to that provided by other similar municipalities, although it does lag behind the other similar municipalities by a small amount. The remuneration of Councillor and Deputy is just over 10% behind the average.



General practice provides for a salary of Warden that is approximately double that of a Councillor, and that of Deputy Warden approximately 20% above that of a Councillor. Again, the remuneration of West Hants is close to these practices, although the Warden remuneration is about 2.2 times that of a Councillor.

In discussion with the CAO of West Hants, the municipalities of Queens, Lunenburg and Chester were also proposed as comparators for West Hants. The table below presents the council sizes and remuneration levels for these three municipalities. Note that for Queens, there is no prescribed additional remuneration for the Deputy Mayor. However, the Deputy is remunerated at the Mayoral level when acting in that position. Therefore, the listed remuneration for Deputy Mayor will actually be higher, depending on the role that individual actually plays.

Municipality	Council Size	Warden/Mayor	Deputy	Councillor
<i>West Hants</i>	10	\$39,479.94	\$21,535.44	\$17,946.55
<i>Queens</i>	8	\$37,601.00	\$18,805.00	\$18,805.00
<i>Lunenburg</i>	11	\$40,960.00	\$28,672.00	\$21,489.00
<i>Chester</i>	7	\$39,867.66	\$21,622.54	\$18,920.28
Average (Excluding West Hants)		\$39,476.22	\$23,033.18	\$19,738.09

Impact of Federal Tax Changes

Given the impending change in Federal tax laws, it is anticipated that this will impact council remuneration. To understand the impact of this change, the 2017 tax rates for Nova Scotia can be used to calculate the estimated impact.

Using the basic tax rates for provincial and federal income, along with the basic exemption, the net remuneration can be calculated as follows:

	Remuneration	Taxable	NS Tax	Can Tax	Net Remuneration
Warden	\$39,479.94	\$26,319.96	\$1597.93	\$2,202.74	\$35,679.27
Deputy	\$21,535.44	\$14,356.96	\$546.38	\$408.29	\$20,580.76
Councillor	\$17,946.55	\$11,964.37	\$336.07	\$49.40	\$17,561.07

The estimated impact on remuneration given the elimination of the non-taxable portion is calculated as follows:

Remuneration	NS Tax	Can Tax	Net Remuneration	Difference
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Warden	\$39,479.94	\$2,754.69	\$4,176.74	\$32,548.51	-\$3,130.76
Deputy	\$21,535.44	\$1,177.37	\$1,485.06	\$18,873.00	-\$1,707.76
Councillor	\$17,946.55	\$861.90	\$946.732	\$16,137.91	-\$1,423.16

However, these calculations make the assumption that the individual has no further income other than the Council remuneration. This is the exception, as most individuals will have other sources of income, whether through employment, self-employment, retirement income, or other sources. The marginal tax rates depend on the overall income level for the individual, and the additional taxes payable can be calculated:

Income up to	Marginal Tax Rate	Additional Taxes		
		Warden	Deputy	Councillor
\$29,590	23.79%	\$3,130.75	\$1,707.76	\$1,423.16
\$45,916	29.95%	\$3,941.41	\$2,149.95	\$1,791.66
\$59,180	35.45%	\$4,665.21	\$2,544.77	\$2,120.68
\$91,831	37.17%	\$4,891.56	\$2,668.24	\$2,223.57

Given these rates, the additional remuneration required to compensate for the additional taxes, can be calculated:

Income up to	Marginal Tax Rate	Additional Remuneration To Compensate		
		Warden	Deputy	Councillor
\$29,590	23.79%	\$4,108.06	\$2,240.86	\$1,867.42
\$45,916	29.95%	\$5,626.57	\$3,069.17	\$2,557.69
\$59,180	35.45%	\$7,227.28	\$3,942.32	\$3,285.33
\$91,831	37.17%	\$7,785.39	\$4,246.76	\$3,539.03

Mayor versus Warden System

The Municipal Government Act provides for the transition from a warden system (where a warden is chosen from among elected councillors) to a mayoral system (where the mayor is elected through popular vote). However, once this change is made, it cannot be reversed. There are pros and cons of each system, but only three of the Nova Scotia county/regional municipalities have made the change (Colchester, Kings and Lunenburg)¹.

¹ All of the regional municipalities, including Queens, use a Mayoral system.



The county/regional municipalities that have made this change are the three largest in terms of population (West Hants is ranked 8th), with populations at least 40% larger than West Hants.

There has been some discussion within West Hants on the desirability for moving to this Mayoral system. Although an analysis of the pros and cons of moving to a mayoral system is outside the scope of this project, at the request of the Municipality, consideration was given to the compensation implications of this change.

According to the Municipal Government Act, from the perspective of remuneration, if a shift was made to the Mayoral system, that determination must be made at least nine months before the next regular municipal election. The Act allows an increase in the total number of representatives by one unless the municipality initiates a prescribed process to change the number of representatives.

From the perspective of council remuneration, a change to the mayoral system that retains the current district boundaries would have the impact of adding the remuneration of one additional Councillor.

Given that the precedence for switching to a mayoral system is more prevalent among larger municipalities, the potential for a change in governance structure given the negotiations with the Town of Windsor, and that there is no evidence the current system is causing undue problems, there appears to be little incentive for West Hants to change their structure at this time.

Remuneration for Attendance

As noted above, Chairs of Council Committees are paid an extra \$100 per month in months that the Committee meets, and Councillors requested to attend events as a representative of the municipality are compensated \$50 per function.

It should be noted that the Nova Scotia Municipal Government Act only permits remuneration for council on an annual basis. Accompanying documentation published by the Government of Nova Scotia (in particular, Municipal Government Act Information Bulletin #6) clarifies that compensation related to attendance at meetings is prohibited.

The current practice of providing compensation to chairs of council committees when the committee meets, or to attend events, may not be in alignment with the Act. However, interpreting the Act is beyond the scope of this report, and further advice should be sought if the current practice is to continue.

Criteria for Future Reviews

Annual cost of living adjustments to Council remuneration is tied to the Nova Scotia CPI in West Hants, as it is in the vast majority of similar municipalities in Nova Scotia.

In order to ensure Council remuneration keeps pace with economic realities and provides fair and equitable compensation, regular on-going reviews should be held every four years.



In order to ensure non-biased based reviews of Council compensation, such reviews should be conducted in the last year of a sitting Councils mandate to allow the recommendations only to impact the next Council's compensation and not their own. With this process, no sitting Council would have influence on their personal compensation; as there is no guarantee of returning members, yet it ensures Council compensation is kept in line with future economic standing and position responsibilities.

Recommendations

Remuneration

Concerning West Hants remuneration, compensation levels are similar to comparator municipalities; however, the remuneration levels for Councillor and Deputy do lag behind those of comparator municipalities by about 10%.

It is recommended that remuneration levels for the Warden for West Hants be left unchanged.

It is recommended that the rates for Councillors and Deputy each be increased by 10%.

The new rate for a Councillor would be \$19,741.21. The new rate for the Deputy Warden would be \$23,688.98. With this increase, and with the current council configuration of 10 members, this will require an additional budgetary allocation of \$16,510.82 for the first year.

It is recommended that the current practice of increasing remuneration annually according to CPI be continued.

Additional Remuneration for Attending Committee Meetings

It was noted that the current policy of providing additional remuneration for committee chairs and representing the municipality may not be in alignment with the Municipal Government Act.

It is recommended that the practice of remunerating councillors for chairing meetings and representing the municipality be revisited, and that further advice be obtained if these policies are to be continued.

Tax-free Portion of Compensation

In 2019, it has been proposed that the federal tax policy allowing for one-third of remuneration to be provided tax-free will be eliminated. Calculation of the additional remuneration required to compensate for this change is complicated, and is dependent upon the personal circumstances of the councillor. In 2016, the median personal income for Nova Scotia was \$31,580. This can be used to determine the approximate tax bracket to be used for calculation of increased remuneration to compensate for the additional taxes.

It is recommended that remuneration for Councillors increase by \$2,557, for Deputy Warden by \$3,069, and for Warden by \$5,626 in 2019 if the expected changes to the tax deduction are implemented by the Federal government.



With this increase, and with the current council configuration of 10 members, this will require an additional budgetary allocation of \$29,151 based on current levels.

Mayor versus Warden System

The warden system currently used by West Hants does not appear to be causing inordinate difficulties in governing the Municipality. In addition, pending discussions with the Town of Windsor, there may be a need for governance changes in the relatively near future. Thus, there is no overriding need to consider a change to the mayoral system at this time.

It is recommended that West Hants continue with the Warden system at this time.

Position Descriptions

There is clearly some confusion on the exact role of the Warden and Deputy Warden and what activities are, or are not, within the scope of the roles. Written position descriptions would provide transparency and accountability for these roles for current Council members, future council members and the public. For greater clarity, a position description for a Councillor should also be created.

It is recommended that Council draft position descriptions for Warden, Deputy Warden and Councillors so there is a common understanding of the responsibilities and tasks for each role.

Criteria for Future Review

In order to ensure on-going, non-biased reviews of Council remuneration, a regular review process should be instituted.

It is recommended that Council establish an independent Council compensation review process in the last year of a Council's mandate, to review and make recommendations on the remuneration levels to be provided to the next Council.



Appendix A – Municipality Data

Municipality	Government Type	Population (2016)	Population (2011)	Population Change	Area	Density
Annapolis	County municipality	18,252	18,526	-1.5%	3,178.21	5.7/km ²
Antigonish	County municipality	14,584	14,692	-0.7%	1,450.27	10.1/km ²
Colchester	County municipality	36,091	36,624	-1.5%	3,572.49	10.1/km ²
Cumberland	County municipality	19,402	20,485	-5.3%	4,255.04	4.6/km ²
Inverness	County municipality	13,190	13,781	-4.3%	3,815.59	3.5/km ²
Kings	County municipality	47,404	47,569	-0.3%	2,094.05	22.6/km ²
Pictou	County municipality	20,692	21,278	-2.8%	2,797.25	7.4/km ²
Richmond	County municipality	8,458	8,812	-4.0%	1,243.72	6.8/km ²
Victoria	County municipality	6,552	6,597	-0.7%	2,854.01	2.3/km ²
Argyle	District	7,899	8,252	-4.3%	1,528.17	5.2/km ²
Barrington	District	6,646	6,994	-5.0%	632.35	10.5/km ²
Chester	District	10,310	10,599	-2.7%	1,122.11	9.2/km ²
Clare	District	8,018	8,319	-3.6%	852.55	9.4/km ²
Digby	District	7,107	7,463	-4.8%	1,657.33	4.3/km ²
East Hants	District	22,453	22,111	1.50%	1,786.56	12.6/km ²
Guysborough	District	4,670	4,995	-6.5%	2,116.86	2.2/km ²
Lunenburg	District	24,863	25,118	-1.0%	1,759.59	14.1/km ²
Shelburne	District	4,288	4,408	-2.7%	1,821.07	2.4/km ²
St. Mary's	District	2,233	2,354	-5.1%	1,909.47	1.2/km ²
West Hants	District	15,368	15,324	0.30%	1,244.09	12.4/km ²
Yarmouth	District	9,845	10,105	-2.6%	586.65	16.8/km ²
Queens	Regional	10,307	10,917	-5.6%	2,430.06	38.8/km ²



	Warden/Mayor	Num Reps	Average Age (2016)	Private Dwellings	Private Dwellings Occupied	Operating Revenue	Year
Annapolis	W	11	47.4	10,047	8,188	18,098,414	2018
Antigonish	W	7	42.65	7,112	6,001	14,340,000	2018
Colchester	M	12	44.2	17,814	15,246	29,184,675	2018
Cumberland	W	13	48.7	12,330	8,105	27,119,404	2018
Inverness	W	6	47.7	8,052	5,740	N/A	N/A
Kings	M	10	44.2	22,548	20,108	45,753,100	2018
Pictou	W	12	46.3	11,178	8,946	17,236,704	2015
Richmond	W	5	49.9	4,955	3,822	10,755,379	2015
Victoria	W	8	47.8	4,271	2,943	12,094,176	2016
Argyle	W	9	46	3,821	3,362	8,378,910	2017
Barrington	W	5	45.1	3,494	2,974	8,798,834	2018
Chester	W	7	48.5	6,492	4,769	24,097,423	2018
Clare	W	8	49.3	4,681	3,691	9,006,496	2018
Digby	W	5	46.7	4,048	3,264	8,458,619	2018
East Hants	W	11	41.1	9,930	9,057	29,585,343	2018
Guysborough	W	8	51.4	3,196	2,197	18,381,034	2017
Lunenburg	M	11	47.2	14,038	11,010	29,342,800	2018
Shelburne	W	7	48.3	2,635	1,971	7,665,615	2018
St. Mary's	W	7	50.3	1,667	1,042	3,132,167	2018
West Hants	W	10	43.5	7,175	6,426	14,914,564	2017
Yarmouth	W	7	45.2	4,981	4,250	12,952,213	2018
Queens	M	8	49	6,586	4,742	19,247,265	2018





Comparison of Municipal Council Remuneration

	Year	Adjustment	W/M Salary	Deputy	Councillor
Annapolis	2017	1.70%	\$ 47,363.50	\$ 27,471.07	\$ 18,945.40
Antigonish	2016	CPI for NS	\$ 39,434.00	\$ 24,478.00	\$ 20,946.00
Colchester	2013	CPI for NS	\$ 46,500.00	\$ 29,000.00	\$ 23,700.00
Cumberland	2015	CPI for NS	\$ 38,573.00	\$ 25,050.00	\$ 22,772.00
Inverness	N/A	N/A	N/A	N/A	N/A
Kings	2009	No increase	\$ 45,000.00	\$ 33,000.00	\$ 28,000.00
Pictou	2017	CPI for NS	\$ 48,511.00	\$ 23,561.00	\$ 18,021.00
Richmond	2009	0	\$ 30,000.00	\$ 20,000.00	\$ 16,000.00
Victoria	N/A	N/A	N/A	N/A	N/A
Argyle	2016	CPI for NS	\$ 31,764.00	\$ 21,706.00	\$ 19,535.00
Barrington	2014	CPI for NS	\$ 22,258.00	\$ 19,001.00	\$ 17,372.00
Chester	2017	CPI for NS	\$ 39,867.66	\$ 21,622.54	\$ 18,920.28
Clare	2015	N/A	N/A	N/A	N/A
Digby	2016	CPI for NS	\$ 32,693.00	\$ 26,211.00	\$ 21,809.00
East Hants	2016	CPI for NS	\$ 37,705.00	\$ 24,325.00	\$ 19,461.00
Guysborough	2012	CPI for NS	\$ 32,500.00	\$ 20,500.00	\$ 18,450.00
Lunenburg	2008	CPI for NS	\$ 40,960.00	\$ 28,672.00	\$ 21,489.00
Shelburne	2016	CPI for NS	\$ 25,495.30	\$ 19,701.16	\$ 16,572.10
St. Mary's	2016	N/A	\$ 17,000.00	\$ 12,000.00	\$ 12,000.00
West Hants	2016	CPI for NS	\$ 39,479.94	\$ 21,535.44	\$ 17,946.55
Yarmouth	2004	Reviewed Annually	\$ 35,978.00	\$ 24,870.00	\$ 21,417.00

Appendix B – Council Interviews

Interview Questions

1. On average, how many hours-per-month do you spend attending Council and committee meetings?
 - On average, how many hours-per-month are you spending preparing for Council and committee meetings?
 - On average, how many hours-per-month do you spend travelling to and from Council-related meetings?
 - On average, how many hours-per-month are you spending on other Council business? What does this include?
2. What non-pay benefits do Councillors currently receive? (For example: coverage for travel costs, insurance coverage, etc.)
3. How do you feel West Hants Council compensation compares to other municipalities?
4. A common practice when looking at Council compensation is to look at “comparators” - information from like municipalities. In our first look at compensation in NS, West Hants Councillors may be receiving somewhat more than their counterparts in similar municipalities. What, if anything, is different about West Hants Council roles/responsibilities that might account for this?
5. Do you think that the Warden or Deputy Warden has more responsibilities than other councillors?
6. Canada Revenue Agency has announced that in 2019, municipal leaders will no longer be able to claim 1/3 of their income as a tax-free allowance. This may reduce the net value of municipal leader compensation as it may increase the personal income tax. What, if anything, should be done to compensate councillors for the loss of net income that additional taxation may create?
7. What other benefits do you think Councillors should have or have access to?
8. Any other comments?



Appendix C – Commonality Measure

An important factor in determining council remuneration levels is through a comparison to council compensation in similar municipalities. This involves much more than simply comparing municipalities with similar populations. Every municipality is unique. Determining the degree of similarity between different municipalities can be challenging, as there are many factors involved, such as:

- size of population;
- budget;
- proximity to a larger urban centre;
- number of staff;
- breadth of services provided; and
- responsibilities.

Typically, in a remuneration study, comparative municipalities are chosen based on a mostly qualitative opinion. Analytic-OR has developed a Municipality Commonality Measure that provides a quantitative calculation of the similarity between different municipalities. This measure takes into account multiple demographic and financial aspects of the municipalities, calculating a mathematical measure balancing all factors.

While details of the calculation of the Commonality Measure are proprietary, it uses publicly available data, such as the demographic and operational data listed in Appendix A. The output is a measure of the similarity of other municipalities to a given municipality, or West Hants in this case. It is an inverse measure, meaning that the lower the number, the more commonality there is between the municipalities (thus, West Hants has a commonality of 0 with itself). From the chart below, Antigonish County is the municipality with the highest level of commonality to West Hants.

<i>Municipality</i>	Commonality Measure
<i>West Hants</i>	0
<i>Antigonish</i>	0.337694
<i>East Hants</i>	0.637163
<i>Yarmouth</i>	0.66233
<i>Pictou</i>	0.824444
<i>Lunenburg</i>	0.870279
<i>Annapolis</i>	0.876499
<i>Colchester</i>	0.876523



Municipality Commonality Measure

<i>Barrington</i>	0.899286
<i>Argyle</i>	1.032926
<i>Chester</i>	1.070177
<i>Clare</i>	1.088595
<i>Digby</i>	1.20727
<i>Richmond</i>	1.256954
<i>Victoria</i>	1.338774
<i>Shelburne</i>	1.355441
<i>Inverness</i>	1.436608
<i>Queens</i>	1.491489
<i>Cumberland</i>	1.593799
<i>Kings</i>	1.691892
<i>Guysborough</i>	1.881367
<i>St. Mary's</i>	1.92177



Current Year Amount			Mayor/Warden Remuneration	Councillors Remuneration	Number of Councillors (less the mayor/war deputy)	Average Councillor pay (not including Deputy Mayor)	Council Remuneration
101	Cape Breton Regional Municipality	2017-18	113,526	499,142	12	41,595	612,668
102	Halifax Regional Municipality	2017-18	177,000	1,384,000	16	86,500	1,561,000
103	Region of Queens Municipality	2017-18	37,610	132,358	7	18,908	169,968
104	Town of Amherst	2017-18	36,447	132,085	6	22,014	168,532
105	Town of Annapolis Royal	2017-18	10,980	22,693	4	5,673	33,673
106	Town of Antigonish	2017-18	33,621	116,861	6	19,477	150,482
107	Town of Berwick	2017-18	18,971	59,096	6	9,849	78,067
109	Town of Bridgewater	2017-18	31,850	111,930	6	18,655	143,780
111	Town of Clark's Harbour	2017-18	16,483	72,159	6	12,027	88,642
112	Town of Digby	2017-18	23,430	66,776	4	16,694	90,206
114	Town of Kentville	2017-18	37,632	129,767	6	21,628	167,399
115	Town of Lockeport	2017-18	15,500	41,585	4	10,396	57,085
116	Town of Lunenburg	2017-18	26,181	87,100	6	14,517	113,281
117	Town of Mahone Bay	2017-18	16,349	51,117	6	8,520	67,466
118	Town of Middleton	2017-18	16,000	56,499	6	9,417	72,499
119	Town of Mulgrave	2017-18	10,200	21,198	4	5,300	31,398
120	Town of New Glasgow	2017-18	30,351	116,978	6	19,496	147,329
121	Town of Oxford	2017-18	9,416	24,531	6	4,089	33,947
123	Town of Pictou	2017-18	20,740	47,620	4	11,905	68,360
124	Town of Port Hawkesbury	2017-18	28,130	60,615	4	15,154	88,745
125	Town of Shelburne	2017-18	19,866	49,404	4	12,351	69,270
127	Town of Stellarton	2017-18	20,343	58,992	4	14,748	79,335
128	Town of Stewiacke	2017-18	11,642	47,879	6	7,980	59,521
129	Town of Trenton	2017-18	15,929	33,852	4	8,463	49,781
130	Town of Truro	2017-18	39,480	139,592	6	23,265	179,072
131	Town of Westville	2017-18	13,005	40,332	4	10,083	53,337
132	Town of Windsor	2017-18	27,389	66,918	4	16,730	94,307
133	Town of Wolfville	2017-18	32,756	109,661	6	18,277	142,417
134	Town of Yarmouth	2017-18	45,141	147,120	6	24,520	192,261
135	Municipality of the County of Annapolis	2017-18	56,690	292,752	10	29,275	349,442
136	Municipality of the County of Antigonish	2017-18	37,707	197,710	9	21,968	235,417
137	Municipality of the District of Argyle	2017-18	31,764	158,452	8	19,807	190,216
138	Municipality of the District of Barrington	2017-18	23,251	73,930	4	18,483	97,181
139	Municipality of the District of Chester	2017-18	39,868	113,964	6	18,994	153,832
140	Municipality of the District of Clare	2017-18	30,613	139,594	5	27,919	170,207
141	Municipality of the County of Colchester	2017-18	48,514	271,062	11	24,642	319,576
142	Municipality of the County of Cumberland	2017-18	39,036	278,846	12	23,237	317,882
143	Municipality of the District of Digby	2017-18	33,085	92,737	4	23,184	125,822
144	Municipality of the District of Guysborough	2017-18	39,286	156,492	7	22,356	195,778
145	Municipality of the District of East Hants	2017-18	39,069	210,884	10	21,088	249,953
146	Municipality of the District of West Hants	2017-18	39,954	171,139	9	19,015	211,093
147	Municipality of the County of Inverness	2017-18	48,042	166,145	5	33,229	214,187
148	Municipality of the County of Kings	2017-18	50,100	288,100	9	32,011	338,200
149	Municipality of the District of Lunenburg	2017-18	46,968	254,648	10	25,465	301,616
150	Municipality of the County of Pictou	2017-18	49,530	208,051	11	18,914	257,581
151	Municipality of the County of Richmond	2017-18	40,667	92,183	4	23,046	132,850
152	Municipality of the District of Shelburne	2017-18	24,734	99,574	6	16,596	124,308
153	Municipality of the District of St. Mary's	2017-18	20,230	79,797	6	13,300	100,027
154	Municipality of the County of Victoria	2017-18	37,916	147,794	7	21,113	185,710
155	Municipality of the District of Yarmouth	2017-18	36,895	135,314	6	22,552	172,209

**SALARY DATA
For Elected Officials**

APPENDIX 1

	Pop ⁽²⁾	CURRENT SALARIES			REVISED SALARIES IF GROSSED UP		
		Mayor/Warden	Deputy	Councillors	Mayor/Warden	Deputy	Councillors
Rural Municipalities							
Kings ⁽¹⁾	61,061	58,766	43,394	36,316	58,766	43,394	36,316
Colchester	51,465	45,500	29,000	23,700	53,667	34,205	27,954
Pictou ⁽¹⁾	44,825	57,923	26,745	22,476	57,923	26,745	22,476
Cumberland	30,118	39,465	25,629	23,298	46,548	30,229	27,480
Lunenburg	24,860	47,860	33,501	25,109	56,450	39,514	29,616
East Hants ⁽¹⁾	22,453	43,978	27,501	22,002	43,978	27,501	22,002
Antigonish	19,544	42,225	25,909	22,053	49,804	30,559	26,011
Inverness	17,012	45,564	33,763	29,683	53,742	39,823	35,011
West Hants	15,368	40,393	23,950	19,958	47,643	28,249	23,540
Shelburne	14,046	25,322	19,567	16,458	29,867	23,079	19,412
Queens	10,469	41,730	21,668	20,865	49,220	25,557	24,610
Yarmouth	9,845	37,300	25,784	22,203	43,995	30,412	26,188
Argyle	7,899	31,764	21,706	19,535	37,465	25,602	23,041
Guysborough ⁽¹⁾	7,337	39,726	25,822	22,070	39,726	25,822	22,070
Barrington	7,331	23,765	20,290	18,550	28,031	23,932	21,879
Victoria	6,672	37,916	22,440	20,892	44,721	26,468	24,642
AVERAGE		41,200	26,667	22,823	46,347	30,068	25,766
Towns							
Truro	12,260	41,038	26,645	23,691	48,404	31,427	27,943
New Glasgow	9,075	30,351	20,867	19,222	35,799	24,612	22,672
Yarmouth	6,518	39,372	27,791	23,160	46,439	32,779	27,317
Pictou	3,186	20,740	12,490	11,710	24,463	14,732	13,812
Lunenburg	2,263	26,181	20,943	13,962	30,880	24,702	16,468
AVERAGE		31,536	21,747	18,349	37,197	25,651	21,642

(1) The Municipalities of Kings, Pictou, East Hants and Guysborough do not provide a tax-free amount currently.

Therefore the 'grossed up' numbers will not differ from current salaries.

(2) Population data obtained from "Nova Scotia Population Estimate By County - July 1, 2017" prepared by NS Department of Finance and Treasury Board



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

RECOMMENDATION REPORT

To: Members of the Co-ordinating Committee

Submitted by: _____
Mark Phillips, Chief Administrative Officer

Date: October 28, 2019

Subject: West Hants Surplus Sale

Origin:

Annual surplus sale as per the West Hants Administration Disposal of Surplus Goods and Materials Policy, ADGE-014.00.

Legislative Authority:

Municipal Government Act, Part II Administration, Council and Chief Administrative Officer relationship 30 (1)

Region of Windsor and West Hants Municipality Act, 12 (c)

Recommendation:

It is recommended that:

...the Co-ordinating Committee approve the items listed in the October 28, 2019 West Hants Surplus Sale report to be disposed of as per the West Hants Administrative Disposal of Surplus Goods and Materials Policy, ADGE-014.00

Background:

West Hants Administrative policy, Disposal of Surplus Goods and Materials Policy (ADGE-014.00), outlines the methods by which the Municipality of West Hants is to dispose of surplus goods and materials.

Discussion:

A list of surplus items was identified by each West Hants department and circulated to determine what items can be used by other departments. Any remaining items were identified for the disposal via auction. Items to be auctioned include things such as vehicles, a tractor, and a woodchipper. Office and administration furniture were also identified. The auction items are held at the Public Works compound in Hantsport. As per Section 4 of the Policy, non-profit organizations are given first opportunity to take these items. This will take place on Thursday, November 7, 2019 between 10:00-11:00 AM. The general public auction will be able to bid and purchase any remaining items between 11:00-12:00 PM on the same day.

The following items are slated for auction:

1. 2003 Ford Truck - parts only - starting \$300
2. 2010 Dodge Caravan – starting at \$500
3. 52” Toro Z Turn Lawn Tractor – parts only, no motor - starting \$100
4. 3” woodchipper with a 3-point hitch – starting at \$200
5. Black fabric, adjustable office chair on wheels – starting at \$5
6. 2 X 4-drawer filing cabinets – starting at \$10 each
7. 1 drafting arm – starting at \$1

Financial Implications:

It is anticipated that the funds generated from the auction will be between \$2000-\$3000. The money generated will be placed into general revenues. There are no items coming from the community of Hantsport. As a result, none of the funds are required to be placed into the Hantsport reserve fund as per UARB order M06209.

Attachments:

- Disposal of Surplus Goods and Material Policy ADGE-014.00
-

Report Prepared by: _____
Martin Laycock, Chief Administration Officer

Report Reviewed by: _____
Rhonda Brown, Municipal Clerk



MUNICIPALITY OF THE DISTRICT OF WEST HANTS
Disposal of Surplus Goods and Materials Policy

1. Purpose

To establish a process to determine the continued usability of West Hants assets; and to declare and divest the Municipality of assets in an orderly and transparent manner.

2. Definitions

In this Policy:

- a) "Appraisal" – a written estimate of current market value conducted by an independent, accredited appraiser;
- b) "Asset" – includes
 - i) Tangible capital assets as defined and applied within the municipal context such as vehicles or infrastructure; and
 - ii) Goods and Materials;
- c) "Goods and Materials" – includes, but is not limited to, furniture, office equipment, vehicles and Information Technology ("IT") equipment;
- d) "IT equipment" – includes, but is not limited to
 - i) desktop computers,
 - ii) laptop computers,
 - iii) monitors,
 - iv) keyboard/mouse,
 - v) scanners,
 - vi) digital projectors,
 - vii) external storage devices,
 - viii) printers or plotters,
 - ix) photocopiers,
 - x) iPads or tablet devices;
- e) "Municipality" – to the Municipality of the District of West Hants;
- f) "Obsolete" – materials, goods and equipment no longer usable in the service for which they were purchased and cannot be used safely or economically for any other purpose;
- g) "Surplus" – goods, materials, vehicles and equipment that are no longer required by a department.

3. Declaration of Surplus Status

- a) In all instances the Chief Administrative Officer will ensure that the disposal of Municipal assets is appropriately documented and that such records are maintained as per the Municipality's Records Management Policy.
- b) The Chief Administrative Officer will work with departments identify which materials and goods are surplus and/or obsolete to Municipal requirements.



4. Information Technology Equipment

It is the intention of the Municipality to dispose of surplus IT equipment in an environmentally friendly manner which may include transferring ownership or disposing of the item in keeping with Provincial regulation.

a) Disposal Criteria:

IT equipment is considered surplus when it no longer supports a need of the Municipality as determined by the IT department.

b) Disposal Procedure:

IT equipment which has been declared surplus will be disposed of in the following manner:

- Laptop and Desktop computers will have all memory erased and hard drives removed. First right of refusal shall be given to Computers for Schools Nova Scotia program. If refused, the equipment will be deemed obsolete and will be sent to local Atlantic Canada Electronics Stewardship depot for environmentally friendly disposal;
- Cell Phones and Smartphones deemed obsolete will have all memory cleared and be returned to the vendor for environmentally friendly responsible disposal;
- iPad (or tablet devices) will have all memory erased. The Annapolis Valley Regional Library Board will be given first right of refusal. If refused, it will be offered to the Computers for Schools Nova Scotia. If both refuse the equipment will be deemed obsolete and sent to the local Atlantic Canada Electronics Stewardship depot for environmentally friendly disposal.
- First right of refusal will be given to Computers for Schools Nova Scotia Program for all other equipment. If refused the equipment will be deemed obsolete and sent to local Atlantic Canada Electronics Stewardship depot for environmentally friendly disposal.

c) Record Responsibility

The Chief Administrative Officer, or designate, will be responsible for making contact with AVRLB and/or CFS-NS, the transferring of surplus assets and the preparation and retention of records of disposal of IT equipment.

5. Surplus Goods, other than IT Equipment

The process to identify and dispose of surplus goods will be:



1. A record (list) of surplus and/or obsolete goods and materials of a department will be prepared annually and signed off by each department's director. A copy of each surplus list will be circulated to all Municipal departments which will either request transfer of the asset for internal use or confirm there is no departmental requirement for the asset.
2. Once all departments have signed off on the surplus list(s), the final list will be filed with the Chief Administrative Officer who will review and confirm surplus/obsolete status.
3. Surplus/obsolete goods will be gathered and stored in secure and weather appropriate locations until final disposal.
4. Surplus goods will be offered on a first come, first served basis to non-profit organizations through the posting of an expression of interest on the Municipality's website and the filing of a formal request by the non-profit which is described in (e), below.
5. The non-profit organization must submit a written request to the Chief Administrative Officer to acquire the surplus good(s). The organization will provide their name, contact information, current proof of registration as a non-profit organization if registered with the Registry of Joint Stocks, brief summary of organization's mandate and the item(s) being requested. The non-profit should clearly describe the goods or materials being sought and the purpose to which the goods or materials will be used to support their operation.

Non-profit organizations may be recognized as a not-for profit organization without registering with the Registry of Joint Stocks. Determination is based on nature of activities, length of time in operation and how they are funded.

The Chief Administrative Officer, or designate, will make the final determination on the applicability of the organization and value of the surplus assets released.

6. Goods not disposed of through the non-profit organization expression of interest process will be sent to public auction.
7. Obsolete goods will be disposed following Provincial solid waste guidelines.

6. Annual Reporting

- a) The Chief Administrative Officer will report to Council, on an annual basis, of goods and materials declared surplus or obsolete over the preceding fiscal year. The following information will be included in the information report:
 - Description of asset
 - Method of disposal
 - Date of disposal



POLICY

ADGE-014.00

- If disposal involves a non-profit organization, name of receiving organization.

Approved By: _____
 Martin Laycock, MBA, CPA, CMA
 Chief Administrative Officer

Adoption	
Notice to Council:	Not applicable
Approval:	July 23, 2015
Description: Initial approval of the Disposal of Surplus Good and Material Policy, identified as ADMIN-02-003.	
1st Amendment	
Notice to Council:	Not applicable
Approval:	August 21, 2018
Description: Revised and reformatted for clarification and grammar. Removed the limits on life of IT equipment, removed the limit of \$1000 of asset value to a non-profit organization and provided a policy number of ADGE-014.00.	



WEST HANTS
NOVA SCOTIA

October 15, 2019

Co-ordinating Committee
Region of Windsor and West Hants Municipality

RE: West Hants Alternate on the Co-ordinating Committee

Dear Co-ordinating Committee,

At the West Hants Council meeting on October 8, 2019, Council accepted the resignation of Councillor Jennifer Daniels as our alternate representative on the Co-ordinating Committee. Councillor Rupert Jannasch was nominated to the position who we trust will be a valued addition the Co-ordinating Committee.

Sincerely,

Abraham Zebian
Warden, Municipality of the District of West Hants