



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

Meeting Agenda

Monday, 01 April 2019 – 6:00 p.m.

Windsor Town Council Chambers, 100 King Street



1. **CALL TO ORDER**
2. **APPROVAL OF AGENDA** – Additions and/or Deletions
3. **IN-CAMERA** (typically #11 on the agenda but moved ahead) – Contract Matter

Regular Meeting Re-convenes:

4. **APPROVAL OF MINUTES** – Meeting of March 18, 2019
5. **DELEGATIONS / PRESENTATIONS (if any)**
6. **BUSINESS ARISING FROM PREVIOUS MINUTES (if any)**
 - (a) **Workplan 2019-2020** (attached)
 - (b) **Governance Review**
 - (c) **Start up meetings – Approved RFP proponents**
 - (d) **Funding Agreement Update & Insurance** (attached)
 - (e) **Project Administrator – Update**
 - (f) **Pension Plans – Review of merger (verbal update)**
7. **NEW BUSINESS**
 - (a) ****Joint Council (following immediately after at 7:00pm per Stantec's request / deliverable)**
8. **STAFF REPORTS**
 - (a) **RFP Asset Registry and Asset Roadmap** (attached)
9. **BILL 55, SECTION 12 ITEMS**
10. **ADDITIONS TO THE AGENDA**
11. **IN-CAMERA (moved to # 3)**
12. **NEXT CO-ORDINATING COMMITTEE MEETING DATE(S) & ADJOURNMENT**

NOTE: Two informational items attached to the agenda package (not for consideration during the meeting; just info). (1) Consolidation Fact Sheet; and (2) April 2019 Newsletter

**** 7:00pm JOINT COUNCIL MEETING ON STANTEC UPDATE TO BOTH COUNCILS**



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

Meeting Minutes

Monday, March 18, 2019 – 6:00 –9:31 p.m.

West Hants Chambers, 76 Morison Drive, 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

Staff/Alternate Committee Members

Louis Coutinho	CAO, Town of Windsor
John Bregante	Councillor/Alternate Co-ordinating Committee Member, Town of Windsor
Jennifer Daniels	Councillor/Alternate Co-ordinating Committee Member, Municipality of the District of West Hants
Carlee Rochon	Director of Finance, Municipality of the District of West Hants
Rhonda Brown	Municipal Clerk, Municipality of the District of West Hants
Julie Woodman	Administrative Assistant, Municipality of the District of West Hants
Shannon Bennett	Department of Municipal Affairs
Ron Dauphinee	Department of Municipal Affairs

Regrets

Paul Morton, Councillor Municipality of the District of West Hants
Martin Laycock, CAO Municipality of the District of West Hants

Gallery

Colin Chisholm	Reporter, Valley Journal Advertiser
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- 1. CALL TO ORDER** – Co-ordinator Latimer called the meeting to order at 6:00 pm. He announced the meeting was on Facebook Live.
- 2. APPROVAL OF AGENDA** – Additions and/or Deletions
9 – Rural Representative Committee Update
7 (e) Moved to in camera session.

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

- 3. APPROVAL OF MINUTES** – February 25th, 2019

MOVED/SECONDED THAT THE FEBRUARY 25, 2019 MEETING MINUTES BE APPROVED AS CIRCULATED. MOTION CARRIED

4. DELEGATIONS / PRESENTATIONS (if any)

(a) Dr. Jamie Baxter

Dr. Baxter gave highlights of the report that he submitted in February. He explained any choices or decisions made around polling districts and Council size need objectives to achieve and he offered the report reflects the rationales he concluded after reviewing material on regional consolidation. He confirmed in Nova Scotia there has been a lot of work and studies done on amalgamation and consolidation. He suggested that he summarized the key rationales for regional consolidation and structural reform. He explained that he looked at the legislative framework and noted that in Bill 55 there is a mandate for the board to make the decision on polling districts and Council size but not specific guidance on how the board will make that determination. He suggested that Council can look at these factors as a good starting point but cautioned at the same time these factors only give so much guidance on the full analytical framework that the board is likely to undertake based on past cases.

He explained the first step is to decide the two-council sizes and once this is determined move on to the question of polling districts. He suggested the elements that should be considered; are desired style of council, governance structure, and effective and efficient size. He noted the board regarding polling districts will be concerned with voting power and variation it sees as acceptable. He advised the board will show some flexibility to communities showing interest. He suggested that structure does matter, however from studying all areas of government he noted there have been some important studies such as national reform in political and decision-making structure.

Councillor Daniels suggested looking at the dates when many of the studies were completed as there has been a change in technology which affects how information is given and received. She suggested it also changed how councillors represent their communities and felt it is due to accessibility and she didn't know whether it was even economically driven anymore because a lot of people have access to technology for that purpose. She indicated that she gets frustrated she can't be a good democratic representative for her residents as it boils down to bureaucracy and added that it is, so policy driven. She asked if there was any current literature that looks at the aspect of changing times and technology. Dr. Baxter responded the scope of his review was defined to questions of polling districts and council size but suggested there is broader literature that relates to effective representation. He agreed with Councillor Daniels that it is a very important consideration.

Councillor Daniels offered that she felt Dr. Baxter's report was a great piece of literature for other areas to reference. Warden Zebian asked if the board prefers a mingling of communities rather than keeping them separate. Dr. Baxter offered it was a unique consideration when moving forward with consolidation. Warden Zebian suggested that this is a unique case where West Hants has already gone through a dissolution and is now moving towards consolidation, he asked if this has happened before and whether there is a precedence. Dr. Baxter responded that with Cape Breton the board was more willing to engage in the remapping or redrawing after the consolidation had been around for some time.

Deputy Mayor Murley stated she would like to know more about communities of interest and when they are created how things such as taxes, services, fire protection would serve to affect the structure of a regional municipality going forward. Dr. Baxter agreed that there should be more clarity in trying to predict the board's approach to community interest. He suggested his findings provide guidance and factors how the board might address the balance with community interest. Deputy Mayor Murley suggested at this point there is a lot of concern around this.

The presentation adjourned at 6:55 pm.

5. BUSINESS ARISING FROM PREVIOUS MINUTES

(a) Workplan Update

Co-ordinator Latimer reported that the work plan and schedule is working well and confirmed he continues to meet with the CAO's and representatives from Department of Municipal Affairs on a weekly basis. He suggested they have made progress with the workplan and schedule and advised he is committed to bringing it back to the committee before the end of March. He noted that he reviews his own scope for his position to provide leadership and work with the committee to ensure everything is getting done that is required to have a successful project. He advised the scope talked about developing a workplan for the committee which includes co-ordination and submission of an application to NSUARB. He reported this is for new electoral district boundaries and noted that dates have been reserved in June for a hearing and a decision on size and districts, public engagement strategy and internal/external communications strategy. He advised the committee will decide on a company to move this process along. He noted another item is the organization study to determine the optimal structure for the new municipality, a plan to merge pension and benefits for employees, he added the committee will review the report on HR analysis and choose a firm that can provide leadership and guidance on bringing the two work forces together.

He advised there will be framework of consolidation of the policies and by-laws of the two units and confirmed the CAO's and staff have begun determining how to move forward on this. He advised the CAO's have made great progress on a technical plan for the hardware and software which they will bring to the committee. He confirmed the co-ordinator will have signing authority for the co-ordinating committee budget and will be responsible for financial reporting to the Department of Municipal Affairs and the Transition Committee.

(b) Governance Review

Co-ordinator Latimer referred to a memorandum included in the agenda package prepared by Mr. Heseltine regarding consultations on polling districts which concluded in Windsor last Thursday evening. He noted the memorandum updates where Stantec is at this time, and the items that still need to be considered.

Co-ordinator Latimer reported there was a second memorandum received today which was a supplementary document to the agenda this evening. He advised it indicates there were some peculiar responses to the online survey which Mr. Heseltine had identified. He added the memorandum also addresses Mr. Heseltine's interest in making himself available to meet with councillors individually from both units to listen to their thoughts or input about size and proposed polling districts. He offered that Mr. Heseltine indicated he is available to meet later this week or the first week of April. Mayor Allen expressed that this week would be difficult for the Town's councillors to meet. Warden Zebian suggested that this week would be better for West Hants as budget deliberations are scheduled for next week. It was agreed to attempt to have councillors do the meetings this week or the first few days of April. The CAO's were directed to contact the councillors to plan to meet with Mr. Heseltine.

(c) Communications Interim Support – Update

CAO Coutinho reported that we had retained PR Hive for an interim consultant for a 6-week term. He noted that Ms. McIsaac conducted an audit on the Stronger Region website and recommended some improvements and offered that most of the changes have been completed. He indicated that she provided guidelines for responding to social media, updated FAQ for the website, and is in the process of completing the newsletter which will be sent to Co-ordinator Latimer by the end of the week to review and approve for release. He advised the newsletter provides the community an update of everything that has taken place to date. He anticipated it will go to print next week and advised tonight's decisions will be reported in the newsletter. He stated that Ms. McIsaac also prepared a fact sheet on consolidation and has been meeting with the co-ordinator on a weekly basis.

(d) Project Administrator – Update

CAO Coutinho introduced Donna Jones who was hired as the Project Administrator and has recently retired from the Department of Municipal Affairs. He noted at the next meeting additional information will be provided so the committee understands Ms. Jone’s role to support the important work of the committee.

6. NEW BUSINESS

(a) NSFM Spring Workshop

It was reported that the committee has an opportunity to share its story at the NSFM Spring Workshop and to provide information on the work that has been done with the consolidation process. Co-ordinator Latimer suggested it is a good opportunity to talk about why the two units decided to go down this road. He confirmed this is scheduled for May 9th in Truro. Mayor Allen commented that peers across the province are very interested and that this is a very important message to get out.

7. STAFF REPORTS

(a) HR Analysis RFP

CAO Coutinho reported on January 8 the committee issued a Request for Proposal for a Human Resources Analysis and Interim Human Resource Support Services. He suggested the scope of the RFP was significant and included several deliverables and services. He noted that there will be a comparison of both units Human Resource policies. He confirmed that six proponents submitted, and that there was a technical and financial component that was required. He indicated the committee who reviewed the RFP’s were Shannon Bennett DMA, and the two CAO’s and that overall Gerald Walsh was the successful proponent. He cautioned that the budget would not cover both components. He suggested that the CAO’s will work with the committee to determine how to move forward with the second part of the submission. He noted the next step would be to meet with the consultants to establish a workplan.

MOVED and SECONDED that the Co-ordinating Committee award RFP#CCWWHMUN19-01 to Gerald Walsh and Associates Inc. in the amount of \$118, 125 plus net HST for the Human Resources Analysis portion of the RFP only at this time.

Motion Carried.

Mayor Allen asked if there was room in the budget to spend the extra on the second component. CAO Coutinho suggested the overall budget is tight but offered that the province could be approached to see if there is an opportunity to assist or the committee would consider other options.

Councillor Daniels asked if the units are covered by insurance regarding RFPs if something were to go wrong. CAO Coutinho confirmed that all employees of both units are covered for errors and omissions through the existing insurance policy. He confirmed that they have asked for this in writing as confirmation was given verbally from the insurance company. Co-ordinator Latimer reminded that the committee is a corporate legal entity that is separate from both units and offered that Councillor Daniels question was important and confirmed that everyone is mindful of the concerns.

(b) Executive Search RFP

Co-ordinator Latimer reported an RFP was issued in January and closed on February 21 and proposals were submitted to him directly. He confirmed that four proponents responded, and the submissions were reviewed and evaluated.

MOVED and SECONDED that the Co-ordinating Committee approve the selection of Organizational Consulting Limited (OCL) as the recruitment search company to find an ideal candidate as CAO for the new regional municipality.

MOVED and SECONDED that the motion be amended to include the total estimated amount excluding HST is \$25,010 for full service.

Motion Carried.

Co-ordinator Latimer advised he will reach out to the successful component tomorrow.

(c) Communication RFP

CAO Coutinho reported an RFP for Communication Services was issued in January. He suggested the primary goal of this RFP is to get citizens engaged from both units. He noted that most of the proponents provided a price for the cost of the project and separated such things as print materials, brochures, etc. He noted there is an additional cost of \$50,000 for these separate items. He confirmed that only one proponent met the technical criteria. He stated if the committee is agreeable to hiring the proponent a work plan will need to be established with the consultant and exploration on the public engagement process is required. He advised that they also need to discuss the expenditures on the \$50,000.

MOVED and SECONDED that the Co-ordination Committee approve the selection of Prime Creative as the successful proponent with a bid of \$30,950 for the provision of communication services subject to determining satisfactory execution costs with the proponent for this project.

Motion Carried.

(e) Municipal Election

CAO Coutinho advised that Rhonda Brown and Shelleena Thornton prepared this report which he reviewed. He explained that the Municipality of the District of West Hants Municipal Elections has solely used the traditional paper ballot as a means of voting in all their former municipal elections. He advised that the Town of Windsor has used Alternative Voting methods (internet and telephone) as the primary means for electors to cast their ballot in all municipal elections.

R. Brown advised that she and S. Thornton decided the paper ballots would be the best option at this time due to not having reliable internet services throughout the county. She suggested that it would be difficult to have e-voting just in certain areas and wouldn't create a full unity if there are those division lines. She offered there is going to be confusion with the electors because the boundary lines are going to change. She explained there will be a significant number of workers required for paper ballot voting and offered there will be two advanced polling days and one ordinary poll. She envisioned in each district there will be one polling location on a day but two polling stations at that location. She noted that there would be advertisement on the website, Facebook and in the newspaper and radio for poll workers.

MOVED and SECONDED that the Co-ordinating Committee approve voting by paper ballot only for the Region of Windsor and West Hants Municipality's 2020 Municipal Election for all Advance Poll Days and Ordinary Polling Day.

Motion Carried.

(f) Transition Funding Agreement (this was moved to the in camera session)

(g) Management of Transition Finances

C. Rochon reported this is to authorize the Municipality of the District of West Hants to provide all the financial services for the Co-ordination Committee. She indicated in order to proceed the committee is required to adopt the Municipality's current policies and practices of management and reporting the transition funds provided by the province. She offered that West Hants has already done this successfully for

Region 6 for the past 20 years. Mayor Allen indicated that she had no concerns with West Hants managing the funds, and that the West Hants policies were strong. Councillor Daniels expressed concern if West Hants has enough staff that it won't interfere with their day to day business. C. Rochon expressed that she didn't anticipate that it would be a burden on staff.

MOVED and SECONDED that the Co-ordinating Committee authorize the Municipality of the District of West Hants to provide all financial services and agrees to adopt all Municipality of the District of West Hants financial policies and practices for the management and reporting of the transition funds provided by the Province.

Motion Carried.

Co-Ordinator Latimer suggested if costs are incurred by either unit for obtaining assistance with this process that the committee should be consider covering those costs.

(h) Region of Windsor and West Hants Municipality 2019-2020 Budget

C. Rochon reported that she has worked with the Town and Co-ordinator and that a budget has been prepared for 2019-2020 based on the funding that will be received from the province for consolidation. She advised that the committee must approve the budget before the funds can be transferred.

MOVED and SECONDED that the Co-ordinating Committee approve the 2019-2020 budget as presented on March 18, 2019 for anticipated expenses.

Motion Carried.

8. BILL 55, SECTION 12 ITEMS (no items at this time)

9. ADDITIONS TO THE AGENDA

Rural Representative Committee

Councillor Daniels advised that she wanted to provide a brief update from the meeting on March 13th. She stated the committee reviewed the Terms of Reference and clarifications and amendments will be approved at the next meeting on April 3rd. She advised the members expressed concern that the committee is effective during the consolidation process, and that they want to be part of the working process. She advised they want to be heard and could help find solutions. She confirmed they also want to ensure there is communication with the Co-ordination Committee. Deputy Mayor Murley called point of order and noted this was discussed at the last meeting and it was determined by CAO Laycock in referencing Bill 55 that any recommendations or updates coming from the Rural Representation Committee would need to go through West Hants Council and then to the Co-ordinating Committee.

Councillor Daniels offered there was no need to call Point of Order because she was going to say that it was recognized it would first go to West Hants Council. She expressed concern if there is going to be consolidation with the communities through other means the effectiveness of the rural committee.

She stated the committee would also like a copy of the workplan so they have an idea of potential topics that will be coming forward. Co-ordinator Latimer suggested once the communications is hired and the committee is clear on what their workplan looks like going forward an update can be given on what community engagement can and should look like for the wider area and hoped at the point the Rural Representation Committee would see opportunity to find a way to get more involved and ensure their voices are heard.

Warden Zebian thanked Councillor Daniels for her update and suggested the committee is very important and reminded that nearly 85% of rural residents make up the entire municipality and agreed their voices should be heard.

10. IN CAMERA SESSION

**MOVED AND SECONDED TO MOVE IN CAMERA.
MOTION Carried.**

MOVED in camera at 8:35 pm.

MOVED SECONDED TO COME OUT OF CAMERA AT 9:30 pm.

NEXT CO-ORDINATING COMMITTEE MEETING DATE(S) & ADJOURNMENT The next meeting is scheduled for April 1, 2019 at 6:00 pm.

**MOVED/SECONDED THAT AT 9:31 PM, THE MEETING BE ADJOURNED. MOTION
CARRIED**

Chair

Municipal Clerk

FUNDING AGREEMENT

THIS FUNDING AGREEMENT made this _____ day of March, 2019.

BETWEEN:

HER MAJESTY THE QUEEN, in right of the Province of Nova Scotia, as represented by the Minister of the Department of Municipal Affairs (hereinafter referred to as the “Province”);

and

The Co-ordinating Committee for the consolidation of the Municipality of the District of West Hants and the Town of Windsor as established by section 5 of the *Region of Windsor and West Hants Municipality Act* (hereinafter referred to as the “Co-ordinating Committee”).

WHEREAS the Councils for the Municipality of the District of West Hants (hereinafter referred to as “West Hants”) and the Town of Windsor (hereinafter referred to as “Windsor”) passed resolutions asking the Province to assist them in consolidating their two municipalities into one regional municipality;

AND WHEREAS the Province is supportive of municipal governments that demonstrate leadership for long-term, transformational change, restructuring their governance arrangements to improve efficiency and effectiveness;

AND WHEREAS on October 11, 2018, the *Region of Windsor and West Hants Municipality Act* was proclaimed in effect by the Lieutenant Governor of Nova Scotia, the Honourable Arthur J LeBlanc;

AND WHEREAS the *Region of Windsor and West Hants Municipality Act* incorporates West Hants and Windsor into one regional municipality (hereinafter referred to as the “Regional Municipality”) effective April 1, 2020;

AND WHEREAS it is in the best interests of the Province as a whole, the citizens of West Hants, and the citizens of Windsor to consolidate West Hants and Windsor into a single regional government, the Province has agreed to contribute to the costs associated with consolidation;

NOW THEREFORE in consideration of the mutual covenants and agreements contained in this Funding Agreement, the Parties agree as follows:

1.0 FUNDING ASSISTANCE

1.1 The Province will provide funding as follows:

- (a) Equalization and Town Foundation Grant funding shall be paid to the Regional Municipality over a period of five (5) fiscal years (i.e., April 1, 2020 to March 31, 2025, inclusive). The amount of Equalization funding to be paid to the Regional Municipality shall be no less than the amount received by Windsor in the 2019/20 fiscal year (The Town of Windsor total Equalization and Town Foundation Grant funding received in 2019/20: \$430,403). The total amount to be paid over the next five (5) fiscal year period shall not be less than \$2,152,015 to be paid in amounts as follows: (2020-21) - \$430,403; (2021-22) - \$430,403; (2022-23) - \$430,403; (2023-24) - \$430,403; and (2024-25) - \$430,403. At the expiry of this period, the Equalization allocation for the Regional Municipality will revert to the applicable provincial formula in effect at that time.
- (b) Funding for post-consolidation expenses will be determined at a later date at the discretion of the Province based on supporting information presented by the Co-ordinating Committee and/or Regional Municipality.
- (c) The Province will provide up to \$1,500,000 in pre-consolidation funding to cover costs associated with transition. Such costs include, but are not limited to, communications support, legal services, human resources support, boundary reviews and studies, elections, and such other activities necessary to establish the Regional Municipality.

1.2 The Co-ordinating Committee shall provide a budget to the Province for approval by the Minister of Municipal Affairs (hereinafter referred to as the “Minister”) before any funding will be expensed under this Agreement.

2.0 OTHER ASSISTANCE

2.1 The Province will work cooperatively with the Co-ordinating Committee and/or Regional Municipality to identify funding sources and programs that will assist the Regional Municipality with future program and infrastructure costs as the need arises and upon request of the Co-ordinating Committee and/or Regional Municipality.

3.0 REPORTING REQUIREMENTS

3.1 The Co-ordinating Committee will provide the following:

- (a) An overall budget detailing the manner in which funds disbursed pursuant to this Funding Agreement will be expended by the Co-ordinating Committee.
- (b) On a quarterly basis from the effective date of this Funding Agreement to April 1, 2020, a quarterly forecast update including supporting invoices, detailing the manner in which pre-consolidation funds disbursed pursuant to this Funding Agreement have been expended by the Co-ordinating Committee. This forecast shall be made in a form mandated by the Province.

(c) Electronic copies of any and all of the following documents relating to expenditures made from funding disbursed pursuant to this Funding Agreement:

- i. Requests for Proposals
- ii. Applicants' submissions to Request for Proposals
- iii. Monthly account reconciliations
- iv. Any other records or reports relating to funding provided pursuant to this Funding Agreement as requested by the Province

3.2 The Co-ordinating Committee will provide any records and reports requested by the Province pursuant to this Funding Agreement at the Province's request, and within thirty (30) days of any such request.

4.0 FISCAL AUDITING

4.1 The Co-ordinating Committee shall, at its own cost, conduct an audit with respect to the use of the funding received for the purposes of this Funding Agreement. A copy of this audit shall be provided to the Province immediately upon completion.

4.2 The Co-ordinating Committee will provide, upon request and in a timely manner, to the Province or anyone acting on behalf of the Province:

(a) All books, accounts, and financial records held by the Co-ordinating Committee, or by third parties performing accounting and/or financial management services for the Co-ordinating Committee, relating to this Funding Agreement and the use of funding pursuant to this Funding Agreement.

(b) Such further information and/or clarification that the Province or anyone acting on behalf of the Province may request relating to this Funding Agreement or the use of funds pursuant to this Funding Agreement.

4.3 The Co-ordinating Committee shall, at all times, ensure that third parties are obligated to provide to the Province or its authorized representative the books, accounts, records, and other information that are in the third party's possession and that relate to this Funding Agreement or the use of funds pursuant to this Funding Agreement.

5.0 RESPONSIBILITIES OF THE CO-ORDINATING COMMITTEE

5.1 The Co-ordinating Committee will:

(a) Work expediently and in good faith with the Province to implement the *Region of Windsor and West Hants Municipality Act* and the orderly consolidation of West Hants and Windsor.

(b) Cooperate with the Province to ensure that the best interests of both the citizens of West Hants and Windsor are given equal and serious consideration in the delivery of municipal services.

5.2 The Co-ordinating Committee will expend the funding disbursed pursuant to this Funding Agreement directly and solely for the purposes outlined in this Funding Agreement or as approved by the Minister in writing, and may not use such funding for any other expenses, expenditures, or purpose whatsoever.

5.3 The Co-ordinating Committee will follow appropriate procurement practices when obtaining goods and services that will be paid for by funds provided by the Province pursuant to this Funding Agreement. This includes, but is not limited to, abiding by the *Public Procurement Act (NS)*, and any/all national/international trade agreements that apply to municipalities now, or that may apply at the time the goods or services are procured.

5.4 An evaluation of the consolidation project will be conducted at a time and on terms agreeable to the Province.

6.0 DEFAULT OF OBLIGATIONS

6.1 In the event that any funding provided pursuant to this Funding Agreement has been used for purposes other than those dictated hereunder, or without the express approval of the Minister, such funding is subject to repayment by the Co-ordinating Committee upon the written request of the Minister and shall be repayable within sixty (60) days.

7.0 MISCELLANEOUS PROVISIONS

7.1 Other than specified within this Funding Agreement, the Province assumes no further financial responsibility for the consolidation of the Co-ordinating Committee.

8.0 NON-LIABILITY AND INDEMNITY

8.1 The Province shall not be liable for any claims, actions, suits, damages, costs or expenses arising from:

(a) Any injury, death, or damage to property resulting from or arising out of any act or omission of the Co-ordinating Committee, their servants, agents, or contractors, in carrying out any work made possible through the funding provided for in this Funding Agreement.

(b) Any loans or any other contractual commitments entered into by the Co-ordinating Committee with any other party or non-party in connection with work made possible through the funding provided for in this Funding Agreement.

8.2 The Co-ordinating Committee shall at all times indemnify and save harmless the Province, its Minister, officers, employees, agents, or assigns from and against all claims, demands, losses, costs, damages, actions, suits or other proceedings of any kind based upon injury, including death, to any person, or damage to or loss of property, arising from any willful or negligent act, omission or delay on the part of the Co-ordinating Committee, their servants, agents, or contractors, in carrying out any work made possible through the funding provided for in this Funding Agreement.

8.3 The Co-ordinating Committee shall have no authority to bind the Province to any other agreement and the Co-ordinating Committee will not hold themselves out as having any authority, express or implied, or on behalf of, the Province.

9.0 NOTICE

9.1 All notices and communications pursuant to this Funding Agreement shall be deemed duly given upon being delivered by hand, or three (3) days after posting or sent by registered mail, to a Party at the following addresses:

For the Province:

Deputy Minister
Department of Municipal Affairs
Maritime Centre, 14 North
1505 Barrington Street
Halifax, NS B3J 2M4

For the Coordinating Committee:

Kevin Latimer, Q.C.
Co-ordinator
Purdy's Wharf Tower 1
1100-1959 Upper Water Street
Halifax, NS B0N 2T0

10.0 ENTIRE AGREEMENT

10.1 This Funding Agreement constitutes the whole agreement between the Parties unless duly modified by the Parties by agreement in writing. Any representation or statement not expressly contained herein shall not be binding upon the Parties.

IN WITNESS WHEREOF the Parties hereto have executed this Funding Agreement at the Halifax Regional Municipality, Province of Nova Scotia, Canada on this _____ day of March, 2019.

SIGNED, SEALED AND DELIVERED

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**HER MAJESTY THE QUEEN, in Right of the
Province of Nova Scotia, as represented by the
Minister of Municipal Affairs**

The Honourable Chuck Porter

) **Co-ordinating Committee**

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Kevin Latimer



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

To: Members of the Co-ordinating Committee

Submitted by: _____
Kevin Latimer, Co-ordinator

Date: April 1, 2019

Subject: Project Administrator Position

Origin:

Co-ordinating Committee identified need for project administration support / January, 2019.

Legislative Authority:

Bill 55 – Section 7 (1)-(4)

Co-ordinating Committee Terms of Reference – The Committee may secure the service of such additional staff as it deems necessary to fulfill its mandate on a timely and cost-effective basis.

Background:

Bill 55 made appointment of a Co-ordinator to oversee and implement the consolidation as described in the Act. The legislation made no express provision for additional Committee personnel and staff but does give the Co-ordinating Committee “all the powers of the Council of the Regional Municipality . . . until the Council first takes office pursuant to this Act” (section 7(1)). The Act provides the Co-ordinating Committee with additional authority to, among other things, “engage officers and employees . . . and

do such things and make such expenditures as are required for the orderly establishment of the Regional Municipality" (section 7(2)).

In January, 2019 the Co-ordinating Committee recognized the need for administrative expertise and assistance to advance the project. The CAO's were tasked to secure the necessary support based on existing and anticipated future Committee needs. After market investigations and based on emerging needs, the CAO's in conjunction with the Co-ordinator determined that a dedicated resource was necessary to ensure appropriate project support (and provide relief to the CAO's and their respective municipal staffs). It was determined that creating a part-time (three day per week) Project Administrator position would be a prudent approach to securing the necessary support on a go-forward basis. The need for administrative support was recognized and endorsed by DMA.

A job description for the position was prepared, a copy of the job description (based on known existing needs) is attached as Schedule "A" to this report.

Discussion:

As reported at the March 18th Co-ordinating Committee meeting, Donna Jones was identified as an excellent candidate for the position.

A commitment was made to bring forward a report to the Committee on establishing the Project Administrator position and filling the role.

Ms. Jones has the qualifications and experience to provide the support identified in the job description. She is ready, willing and able to help effective immediately.

The CAO's (together with the Co-ordinator) have determined terms and conditions of employment for the position. The terms and conditions are acceptable to Ms. Jones.

Policy Implications:

The search was conducted using fair and impartial processes that followed the procurement policies of both the Town and Municipality.

Financial Implications:

The Committee should note that the salary for this part-time position will be \$51,600 on an annual basis. The Co-ordinating Committee approved the 2019-2020 budget on March 18, 2019 which identified an administrative support role and provided sufficient funding. The position would terminate on the conclusion of the project in April 2020. The remuneration is reasonable having regard to the candidate's skill sets for this type of work in the market. It is anticipated that the creation of the position will result in cost-savings in other aspects of the project budget moving forward.

Alternatives:

- The Committee could continue to depend on the CAO's and their respective staffs and Co-ordinator to carry out all necessary administrative functions associated with the project.
- The Committee could examine options for similar support at reduced levels.

Attachments:

Project Administrator - Job description (Schedule "A")

Report Prepared by: _____
Kevin Latimer, Co-ordinator, Co-ordinating Committee

Report Reviewed by: _____
Martin Laycock, Chief Administrative Officer, West Hants

SCHEDULE "A"

Position Summary: The Town of Windsor and the Municipality of West Hants are consolidating into one Municipal unit on April 1, 2020. This process is being led by the Co-ordinating Committee through the Co-ordinator. The Project Administrator will support the Co-ordinator and the Co-ordinating Committee in the overall administration and management of the consolidation project.

JOB DUTIES AND RESPONSIBILITIES

- Assist Co-ordinating Committee (through Co-ordinator) in all administration functions and processes;
- Arrange meetings and prepare meeting agendas and minutes;
- Attend, record and transcribe minutes of Co-ordinating Committee meetings;
- Prepare and distribute correspondence, minutes and related materials pertaining to Co-ordinating Committee meetings;
- Maintain current project schedule (monitors timelines and deliverables with goal of tracking tasks to completion);
- Administer project budget (in conjunction with CAO's) to follow invoices through approval and payment processes and provide reporting to the Department of Municipal Affairs and Co-ordinating Committee;
- Provide progress reports (in accordance with the Terms of Reference) on project schedule and budget implementation;
- Maintains consolidation website and administers updates as needed;
- As determined by the Co-ordinator, provides administrative and general office support to Windsor and West Hants CAO's in the execution of duties related to the consolidation;
- Establish and maintain appropriate records management systems to support assigned functions;
- Assists with FOIPOP and other document requests related to the consolidation;
- Assists in the development of Request for Proposals and their ongoing management;
- Performs project related research as needed; and
- Communicate pertinent information (in conjunction with the Co-ordinator) between the Co-ordinating Committee and the municipalities and other stakeholders.



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

Louis Coutinho, Chief Administrative Officer

Date: April 1, 2019

Subject: RFP Asset Registry & Asset Management Roadmap

Origin:

RFP Asset Registry & Asset Management Roadmap issued and posted on the Provincial procurement site on February 6, 2019 and closed on March 7, 2019.

Legislative Authority:

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

Section 7 (2) - The Co-ordinating Committee may contract and be contracted with, sue and be sued, acquire real and personal property, engage officers and employees, prescribe a seal and do such things and make such expenditures as are required for the orderly establishment of the Regional Municipality.

Recommendation:

It is recommended that the Co-ordinating Committee award RFP# CCWWHMUN19-04 to Hatch Ltd., with a bid of \$159,316 plus HST for the provision of developing an Asset Registry and Asset Management Roadmap.

Background:

On February 6, 2019, the Co-ordinating Committee issued a Request for Proposals (RFP) for the deliverables and services related to asset registry and asset management.

The scope of the RFP was significant and included the following deliverables and services:

Asset Registry

Perform all activities associated with the identification, registration, analysis and recommendation of all infrastructure and assets owned or operated by the Regional Municipality, including:

- Identification, collection and validation of data for all passive, static and active assets;
- Development of an asset register in accordance with the provincial-wide asset management strategy, in a suitable format to support provincial efforts to provide effective stewardship of municipal infrastructure assets, (please see Nova Scotia Asset Management Program - Standard Operating Procedure <https://novascotia.ca/dma/funding/asset-management-program.asp>);
- Data collection program will involve collecting data and providing validated information in the format specified by the current tools & resources developed in association with the Nova Scotia Asset Management Program; and
- The review aims to keep the process simple and focused on data collection and high-level condition data (i.e. not full engineering assessments);*Preliminary condition rating for water, wastewater, storm water and transportation infrastructure to be determined using the Preliminary Condition Assessment Guide (<https://novascotia.ca/dma/funding/asset-management-program.asp>);

Prepare a complete inventory of all municipal infrastructure assets owned or operated by both municipalities, shall include:

- water systems; including source of supply, plants and distribution systems
- wastewater systems; including collection, plants and disposition
- storm water systems; including collection, disposition and mitigation systems
- municipal buildings and other facilities
- municipal recreative, park areas and other properties
- municipal fleet, vehicle and equipment assets
- capital assets associated with snow removal and street/sidewalk services
- other mechanical, electrical, electronic, office equipment and software assets
- Compile information from existing reports about the condition and future capital requirements of each component of the infrastructure;
- Provide condition index rating system(s) to be utilized for all current and future evaluation of passive, static and active assets; and
- Provide an assessment of the existing condition of all assets, including current condition index, and the identification of any key infrastructure condition issues requiring further analysis;

Asset Roadmap

- Establish an asset management roadmap for the Regional Government following the determination of all the assets owned by the Regional Municipality (Part A.). The objective of this roadmap is to assist the Regional Municipality to implement asset management practices and plans;
- Gap Analysis and Data Review/Update;
- The consultant will assess the current state of the Regional Municipality's asset management initiative. The assessment is to include the major components of asset management planning for municipal infrastructure. The consultant, as part of its review, will consult with senior management and key staff in the operations and finance departments, as well as review any existing management objectives, level of service objectives, processes, data, and software as it relates to AM;
- Provide a determination of current levels of service;
- Provide a methodology to aid in engaging council in the determination of target levels of service;
- The current state will be measured against where the new Regional Municipality should strive to be as an organization and how to achieve the desired end result – presented and depicted in a roadmap complete with actionable items. The roadmap and actionable items should be designed to bring meaningful deliverables and engrain a culture that the Regional Municipality can support and commit to Asset Management;
- The consultant will review the Regional Municipality's asset data in its various forms, identify process and documentation gaps, and provide data collection and geospatial mapping priorities;
- Review Regional Municipality condition assessment structures and provide recommendations for improvement or provide a more suitable structure of use in achieving the proposed AM framework;
- Identify any issues arising from their assessment that may require further analysis and assessment in terms of confirming the condition assessment;
- Identification of any significant maintenance, regulatory or capital upgrade requirements and associated costs;
- Provide a recommended multi-year Capital Investment Plan (5-10 years) for the maintenance and required upgrade of all of these assets with life cycle analysis combined with on the ground real data in mind;
- Develop a recommended implementation strategy to facilitate consistent decision making for prioritization and plan for maintaining infrastructure by component, taking into account the existing 5-year Capital Financial Plans of each municipal unit.
- Develop a list of key infrastructure maintenance, regulatory compliance or upgrade issue for consideration and make recommendations about how to address each issue;
- Identify opportunities for efficiency, redundancies and strategy to resolve each;
- Develop a decision matrix or strategy;
- Develop a risk analysis matrix;
- Consider possible environmental liabilities associated with municipal buildings and properties, such as the presence of asbestos and environmental liabilities from hydrocarbon or other contamination in areas in which vehicles were maintained or fuels, and recommend additional environmental studies or strategies that may be warranted;
- The consultant will also review any existing software to determine its compatibility with AM software available in the market and recommend replacements to satisfy a desire to have an

integrated enterprise-grade content management system. Define and provide a suitable software solution recommendation that all departments can easily share, and analyze current data through a unified interface. The software would integrate GIS, customer relationship management, financial, payroll, budgeting, operations, and SCADA systems. It will satisfy a multitude of reporting requirements from a singular, unified dataset. While the focus of the data review should focus on core infrastructure assets, the consultant should also remain cognizant of the necessity to report on IT, land, machinery, and equipment assets through an AM lens, and be compatible with the Nova Scotia Department of Municipal Affairs frame work; and

- The consultant will work with Regional Municipality for the development of a strategic asset management policy for the new Regional Municipality. In addition to the AM Policy, the consultant will provide a clear AM Strategy for the advancement of AM in the new Regional Municipality. It will be incumbent upon the successful proponent to assist in converting strategy into 'on-the-ground' tactical and operational projects or methods of doing business that can be easily understood and carried out by the new Regional Municipality.

Discussion:

Windsor and West Hants staff consisting of Todd Richard, Brad Carrigan, Troy Burgess and Rick Sherrard evaluated and scored four proposals received for the proposed Regional Asset Management Plan. DMA had an observer, Ahmad, who oversaw the process but did not score the RFPs. Based on average scores by the four evaluators two proposals met the minimum grade of 80% to move on to the price criteria evaluation (part 2, as per section 4.0 in the RFP).

The two-part RFP defined the bid scoring process to be used, one that combines a weighted technical criteria component as well as a weighted financial component. Only proponents who met the minimum technical score of 64/80 (80%) moved on to the financial component. In this case, Hatch and WSP met the minimum technical score.

The results of the two-part evaluation are summarized in the following table:

Company	Technical	Financial	Total Score	Price	Additional
Dillon Consulting	56	N/A	N/A	N/A	
GHD	59	N/A	N/A	N/A	
Hatch	70	20	90	\$159,316	
WSP	64	16	80	\$198,938	

The proposals of Dillion Consulting and GHD will be returned with part 2 (price proposal) unopened. Therefore, our recommendation would be to proceed with awarding the contract to Hatch.

Financial Criteria Evaluation:

- (Lowest Bid / Bidder's Price) x Price Weighting

It should be noted that the score for the Financial component noted above was based solely on the formula in part 2 of the evaluation sheet.

Policy Implications:

This RFP was conducted using fair and impartial processes that followed the procurement policies of both the Town and Municipality.

Financial Implications:

The Committee should note that the original budget for this RFP was \$150,000. The estimated total cost of the proposed RFP with net HST is \$166,151. This will require a cost savings in another area of the budget of \$16,151. It is anticipated that this expectation is reasonable and, ultimately, the additional amount represents a variance of only 1% of the total \$1.5 million budget.

Alternatives:

- The Committee could cancel the RFP and put out a new request. This is not recommended as only two proposals received the minimum score and the highest score bidder was the lower price of the two eligible bids.

Attachments:

Report Prepared by: _____
Louis Coutinho, CAO Windsor

Report Reviewed by: _____
Martin Laycock, CAO West Hants

Report Reviewed by: _____
Todd Richard, Director of Public Works

Report Reviewed by: _____
Brad Carrigan, Director of Public Works, West Hants

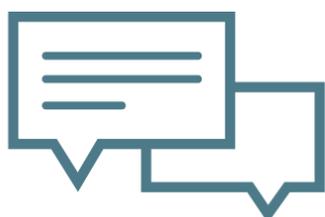
CONSOLIDATION FACT SHEET



Councils pass motion to consolidate and Act passes.

JULY - OCTOBER 2018

In July 2018, the Councils of West Hants and Windsor passed motions to consolidate. Bill 55 was then introduced in the provincial legislature and passed in October 2018. A Co-ordinating Committee is now in place to guide the transition.



Public Engagement

DID YOU KNOW...

Consulting the public is one of the Co-ordinating Committee's Guiding Principles. Citizens will be consulted throughout the consolidation process. Public engagement will focus on transparency and diverse ways to inform and engage the public.



Governance Study

JANUARY - APRIL 2019

Stantec was hired to conduct a Governance Study, which consists of two parts: Council Size; and Boundaries and Polling Districts. The first part was completed in February 2019 and recommended 9 or 11 districts, consistent with what was heard during the public consultations. The second part has also concluded with the final report to be delivered to the Co-ordinating Committee on April 15, 2019.



Consolidation and Taxes

DID YOU KNOW...

The consolidation process will not increase tax rates. Tax rates are set each year by Council and are based on services that residents receive. Residential tax rates are based on property assessment, which includes costs for policing, schools, garbage and recycling, etc.



Next Steps

MAY - AUGUST 2019

Once the Co-ordinating Committee determines Council size and polling districts, the Co-ordinator will file an application with the Nova Scotia Utilities and Review Board (NSUARB) for approval of the new governance structure. Public consultation and engagement will continue on topics important to citizens.

Request for Proposals (RFPs)

A number of Requests for Proposals (RFPs) were issued to help the Co-ordinating Committee design and build the new Regional Municipality. *Human Resources* – awarded to Gerald Walsh and Associates, *Executive CAO Search* – awarded to Organizational Consulting Ltd., *Communications* – awarded to Prime Creative, *Asset Management* – to be awarded in April 2019, *Fire Services* – to be issued in April 2019

STAY UPDATED, GET ENGAGED, HELP SHAPE OUR NEW REGIONAL MUNICIPALITY!

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

CONSOLIDATION TIMELINE



Communication and Consolidation Updates

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

We are using the website StrongerRegion.ca along with our municipal sites, Facebook and Twitter to share information. There have been and will continue to be public meetings in our communities to provide the opportunity for residents to help shape the new Regional Municipality. We have begun an outreach effort to get to the most remote parts of our region.

If you still feel as though you are not hearing information you can always contact your Warden, Mayor or Councillor at any time. They have been elected by you to serve you and would be more than happy to answer any questions or talk about matters that are important to you.

STRONGER REGION

OFFICIAL NEWSLETTER ON THE CREATION OF THE NEW WINDSOR-WEST HANTS REGIONAL MUNICIPALITY

APRIL 2019

WHY CONSOLIDATION

Municipalities across Nova Scotia are exploring new, more innovative ways of working together to face the numerous challenges before them. The Town of Windsor and the Municipality of the District of West Hants made a decision to ensure the future strength and viability of our communities.

Through collaboration and the creation of a new, unified regional government, we will be able to leverage our collective resources and respond to opportunities in our residents' best interests. Together, we will be stronger, and our citizens will benefit from more effective decision-making in many areas including land use, regional planning, infrastructure and economic development.

Provincial legislation (Bill 55) was passed on October 11, 2018 to allow the consolidation of West Hants and Windsor by April 1, 2020. The purpose of the legislation is to allow the creation of a regional government structure that can respond efficiently and effectively to the needs of the citizens and businesses it serves.

We have the opportunity now to create the future we want for our communities – the future our citizens deserve. Much has happened to move this forward since October 2018. In this newsletter you will find an overview of the work that has taken place and what is still to come.

We know how important it is to our community members that we get this right. That's why we are taking a number of steps in fulfilling our responsibilities, including many opportunities for public engagement.

Here you will find a summary about the consolidation of our communities and be sure to visit StrongerRegion.ca for the most up-to-date information.

WHAT'S INSIDE

- Meet the Co-ordinating Committee Members
- Guiding Principles
- Public Engagement
- Working Together
- Stay Updated
- RFPs
- Consolidation & Taxes
- Timeline

Did You Know That the Co-ordinating Committee Meetings are public?

Residents are invited to attend the meetings in person or watch the meetings that are livestreamed on Windsor and West Hants Facebook pages.

The Co-ordinating Committee meets on the first and third Mondays every month alternating locations between the Sanford Chambers and the Town of Windsor Council Chambers.

Copies of the minutes can be found at StrongerRegion.ca, contact Chrystal at cremme@westhants.ca to request a copy.

Meet the Co-ordinating Committee

The Consolidation Co-ordinating Committee was put in place to guide the transition of the new regional municipality. They are responsible for designing and implementing the administrative structure of our new Regional Municipality.

Kevin Latimer, Co-ordinator and Committee Chair
 Anna Allen, Mayor of Windsor
 Abraham Zebian, Warden of West Hants
 Laurie Murley, Deputy Mayor of Windsor
 Paul Morton, Deputy Warden of West Hants



Guiding Principles

The guiding principles were developed at a joint council workshop between the Town and the Municipality on October 29th, 2018. The intent of these Guiding Principles is to provide the Co-ordinating Committee with broad values to consider when making decisions concerning the consolidation of the two communities.

1. Boundaries
 When looking at boundaries, ensure equitable representation for both urban and rural communities for the new council. It is essential that the culture and identities of both the urban and rural communities are

retained in the new consolidated community.
2. Taxation
 When developing a taxation model for the consolidated community, the existing tax system should serve as a base. Business as usual, services as usual. The electoral boundaries should not impact taxation.

3. Debt
 When addressing debt from the former communities, area rates should be used to ensure the repayment of the debt is paid in the spirit it was incurred. By way of example, if the debt was incurred for the benefit of the taxpayers in Windsor, the debt should be

area rated to the taxpayers of Windsor.
4. Administrative Structure
 When developing the blended administrative structure of the consolidated community, all efforts should be taken to ensure there is no job loss as a result of the consolidation. Any planned efficiencies should strive to be achieved through attrition and maintaining corporate knowledge should be prioritized.

5. Regional Service Strategy
 An overall strategy for regional service delivery and regional infrastructure prioritization should be informed by an

inventory of existing assets.
6. Regional Planning
 Regional planning should be a priority for the consolidated community to ensure that the strengths of the urban and rural communities are being leveraged appropriately.

7. Public Engagement
 A Public Engagement Plan should focus on transparency and provide diverse ways to inform and engage the public and stakeholders.

8. Decisions
 All pertinent decisions should be reviewed with the lens of looking for economic development growth and opportunities.



StrongerRegion.ca keeps a running list of Frequently Asked Questions (FAQs). Do you have a question and don't see it on the website? Contact our Communications Coordinator, Chrystal at 902-798-8391 ext. 109 or at cremme@westhants.ca to ask your question.

Public Engagement

Making sure that residents have the opportunity for input throughout this process is one of the core Guiding Principles.

As part of this commitment, your feedback was an important component of the recent Governance Review done by Stantec Consulting Ltd.

We received input from about 740 residents through the five public

Consolidation & Taxes

We've been getting a lot of questions about whether the consolidation will have any impact on taxes. The answer is no, the consolidation will not impact taxes.



Working Together

Many of our staff already work together in areas such as recreation, communications and tourism. Just recently, Windsor and West Hants signed a service exchange involving building

meetings and the on-line and paper surveys on the size of the new Regional Council.

Stantec delivered its report to the Committee on February 25 and scenarios for 9 and 11 districts will be considered. The news release can be found at StrongerRegion.ca under Updates.

The second phase of this Governance Study considers boundaries

Tax rates are set each year by Council and are based on services that residents receive. The consolidation process will not increase the tax rate.

Currently residents pay a residential tax rate based on their property assessment.

Included in the residential tax rate are costs

inspection, development officers, and planning services.

Our fire chiefs are also engaged in very productive talks surrounding service and fire protection for

and polling districts. The boundaries, which have no impact on taxes or services, will determine how many councillors will represent in the new Regional Municipality along with the Mayor.

The final report on boundaries and polling districts will be presented to the Co-ordinating Committee in April and posted to StrongerRegion.ca.

for services such as, sidewalks, street lighting, snow removal, streets and roads maintenance, policing, fire services, schools and education system, library services, corrections, solid waste management including composting and recycling, and recreation services.

the region. The departments are sharing training facilities and are arriving at mutual aid and automatic aid agreements.

We've started holding joint staff

There will be additional opportunities for residents to help shape the new Regional Municipality throughout the process.

Visit StrongerRegion.ca for upcoming public engagement opportunities and remember to like and follow the Windsor and West Hants Facebook pages!



In some communities an area rate is added to the residential tax rate. An area rate includes costs that are associated specifically to that community.

There are also associated costs for residents who use town/municipal water and sewer. Only residents who receive these services pay for them.

meetings to share information and to get to know one another. These staff meetings will be held monthly and will lay the groundwork for a seamless transition to a new, stronger region.



Windsor-West Hants Governance Review

Joint Council Meeting
Windsor Town Council Chambers
7:00 pm, Monday, April 1, 2019

Phase 1 - Council Size Consultation

Public Meetings

- Avondale – 6
- Brooklyn – 37
- Vaughan – 9
- Windsor – 24
- Falmouth – 10
- **TOTAL** – 86 residents

Questionnaire Survey

- Online Survey
 - 609 completed responses
- Hard Copy
 - 139 responses
 - 135 completed
- Council Size Question
 - 744 responses
 - **740 indicated preferred council size**

Phase 2 - Boundaries Size Consultation

Public Meetings

- Three Mile Plains, 3
- Hantsport, 8
- Summerville, 15
- Ardoise, 10
- Windsor, 20
- **TOTAL** – 56 residents

Questionnaire Survey

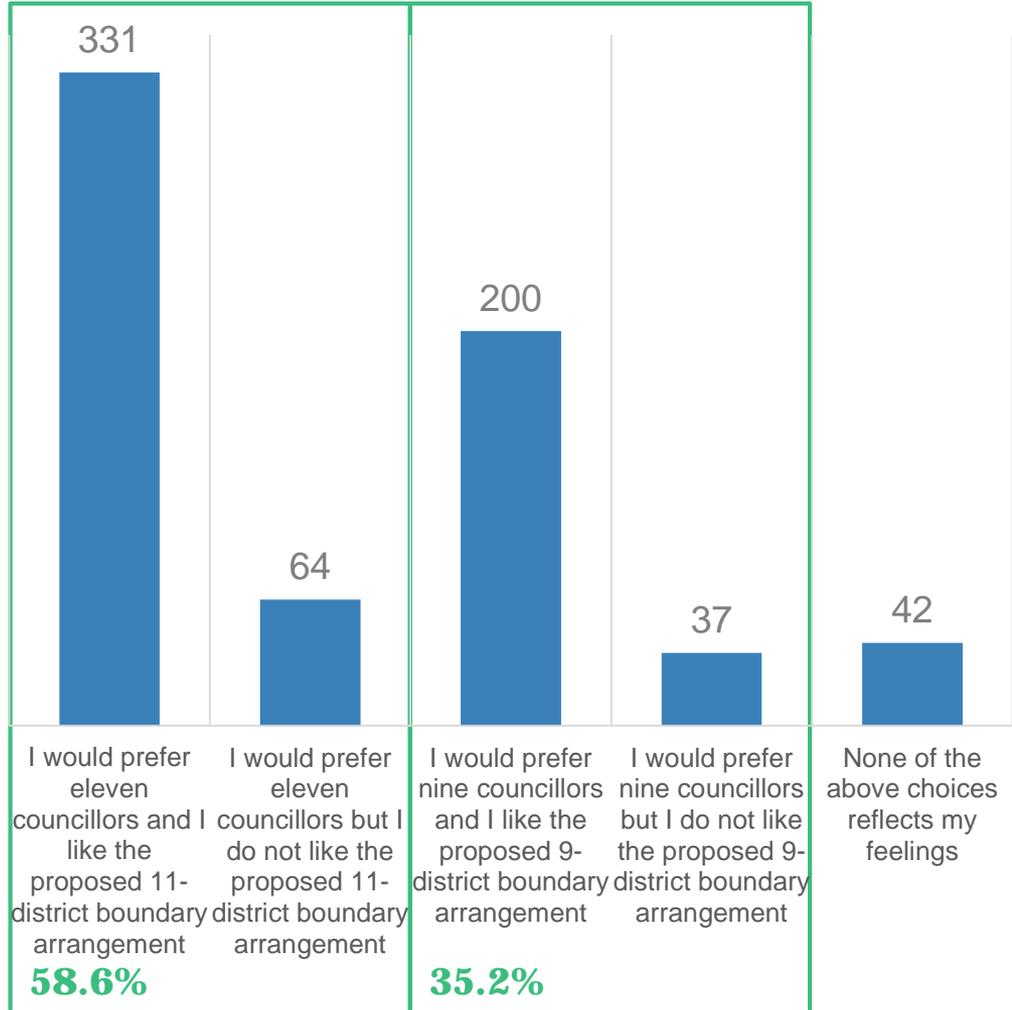
- 883 completed responses
 - 674 responses to Boundaries Question

Council Interviews

- Windsor – 5 of 5
- West Hants – 8 of 10

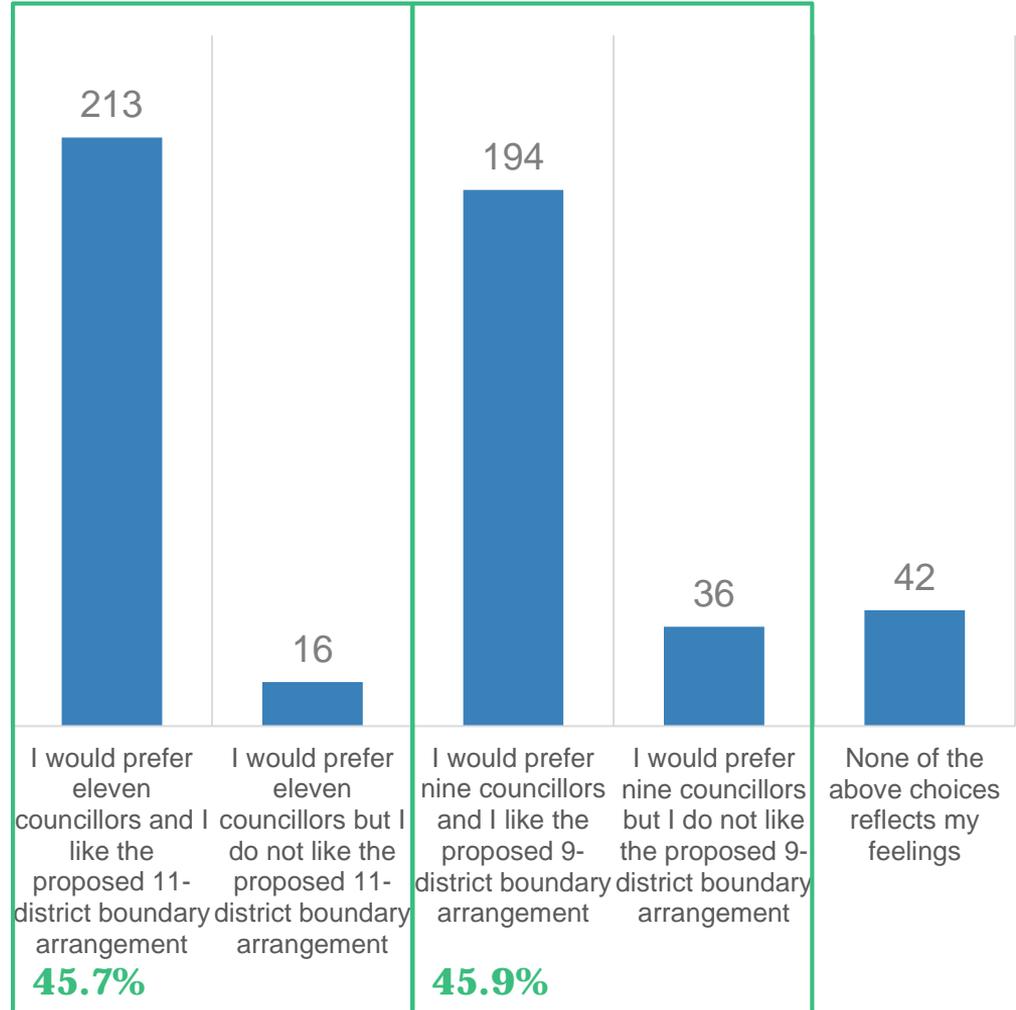
Boundary Preferences

- **Survey Respondents:**
883
- **Question Responses:**
674 (76.3%)



Boundary Preferences

- **Survey Respondents:**
710
- **Question Responses:**
501 (70.6%)

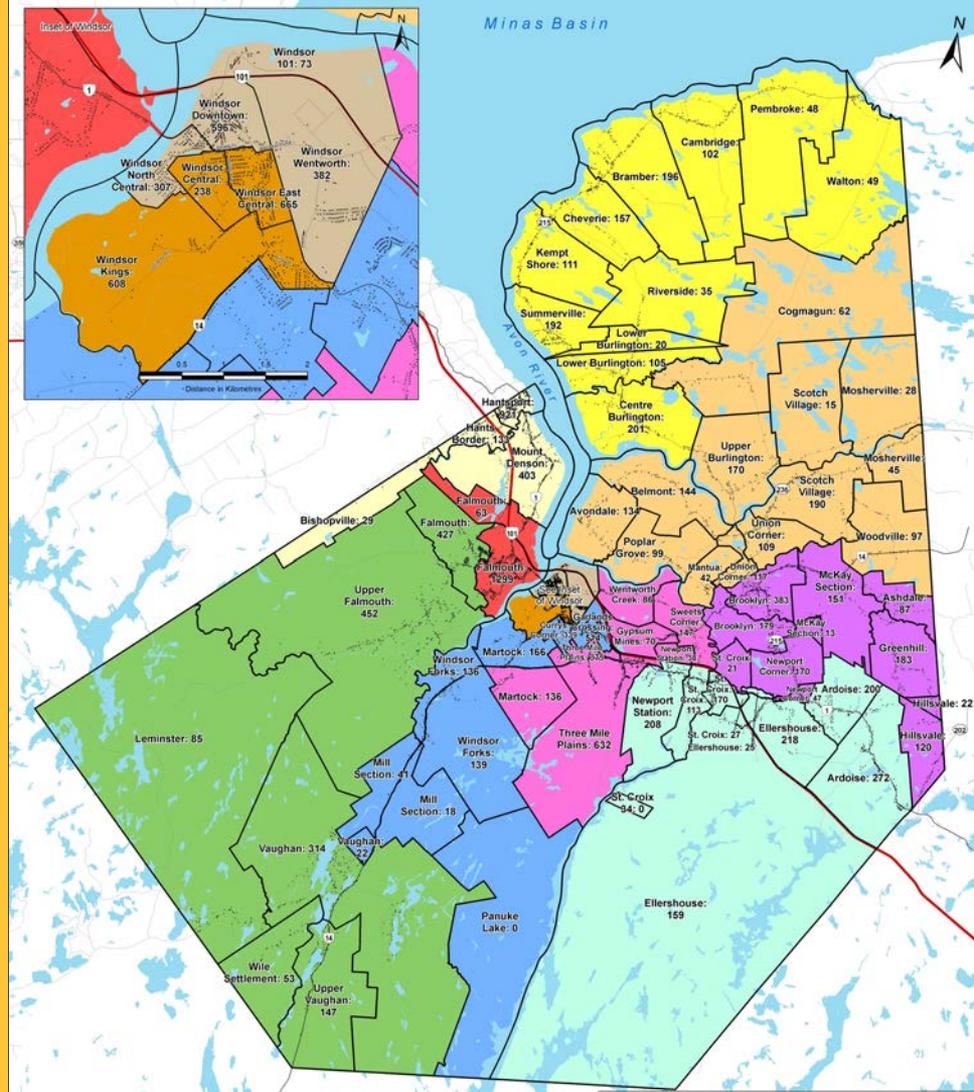




11-District Scenario

Proposed 11 Districts

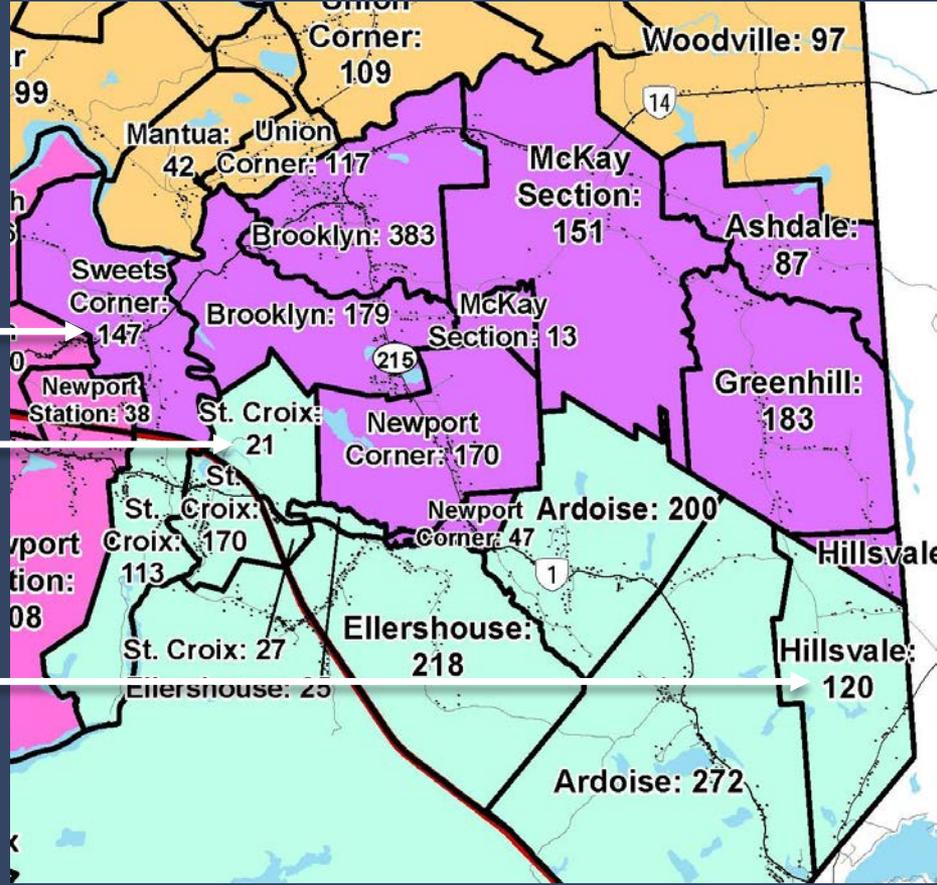
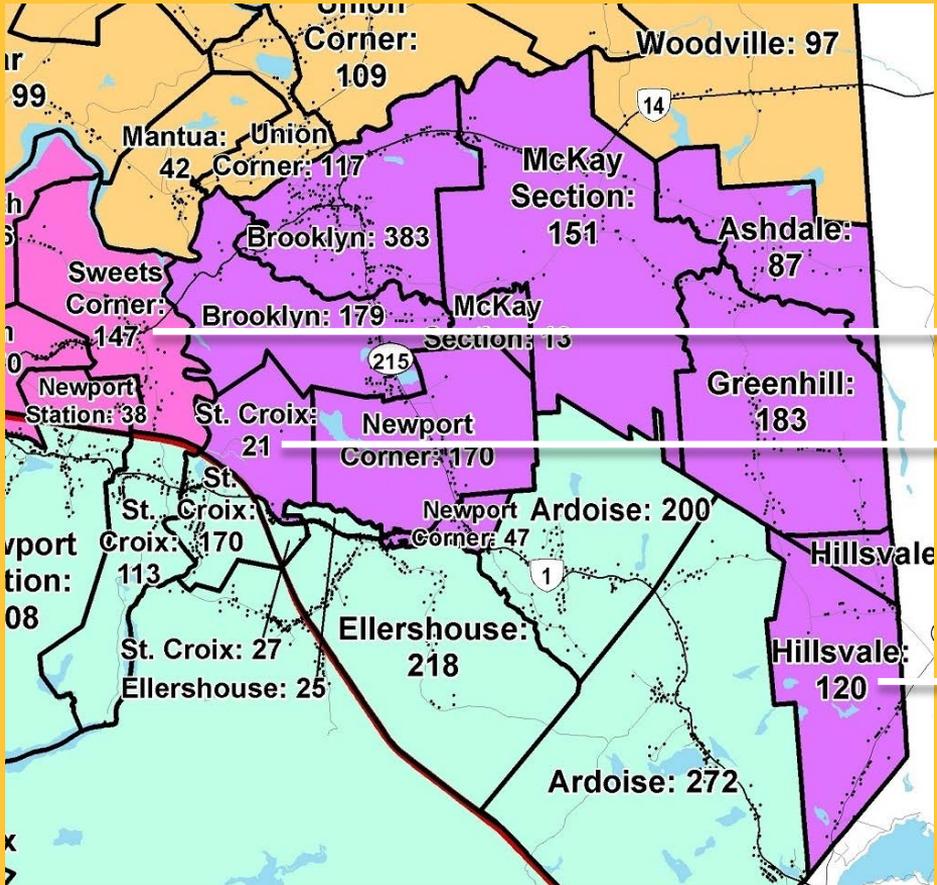
Proposed District	Electors	Variation from Average	
		Number	%
1	1,216	-174	-12.5%
2	1,252	-138	-9.9%
3	1,376	-14	-1.0%
4	1,392	2	0.1%
5	1,484	94	6.8%
6	1,375	-15	-1.1%
7	1,478	88	6.3%
8	1,486	96	6.9%
9	1,362	-28	-2.0%
10	1,358	-32	-2.3%
11	1,511	121	8.7%
TOTAL	15,290		
Average	1,390		



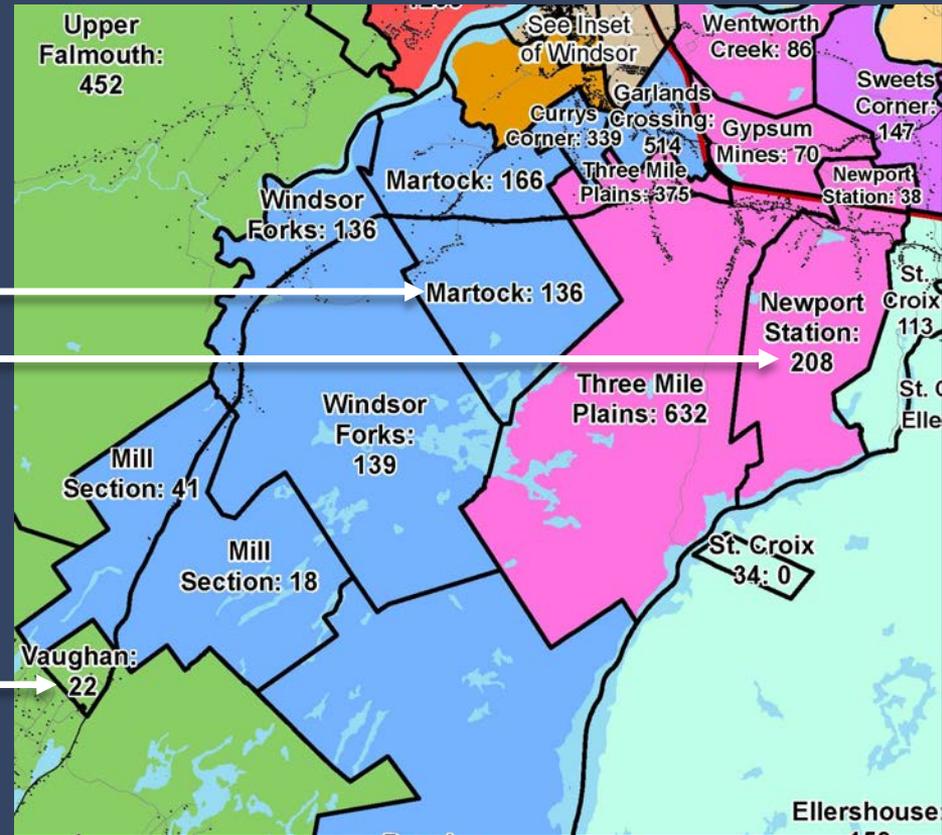
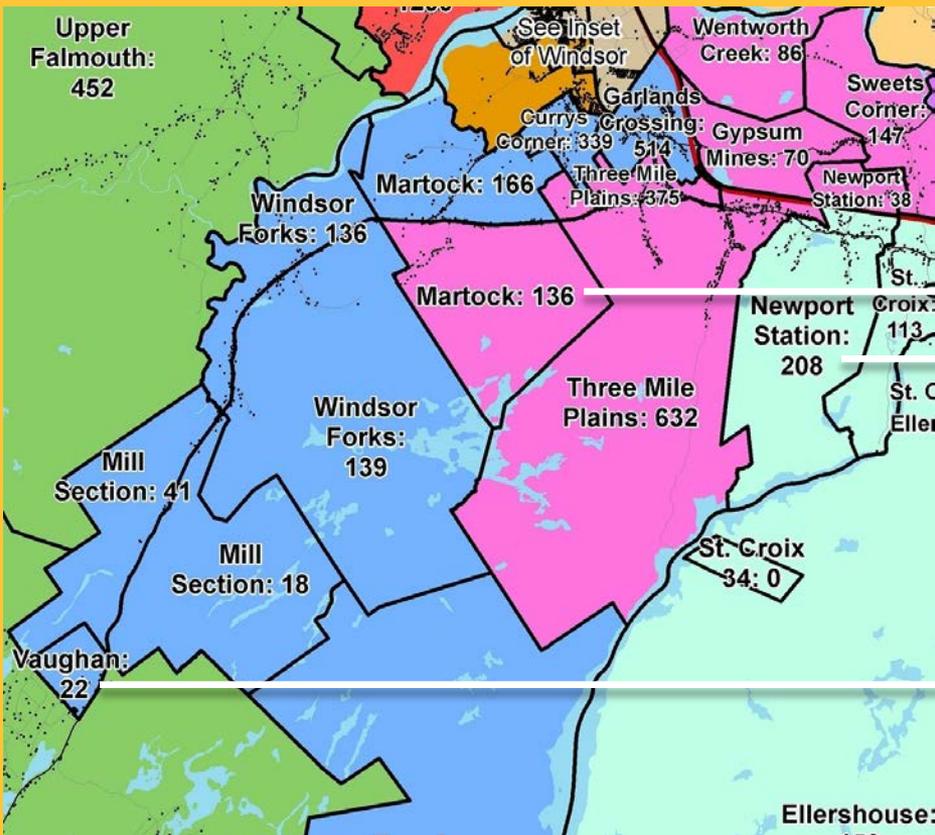
11-district Changes

- *District 3* – Added Sweets Corner (147 electors) from proposed District 5
- *District 4* – Added the portion of Hillsvale currently in West Hants District 4 (120 electors) and the portion of St. Croix previously in proposed District 3 (21 electors), which brings all of St. Croix into the same district
- *District 5* – Added the larger portion of Newport Station (208 electors) south of Highway 101 to bring all of Newport Station into the same district and balance its loss of Sweets Corners to proposed District 3
- *District 6* – Added Martock south of Highway 1 (136 electors) to unify Martock in one district
- *District 7* – Added a small area of Vaughan from proposed District 6 to unify Vaughan
- *District 8* – Added Falmouth area northeast of Highway 101, (38 electors) to create a stronger boundary between proposed Districts 8 and 9 at the 101

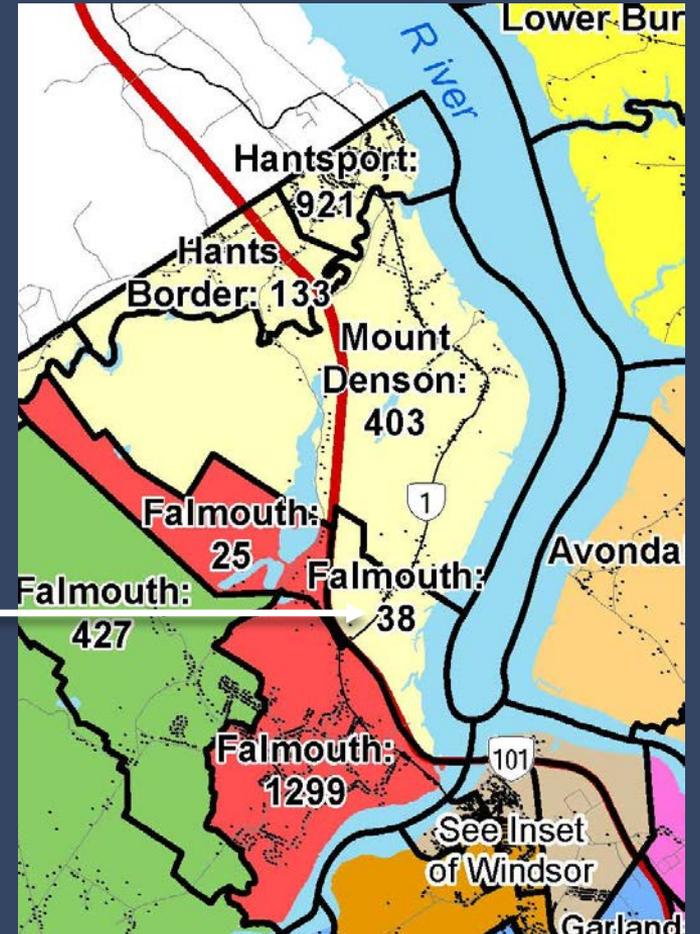
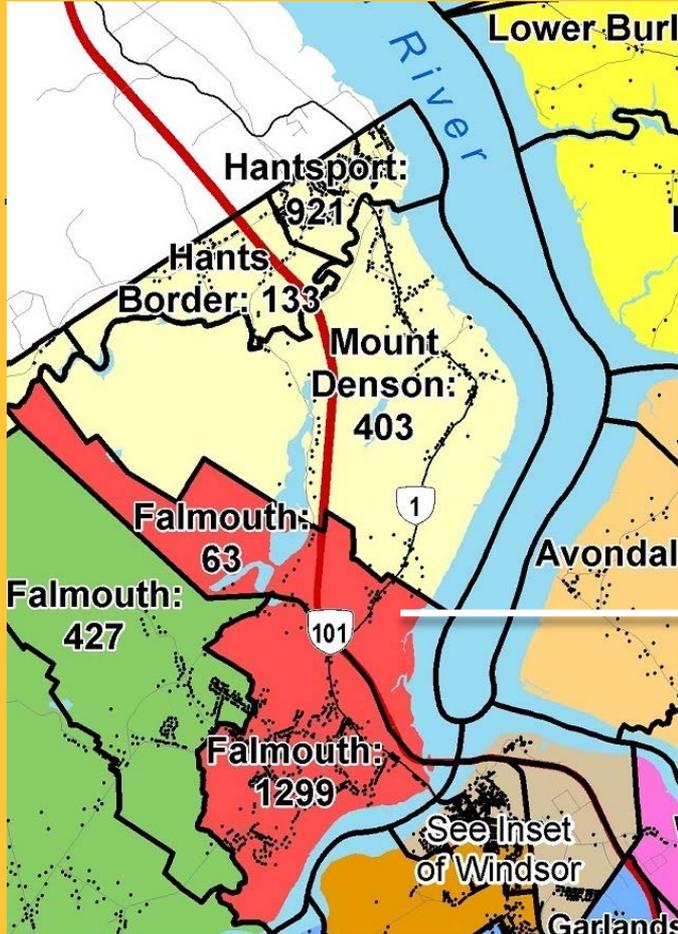
Districts 3 and 4



Districts 5, 6 and 7

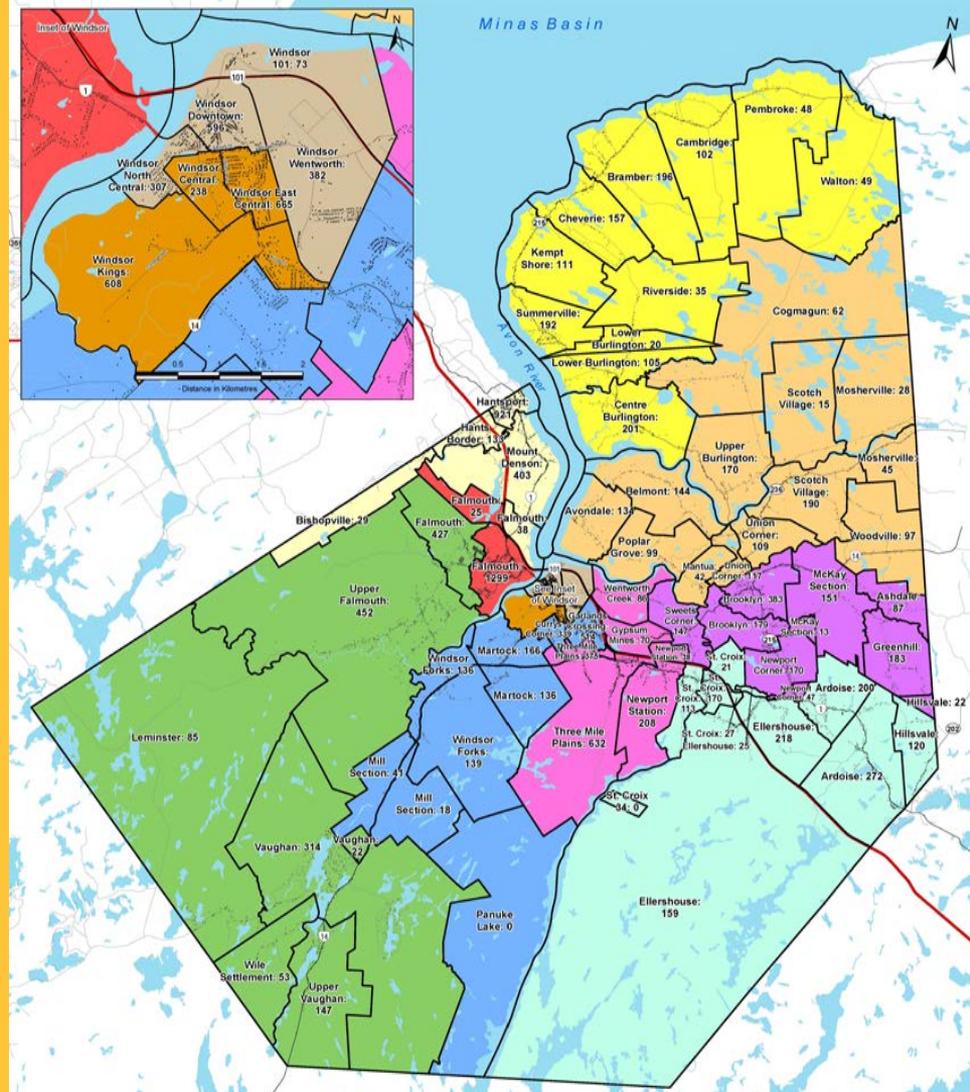


District 8



Revised 11 Districts

Proposed District	Electors	Variation from Average	
		Number	%
1	1,216	-174	-12.5%
2	1,252	-138	-9.9%
3	1,382	-8	-0.6%
4	1,325	-65	-4.7%
5	1,409	-19	-1.4%
6	1,489	99	7.1%
7	1,500	110	7.9%
8	1,524	134	9.6%
9	1,324	-66	-4.7%
10	1,358	-32	-2.3%
11	1,511	121	8.7%
TOTAL	15,290		
Average	1,390		

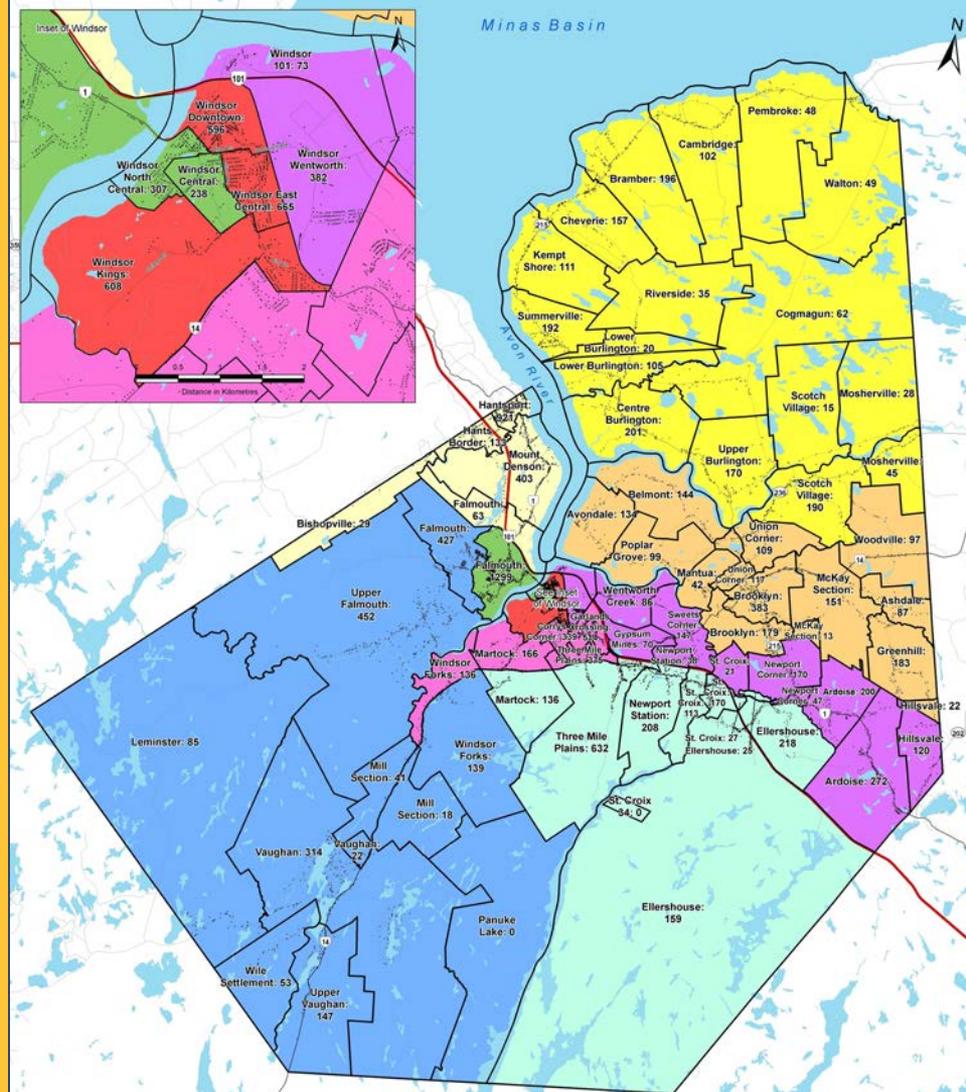




9-District Scenario

Proposed 9 Districts

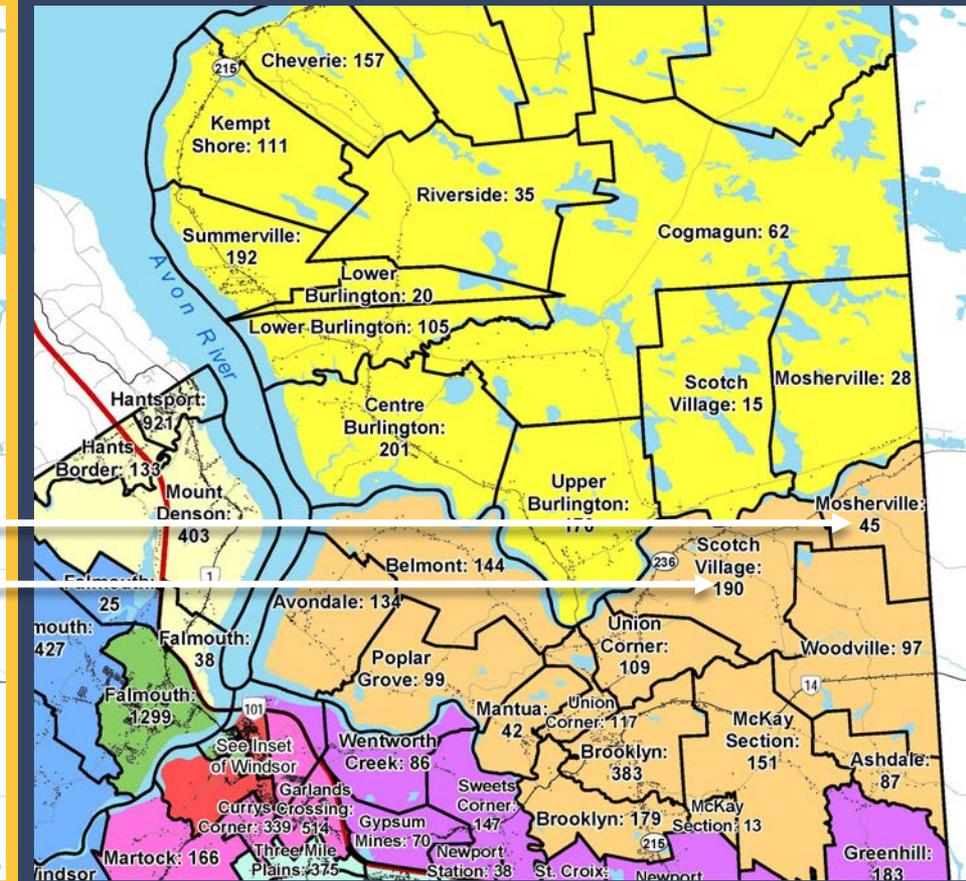
Proposed District	Electors	Variation from Average	
		Number	%
1	1,726	27	1.6%
2	1,760	61	3.6%
3	1,588	-111	-6.5%
4	1,726	27	1.6%
5	1,530	-169	-9.9%
6	1,698	-1	-0.1%
7	1,844	145	8.5%
8	1,549	-150	-8.8%
9	1,869	170	10.0%
TOTAL	15,290		
Average	1,699		



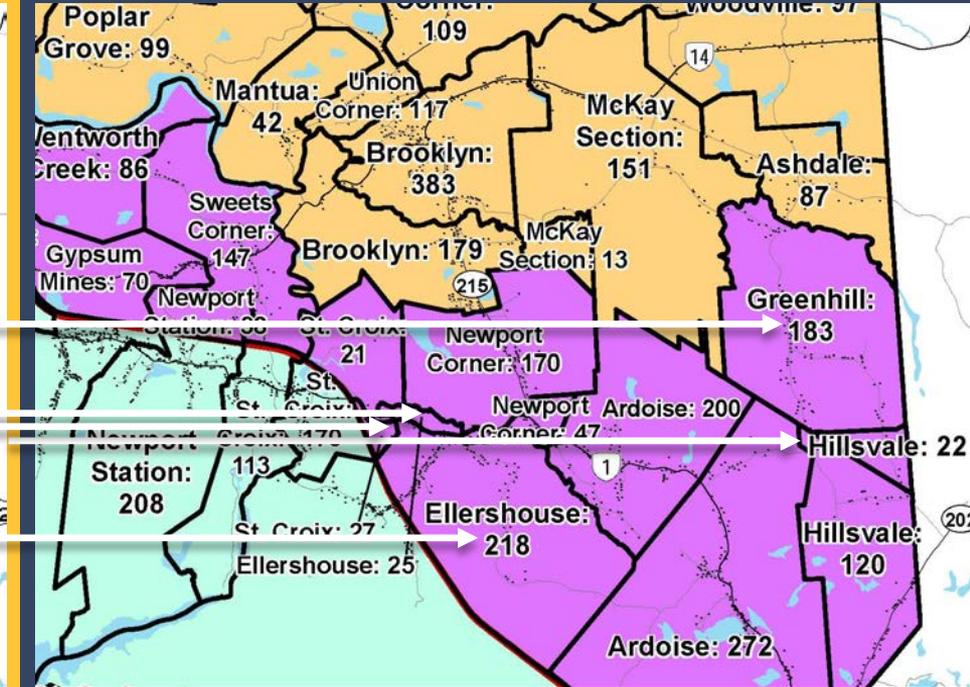
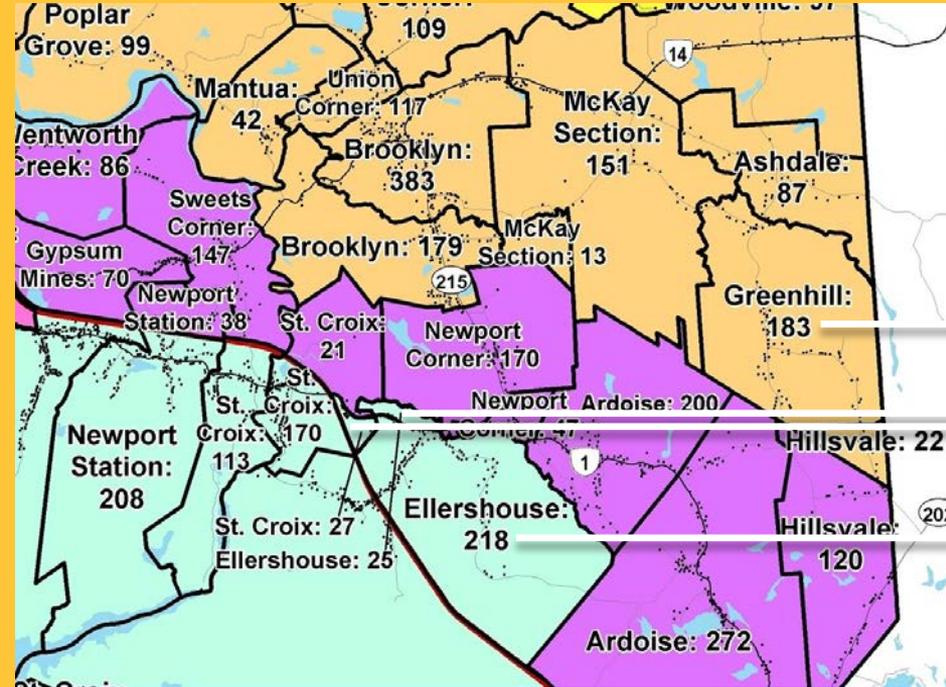
9-district Changes

- *District 2* – Added 196 electors from Scotch Village and Mosherville south of the Kennetcook River
- *District 3* – Portions of Ellershouse and St. Croix north of the 101, as well as Greenhill and the portion of Hillsvale now in West Hants District 3 (475 electors total) were brought into the district
- *District 4* – The area of Three Mile Plains north of Highway 1 (375 electors) was added to compensate for losses to District 3 and unify Three Mile Plains in proposed District 4
- *District 5* – Martock south of Route 14 (136 electors) added to unify Martock and balance the loss of Windsor Forks (136 electors). Wentworth Road in Windsor (382 electors) also added to make up for the loss of Three Mile Plains
- *District 6* – Added the area of Windsor Forks north of Route 14 (136 electors) and the northern-most area of Falmouth (25 electors)
- *District 8* – Subtracted the northern-most area of Falmouth (25 electors), which is to the west of Highway 101

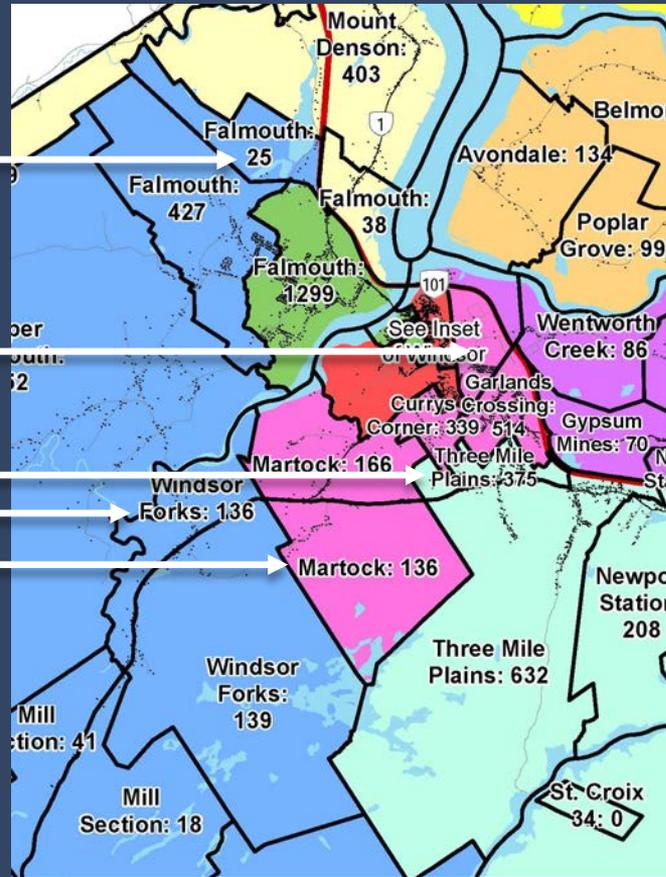
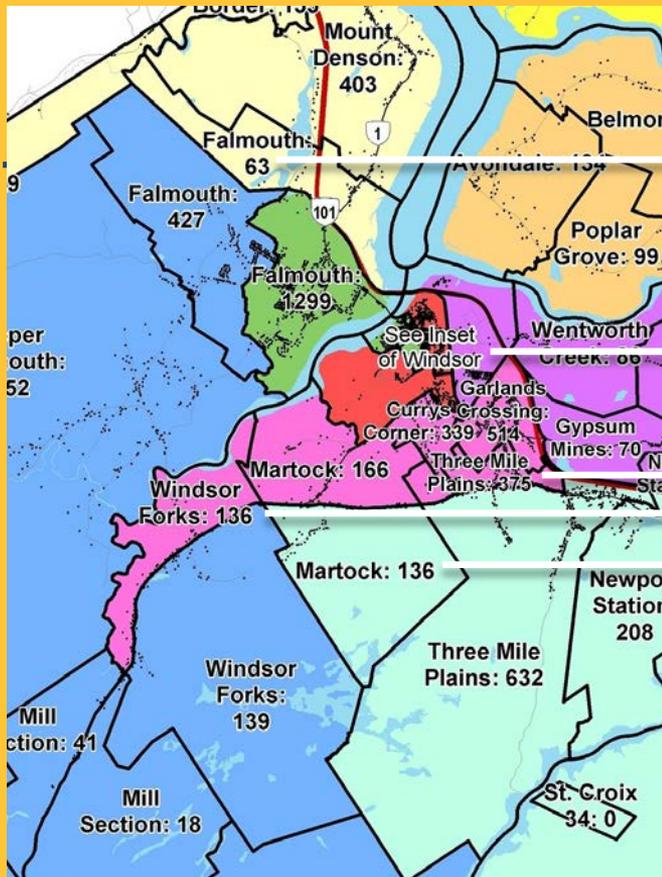
Districts 1 and 2



Districts 3 and 4

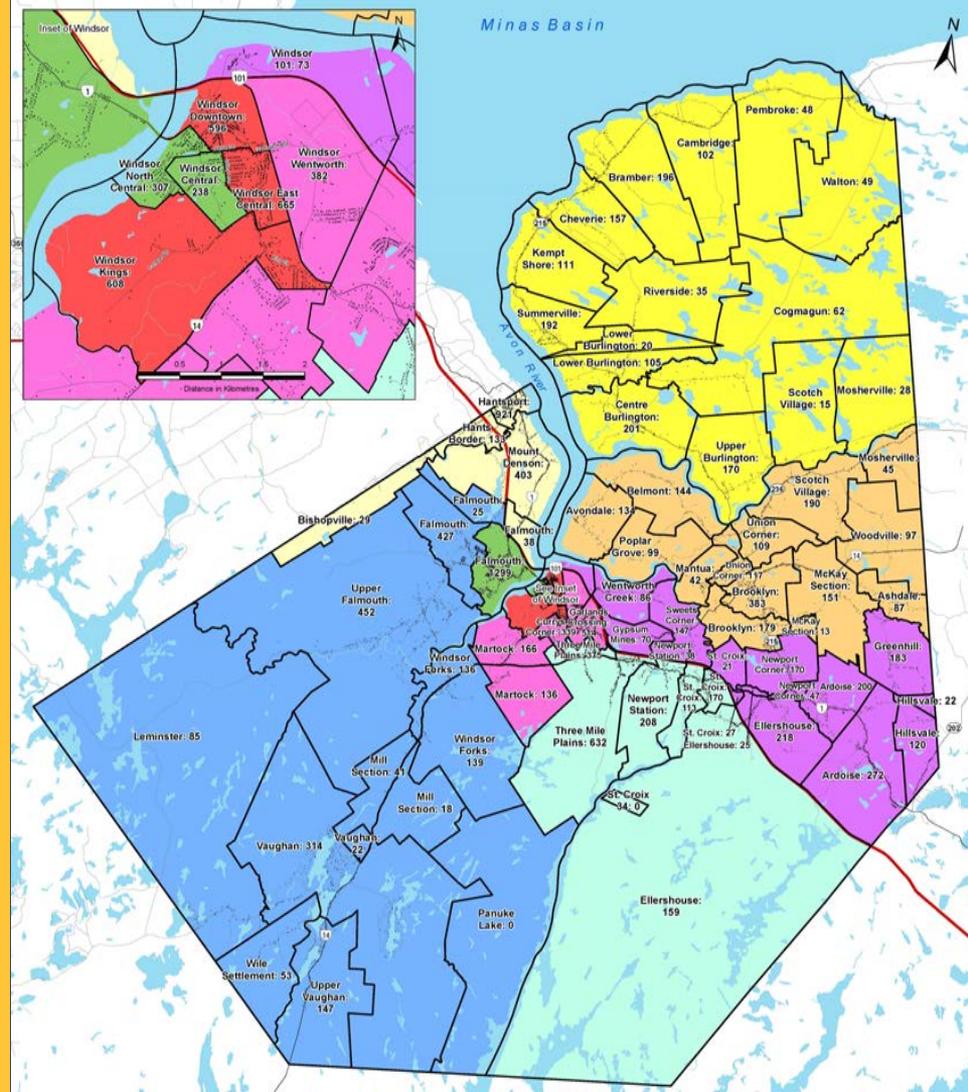


Districts 4, 5 and 6



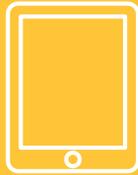
Revised 9 Districts

Proposed District	Electors	Variation from Average	
		Number	%
1	1,491	-208	-12.2%
2	1,790	91	5.4%
3	1,719	20	1.2%
4	1,657	-42	-2.5%
5	1,537	-162	-9.5%
6	1,859	160	9.4%
7	1,844	145	8.5%
8	1,524	-175	-10.3%
9	1,869	170	10.0%
TOTAL	15,290		
Average	1,699		



Contact us

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