



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

Meeting Agenda

Monday, January 27, 2020 – 6:00 p.m.

Windsor Council Chambers, 100 King St., Windsor NS

- 1. CALL TO ORDER**
- 2. CONFLICT OF INTEREST DECLARATION**
- 3. APPROVAL OF AGENDA**
- 4. APPROVAL OF MINUTES**
 - (a) Meeting of January 2, 2020
 - (b) Amendment of Meeting Minutes of November 18, 2019 (two Committees omitted from Motion)
- 5. DELEGATIONS / PRESENTATIONS (if any)**
 - (a) Survey Results Presentation – Hubert Hu
- 6. BUSINESS ARISING FROM PREVIOUS MINUTES**
 - (a) Work Plan Update / Co-ordinator Latimer
 - (b) Update - Terms of Reference
 - (c) Community Engagement Proposal – Martin Laycock
- 7. STAFF REPORTS**
 - (a) CAO Report
 - (b) Council Remuneration Report
 - (c) Benefit Plan Merge Report
 - (d) Fire Services Report
 - (e) RCMP Report – Funding & Operational Plan
 - (f) Post Consolidation Financial Request
 - (g) Appointment of Requested Officials – CAO Phillips
 - (h) Quarterly Financial Report – Ms. Rochon
- 8. BILL 55, SECTION 12 ITEMS (if any)**
 - (a) Engineering Services – Willow St. Hantsport – CAO Laycock
- 9. CORRESPONDENCE**
 - (a) Letter from Lisa Hines, Windsor Agricultural Society

10. ADDITIONS TO THE AGENDA (if any)

11. IN-CAMERA

- (a) Contract Matter
- (b) Personnel Matter

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



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

Meeting Minutes

Monday, January 6, 2020 – 6:00 p.m.

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

Staff/Alternate Committee Members

Rupert Jannasch	Councillor/Alternate Co-ordinating Committee Member, Municipality of West Hants
John Bregante	Councillor/Alternate Co-ordinating Committee Member, Town of Windsor
Mark Phillips	CAO, Region of Windsor and West Hants Municipality
Todd Richard	Interim CAO, Town of Windsor
Martin Laycock	CAO, Municipality of the District of West Hants
Shelleena Thornton	Municipal Clerk, Town of Windsor
Nick Barr	Acting Director of Governance & Advisory Services
Donna Jones	Project Administrator

1 member of the public in the gallery.

Regrets

None

- 1. CALL TO ORDER** – Co-ordinator Latimer called the meeting to order at 6:01pm and welcomed everyone.
- 2. CONFLICT OF INTEREST DECLARATION** – None
- 3. APPROVAL OF AGENDA** – Additions and/or Deletions

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

4. APPROVAL OF MINUTES – Meeting of December 2, 2019

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

5. DELEGATIONS / PRESENTATIONS (none)

6. BUSINESS ARISING FROM PREVIOUS MINUTES

(a) Work Plan Update

- Co-ordinator Latimer reviewed various sections of the workplan with the Committee members. Provided an update on Election Readiness and advised a Recommendation Report on Council Remuneration would be forthcoming.
- Noted the swearing in of the new Council and launch of the new Municipality Unit, advised he is in discussions with S. Bennett at the Department of Municipal Affairs and Housing. Open to hearing ideas and thoughts from the Committee members.
- Provided a brief update on the Labour Board application, Fire Services and Policing. Noted the letter sent to S. Bennett on Policing and advised a Recommendation Report would be submitted for the next Co-ordinating Committee meeting.
- Advised of the work being done on the survey results Report and the Community Engagement Project.

(b) Dalhousie Management Without Borders Report

- Co-ordinator Latimer advised that the MWB students have finalized their report on the benchmarks and key performance indicators. Reviewed various aspects of the report with the Committee.
- Warden Zebian noted it was a good point Co-ordinator Latimer brought up around basing their benchmarks on what they feel their expectations are. Cost saving, more efficiencies, less bureaucracy and elimination of conflict would be the main things they would expect to get out of this.
- Mayor Allen stated that she was glad they didn't just take the example of the Provincial indicators. Noted she was happy with the report and asked if their work was finished. Co-ordinator Latimer stated that a few students are staying on for a second term and advised they were available if their help was needed. NSFM also expressed an interest in doing a workshop.
- Mayor Allen noted a caution around using cost savings as an indicator as it sometimes can take up to five years to be recognized. Advised that there are a number of factors to indicate why they are doing this that can benefit our Communities.
- Deputy Murley supported the idea of a workshop and noted she was interested in what the external facing dashboard for transparency would be like. Felt this would come out in a workshop.
- Deputy Warden Morton advised they should do something with this report, not put it up on a shelf to get dust on it.
- Co-ordinator Latimer noted there may be an opportunity to take another turn of the wheel on this

and will come back to the Committee with a recommendation on what they might be able to do.

(c) Glooscap Agenda/Presentation

- Co-ordinator Latimer wanted to acknowledge the meeting held on December 4, 2019 with Glooscap First Nation. Noted he has sent an e-mail to Chief Sid thanking him and has also provided him with a copy of a presentation he had prepared. Copies of the electoral map and W/WH newsletters have also been forwarded.

(d) Update on Labour Board Application

- Co-ordinator Latimer touched on this during his update.
- CAO Phillips added that there was a meeting earlier in the day and noted there are no significant concerns, more about what the staff choose, to be unionized or not. Stated there are benefits to both, as well as advantages and dis-advantages of both.
- Mayor Allen noted her concern around addressing this on a timely basis and not leaving it until April 1st, 2020. CAO Phillips advised things are well under way.

(e) Fall/Winter Newsletter

- Co-ordinator Latimer advised that the newsletter was completed and distributed before the Christmas break. Thanked Ms. Remme for her work in completing the newsletter.

7. STAFF REPORTS

(a) CAO Report

- CAO Phillips provided a review of his report and noted the highlights. Provided updates in the areas of Governance, Administration, Finance, Parks & Recreation, Planning & Development and Protective Services.
- Provided an update of the work Hatch is doing around space requirements for the new Municipal Unit.
- Gave a shout out to the staff of both units for their generosity over the holidays with regards to fundraising, donations and food drives.

8. BILL 55, SECTION 12 ITEMS (if any)

8. CORRESPONDENCE RECEIVED

(a) Letter to Shannon Bennett on RCMP

- Co-ordinator Latimer addressed this letter earlier in the meeting.

9. ADDITIONS TO THE AGENDA (none)

- Mayor Allen seeked clarification regarding the creation of a committee for the Accessibility Act that the Province is adopting April 1st, 2020.
- CAO Laycock stated that there does have to be a committee established for April 1st, 2020 and CAO Phillips added that the Accessibility Act Committee is on the list. Added that the new Council will have

to appoint the Committee members.

- Discussions on putting forward recommendations for the new Municipal entity.

10. IN-CAMERA (if any)

(a) Personnel Matter

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

MOVED/SECONDED THAT AT 6:53PM, THE MEETING MOVED IN-CAMERA TO DISCUSS PERSONNEL MATTER. MOTION CARRIED

MOVED/SECONDED THAT AT 8:04PM, THE MEETING MOVED OUT OF IN-CAMERA. MOTION CARRIED

Regular Open Meeting Re-convened at 8:04pm

MOVED/SECONDED THAT STAFF PROCEED AS DIRECTED IN-CAMERA. MOTION CARRIED

11. NEXT CO-ORDINATING COMMITTEE MEETING DATE(S) & ADJOURNMENT – Next meeting is scheduled for 6:00 pm Monday, January 27, 2020 in the Town of Windsor Council Chambers.

MOVED/SECONDED THAT AT 8:07PM THE CO-ORDINATING COMMITTEE MEETING BE ADJOURNED. MOTION CARRIED.

Chair

Project Administrator



REGION OF WINDSOR AND WEST HANTS MUNICIPALITY
CO-ORDINATING COMMITTEE
Meeting Minutes **AMENDED**
Monday, November 18, 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
Louis Coutinho	Consolidation Consultant, Town of Windsor
Martin Laycock	CAO, Municipality of the District of West Hants
Todd Richard	Interim CAO, Town of Windsor
Rupert Jannasch	Councillor/Alternate Co-ordinating Committee Member, Municipality of West Hants
Shelleena Thornton	Municipal Clerk, Town of Windsor
Troy Burgess	Director of Public Work, Town of Windsor
Matt Delorme	Consultant, Hatch
Susan Hayes	CAO, Windsor Elms Village
Donna Jones	Project Administrator
5 members of the Public in the gallery	

Regrets

John Bregante	Councillor/Alternate Co-ordinating Committee Member, Town of Windsor
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- 1. CALL TO ORDER** – Co-ordinator Latimer called the meeting to order at 6:02pm and welcomed everyone. Extended the welcome to the members of the public that were able to come out and join in person as well as those that were attending via live stream.
- 2. APPROVAL OF AGENDA** – Additions and/or Deletions

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

3. APPROVAL OF MINUTES – Meeting of October 28, 2019

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

4. DELEGATIONS / PRESENTATIONS

(a) Asset Management Update – Hatch

- Mr. Delorme reviewed his presentation and provided an update on the Asset Registry/Asset Management Roadmap to the Co-ordinating Committee.
- Co-ordinator Latimer inquired if there had been any surprises in their work in relation to accessing the data or in terms of what they had found. Mr. Delorme, stated no, and noted that the data was in a lot better shape than what they had expected. Both Municipalities had more data than what Hatch is used to so that helped going through the process and with the risk assessments.

Mr. Delorme left the meeting at 6:45pm.

(b) Windsor Elms Village Presentation

- Ms. Hayes reviewed her presentation on the Windsor Elms Village Energy Project to the Co-ordinating Committee.
- Stated that they are looking to the Committee for a letter of endorsement for their FCM application.
- Deputy Mayor Murley asked Ms. Hayes if she had spoken to anyone on how the funds could flow through the Municipality of West Hants. Ms. Hayes advised most of the support would be in-kind and would flow in and out. Support would actually be the processing of those kind of transactions. Deputy Mayor Murley sought clarity that they were looking for 10% of the cost of the project and stated that they would still be short \$25,000. Ms. Hayes noted this would be the in-kind and advised it may not be that much as there are other funds they may be able to access.
- Mayor Allen asked how long the time frame would be on this project. Ms. Hayes advised they were hoping to have the project started by next month and completed by the end of the summer.
- Warden Zebian stated that the Windsor Elms Village is an important piece of infrastructure for both municipal units and looks forward to the project being successful.
- Co-ordinator Latimer stated that he wanted to be clear on the role of the Co-ordinating Committee and advised they could not commit any funds, what they were doing here was endorsing the commitment made by West Hants to support the application pursuant to Bill 55, section 12.

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE WRITE A LETTER OF SUPPORT ENDORSING THE CONCEPT OF THE ENERGY PROJECT AND OUTCOMES FOR THE WINDSOR ELMS VILLAGE FCM APPLICATION, EMPHASIZING LEADERSHIP WITHIN THE MUNICIPALITY FOR GREEN HOUSE GAS REDUCTION AND FURTHER, APPROVE THE MUNICIPALITY OF WEST HANTS ACCEPTING UP TO \$75,000 FROM NOVA SCOTIA ENERGY AND MINES LOW CARBON COMMUNITIES FUND AND USE THIS TO CONTRIBUTE TO PROJECT TO

MEET FCM GREEN MUNICIPAL FUND ELEGIBILITY. MOTION CARRIED

Ms. Hayes and 3 members of gallery left the meeting at 6:37pm

5. BUSINESS ARISING FROM PREVIOUS MINUTES

(a) Work Plan Updates – Co-ordinator Latimer

- Co-ordinator Latimer gave a brief update on election readiness and the objective to reach the goal of 55% voter turnout. Advised all dates and forms have been updated to the Stronger Region website pertaining to the election.
- Advised the Committee members that a draft report has been received from the RCMP on servicing the new municipality. Currently being reviewed by the CAO's. Also advised that work continues on the Fire Services RFP and noted an update will be presented at the December 2nd Co-ordinating Committee meeting.
- Provided a status update on the tax model work, the community engagement survey and outreach to the schools.
- Co-ordinator Latimer reviewed the key dates on the Management Without Borders project. Advised that the MWB team would be presenting their work at the December 2nd Co-ordinating Committee meeting.
- Reminded the Committee members to submit ideas for content to Ms. Remme to be included in the upcoming newsletter.

6. STAFF REPORTS

(a) CAO Report

- CAO Phillips provided a review of his report and noted the highlights.
- Noted that it was a blended report on work done between the units of West Hants, Windsor and the Co-ordinating Committee.

(b) Committees, Boards and Commissions Review Recommendation Report

- Ms. Thornton reviewed the recommendation report with the Committee members.
- Noted the recommendation in the report for the committees to be effective April 1, 2020 does not mean the other committees that are with both municipal units will not exist after April 1, 2020. Those are things that need to be worked out but can wait until April 1st, 2020 or later.
- The committees that are presented in the recommendation are mandated under pieces of legislation or agreements that each municipal unit currently has so that is why they are in the report.

MOVED/SECONDED THAT THE FOLLOWING COMMITTEES OF COUNCIL BE EFFECTIVE APRIL 1, 2020; LANDFILL LIAISON COMMITTEE, ACCESSIBILITY ADVISORY COMMITTEE, AUDIT COMMITTEE, WATERSHED ADVISORY COMMITTEES (DAVIDSON LAKE, FRENCH MILL BROOK, & MILL LAKES), FENCES ARBITRATION COMMITTEE, POLICE ADVISORY BOARD, COMMITTEE OF THE WHOLE, PLANNING ADVISORY/HERITAGE ADVISORY COMMITTEE, ANNAPOLIS VALLEY REGIONAL LIBRARY BOARD, HANTS COUNTY RESIDENCE FOR SENIOR CITIZENS, REGION 6 SOLID WASTE, VALLEY COMMUNITY FIBRE NETWORK, VALLEY REGIONAL ENTERPRISE NETWORK & WESTERN REGIONAL HOUSING AUTHORITY BOARD. MOTION CARRIED

7. BILL 55, SECTION 12 ITEMS (none)

8. CORRESPONDENCE RECEIVED

(a) Thank you Letter to Councillor Daniels

(b) Congratulations to Kody Blois, MP

- Co-ordinator Latimer tabled the two pieces of correspondence received.

9. ADDITIONS TO THE AGENDA (none)

10. IN-CAMERA (if any)

(a) Contract Matter

Those that remained for the in-camera session included the Co-ordinating Committee members, Alternate Committee member Jannasch, CAO Phillips, Interim CAO Richard, and Project Administrator Jones.

MOVED/SECONDED THAT AT 7:01PM, THE MEETING MOVED IN-CAMERA TO DISCUSS CONTRACT MATTER. MOTION CARRIED

MOVED/SECONDED THAT AT 7:42PM, THE MEETING MOVED OUT OF IN-CAMERA. MOTION CARRIED

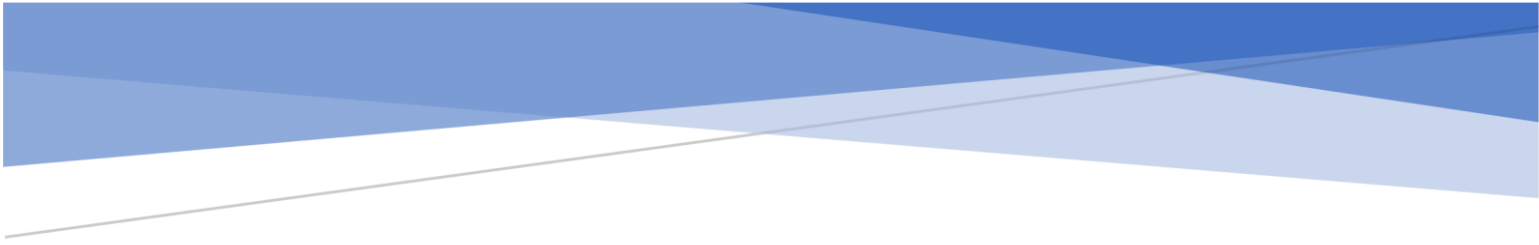
Regular Open Meeting Re-convened at 7:42:pm

11. NEXT CO-ORDINATING COMMITTEE MEETING DATE(S) & ADJOURNMENT – Next meeting is scheduled for 6:00 pm Monday, December 2, 2019 in the Brooklyn Civic Centre.

MOVED/SECONDED THAT AT 7:43PM THE CO-ORDINATING COMMITTEE MEETING BE ADJOURNED. MOTION CARRIED.

Chair

Project Administrator



DATA ANALYSIS OF THE SURVEY FOR WINDSOR/WEST HANTS (STRONGERREGION.CA)

Date: January 16, 2020

Abstract

The report outlines the data analysis performed on the data obtained through an online survey. The purpose of the survey was to gauge people's opinions on the amalgamation between Windsor and West Hants.

Sathaporn (Hubert) Hu, Derek F. Reilly

Executive Summary

A survey was conducted over a six-month period to gauge residents' opinions on the amalgamation. It was conducted online through strongerregion.ca. We asked the residents about (1) the potential benefits of the amalgamation, (2) the most significant challenge of the amalgamated municipality, (3) what should be the first priority of the amalgamated municipality, and (4) the new name for the municipality. There were 1054 respondents in total, 687 respondents were from West Hants, 204 were from Windsor, and 154 were from outside the region. We found that the councillors and staff were successful in getting responses all around the West Hants and Windsor region despite the low population density in certain areas of West Hants.

We excluded 139 respondents from the analysis of the first question, because their responses to the first question are missing. Therefore, in total, we analyzed only 915 responses to the first question. Overall, most respondents (659 respondents) believed that the amalgamation will be beneficial for the region. Many believed that the increase in cooperation (235 respondents) and sharing of resources (106 respondents) in Windsor/West Hants would be beneficial. They believed that the government would become more efficient (247 respondents). There were some negative responses (177 respondents) most of which from the residents of West Hants (59 respondents).

While many respondents believed that the increased cooperation would be beneficial, most (411 respondents) also indicated that cooperation between West Hants and Windsor would be the most significant challenge in the second question. Many respondents (122 respondents) also indicated that creating a new and fair tax scheme to be another challenge. Some respondents (71 respondents) indicated that the most significant challenge would be to ensure the fairness between the rural and the urban residents. Interestingly, some respondents (66 respondents) already believed that the amalgamation will be beneficial; however, there should be more effort in informing other residents of the benefits.

For the third question, we found that respondents (178 respondents) deemed improvement of transportation to be the top priority. Particularly, they (55 respondents) would like the roads to be improved. Interestingly, we found multiple respondents (47 respondents) indicating the unconnected roads around "The Crossing" to be the most pressing issue. The second priority is the tax system (115 respondents). The rural residents would like the new system to be fair. The third priority is the improvement of services (97 respondents) – particularly fire service. Rural residents (62 respondents) also expressed interests in having improved access to the Internet.

Most respondents (358 respondents) indicated that the new name should simply be "West Hants." "West Hants" is the most popular name among the residents of West Hants and the people who reside outside West Hants and Windsor. Meanwhile, "Avon" is the most popular name among the residents of Windsor. However, we found that "West Hants" is still the second most popular name in Windsor – meaning that a large number of Windsor residents do not mind that "Windsor" is not in the new name. Overall, the five most popular names are: West Hants (358 respondents), Avon (125 respondents), Windsor/West Hants (125 respondents), Windsor (65 respondents), and Hants West (32 respondents).

Profile of the Respondents

The Communities of the Respondents

We found that 687 respondents were from West Hants, 204 were from Windsor, and 154 were from elsewhere. The figure below shows the distributions of the respondents that live in Windsor and West Hants. Most of the respondents were clustered around Windsor. However, the map does indicate that efforts taken by Councillors and staff were successful in obtaining a representative sampling – despite the low population density in certain areas.



Figure 1: The map which shows the distributions of the respondents. The size of each dot represents the number of respondents from the specific community. The smallest dot represents 1 person and the largest dot represents 204 people. Orange denotes Windsor and blue denotes West Hants communities.

Age Distribution

We found that the age groups tend to skew toward the older age group. In total, we found only nine respondents were the age of below 18, and only 24 respondents with the age between 18 to 24. When we broke down the age by area, we found that West Hants had a significant skew toward older people.

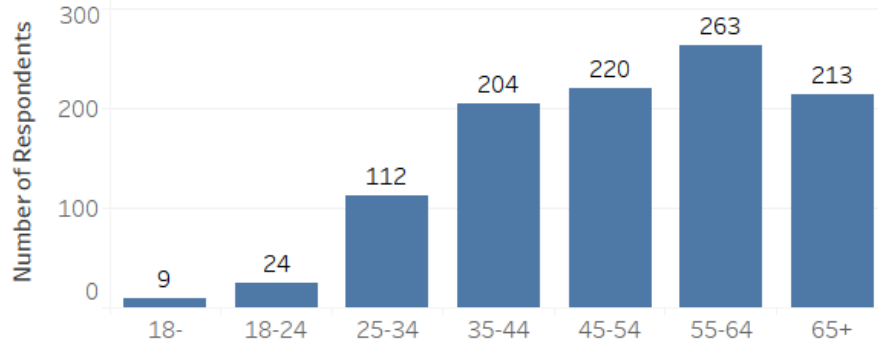


Figure 2: The chart representing the overall age ranges of the respondents.

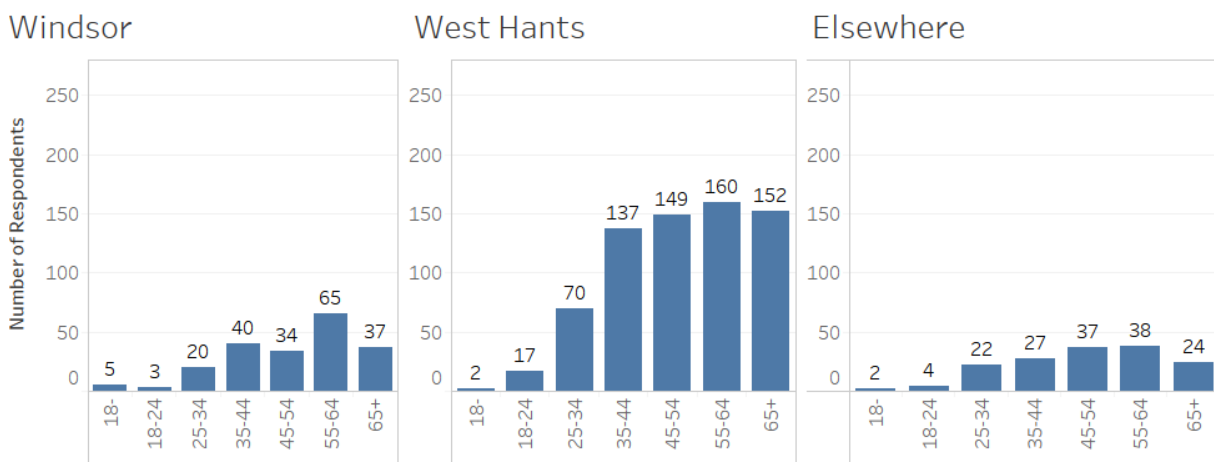


Figure 3: The chart representing the overall age ranges of the respondents in particular areas – LEFT: Windsor, CENTRE: West Hants, RIGHT: Outside both Windsor and West Hants.

The First Question: The Most Significant Benefits

In the survey, each participant was asked three questions. The first question they answered was: “What do you see as the biggest benefit of Windsor/West Hants joining together?” For this question, we analyzed the answers using thematic analysis. We tagged each response with the following:

- **Primary Tags:** These tags describe major themes. They are somewhat vague in nature. For example, the tags that appeared the most often are “Efficiency.” “Efficiency” here can mean many types of “Efficiency.” However, it is further elaborated by the Secondary Tags.
- **Secondary Tags:** These tags provide additional information to the primary tags. For example, when a response is tagged with the primary tag, “Efficiency”, it might be accompanied by the secondary tag “Cost Saving” which signifies that the efficiency is in terms of less costs.
- **Positivity:** Each response is also rated as “Negative”, “Neutral”, or “Positive.” While the question specifically asked for benefits, some respondents may also decide to not directly answer the

question. Instead, they might use the answer to explain why the amalgamation will not produce a positive result.

Due to a server issue, we lost the responses for the first questions from 139 respondents. Therefore, we excluded them from the analysis. Since the server did not lose the respondents' answers for the other questions, they were included in the analysis for the other question. Despite the removal, we still have 915 answers which is sufficiently large to be representative.

Primary Tags

We found that for the primary tags, the ten most popular themes are:

1. **Efficiency** (247 respondents): All of the responses with this tag are positive which means that many respondents believed that the amalgamation would lead to a more efficient government.
2. **Cooperation** (235 respondents): Almost all of the tags are positive which means that the respondents believed that the amalgamation would lead to increased cooperation between Windsor and West Hants. Two respondents provided a neutral response while one provided a negative response.
3. **Nothing** (146 respondents): There are 122 neutral responses. These responses mean that many respondents did not see any benefits. Fifty-four responses were negative which indicates that the respondents viewed the amalgamation as a negative process.
4. **Combined Resource** (106 respondents): All the answers with this tag are positive which means that many respondents believed that Windsor/West Hants will be better off by combining their resources.
5. **Service** (87 respondents): Many (86 respondents) believed that the services they receive will improve after the amalgamation. However, one did not have a positive answer to this.
6. **Tax** (78 respondents): Many (66 respondents) believed that the tax scheme after the amalgamation would be fairer or reduced. Four respondents provided neutral responses which we are uncertain about their exact meaning. Some respondents (8 respondents) believed that the tax scheme would be worse after the amalgamation.
7. **Unsure** (35 respondents): Some respondents indicated that they did not know what the benefits would be.
8. **Development** (34 respondents): Some respondents believed that the amalgamation could kickstart additional development in the area.
9. **Budget** (33 respondents): Some respondents believed that the municipal budget after the amalgamation would be better. For example, funds can be distributed better in the region.
10. **Politics** (32 respondents): Some respondents believed that the amalgamated municipality would have better politics.

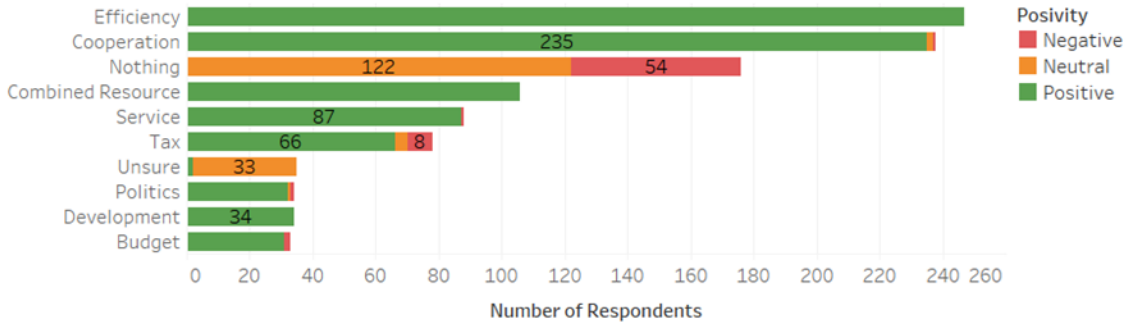


Figure 4: The truncated table of the frequency of the primary tag for the first question. The full table is available in the appendix.

Area Difference

Although we prefer to analyze the area differences of the primary tag frequencies by comparing the charts, we are unable to do so. Since there are so many tags, comparing charts visually is extremely difficult. Instead, we computed Kendall’s Coefficient Concordance. Kendall’s Coefficient of Concordance is a number between 0 and 1 which indicates how much the areas are similar to each other. 0 means no similarity and 1 means all primary tags have the same ranks in all areas (Windsor, West Hants, and outside the region). We found the coefficient to be $W = 0.80$ which is large. This means that ranks of primary tags in all areas are largely similar to each other. The break down of the response positivity is as following:

- Windsor: 6 negative, 15 neutral, 151 positive.
- West Hants: 59 negative, 131 neutral, 408 positive.
- Elsewhere: 4 negative, 31 neutral, 100 positive.

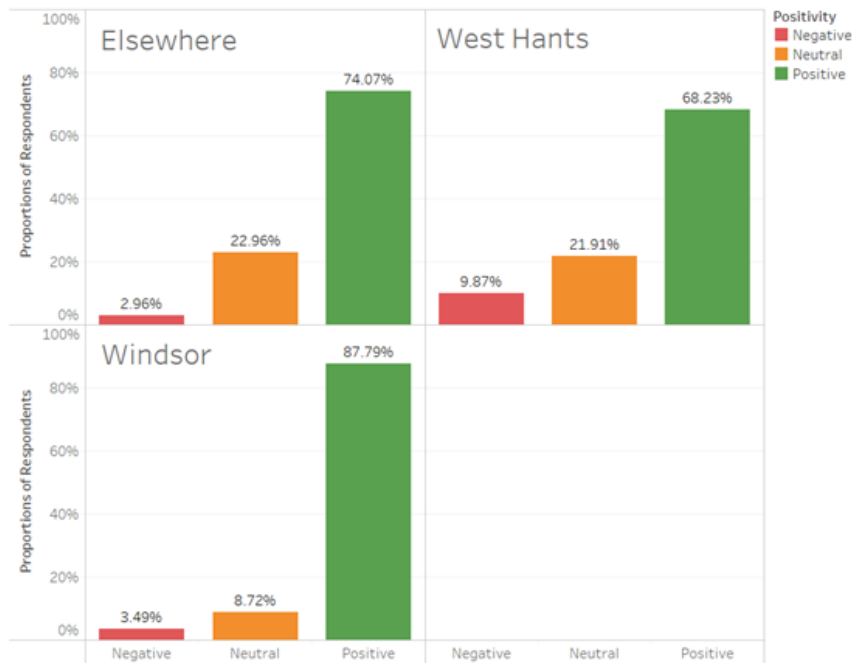


Figure 5: The proportion of negative, neutral, and positive answers by area.

Secondary Tags

To better understand the primary tags, we also analyzed the secondary tags. We found most answers are too simplistic to be given secondary tags. Therefore, we only have a small number of them. However, the ones that have secondary tags provide additional information to the primary tags of Efficiency and Service. We found that most respondents believed the amalgamation will lead to cost savings, and the streamlining of services and government. Some also believed that the new government would also be more effective at decision making and providing voice to the larger bodies such as the provincial and the federal governments. We found 15 respondents also indicated that the amalgamation would not be beneficial to West Hants.

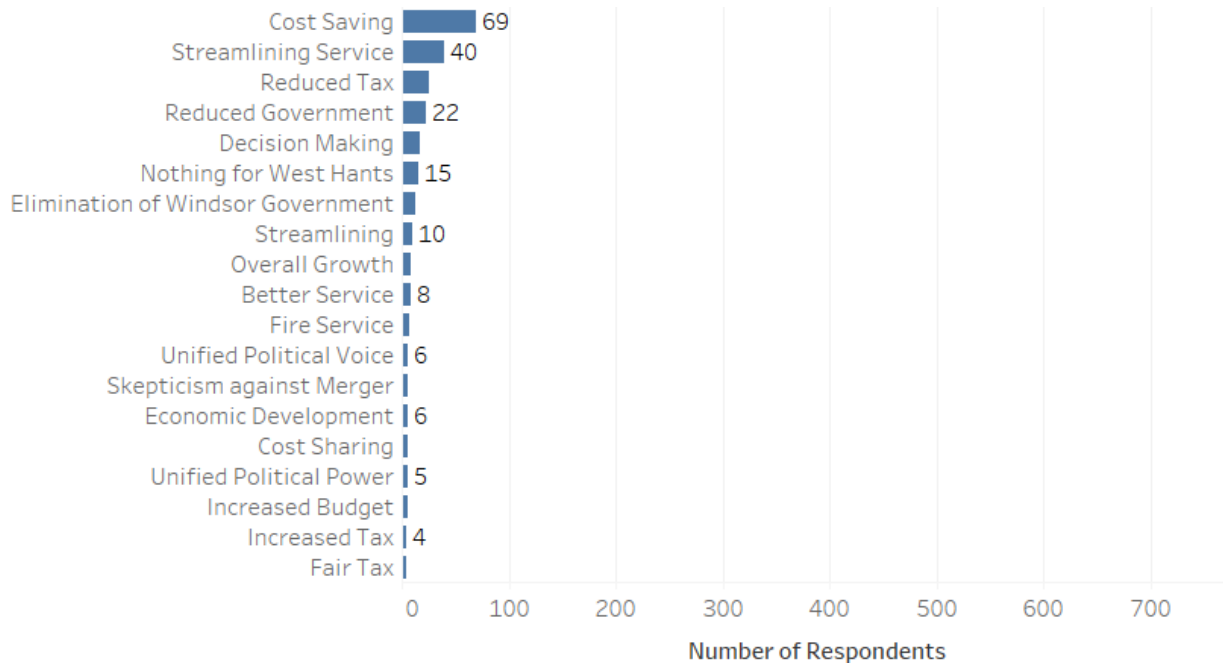


Figure 5: The truncated chart for the distribution of the secondary tags. The full table is available in Appendix A. Null (red bar) means that the answers are too simplistic for secondary tags to be assigned. The table with all the tags and their frequencies are available in the appendix.

Second Question: Biggest Challenge

The second question that each respondent answered was: “Now that Windsor-West Hants are joining together, what do you think will be their biggest challenge?” There are 1054 answers to the question. Since the question does not ask for answers that can be normative like the first one, we did not tag the answer with positivity.

Primary Tags

We found that the top ten primary tags are as follows:

1. **Cooperation** (411 respondents): Most believed that cooperation would be the most significant challenge despite a large number of respondents believing that cooperation between West Hants and Windsor would improve.
2. **Tax** (122 respondents): Many believed that creating a fair tax scheme would be a great challenge.
3. **Null** (93 respondents): Some respondents did not have anything to indicate as a challenge.
4. **Equality** (71 respondents): Equality here means that all residents will be treated fairly by the new government. Many West Hants residents expressed concerns about being treated less fairly than the residents of Windsor.
5. **Outreach** (66 respondents): Some respondents believed that amalgamation would be beneficial, but there should be more effort to inform other residents who had some reservation about the amalgamation.
6. **Efficiency** (63 respondents): Some respondents believed that merging the two governments and making the new one work efficiently may be challenging.
7. **Service** (36 respondents): Some respondents believed that improving services would be challenging.
8. **Budget** (36 respondents): Some respondents believed that creating new budgets for the new government would be challenging.
9. **New Agenda** (26 respondents): Some respondents believed that the new government may have a difficult time setting new priorities, policies, and plans among other things.
10. **Unknown** (26 respondents): The responses provided by the respondents are difficult to understand, cannot be tagged properly.

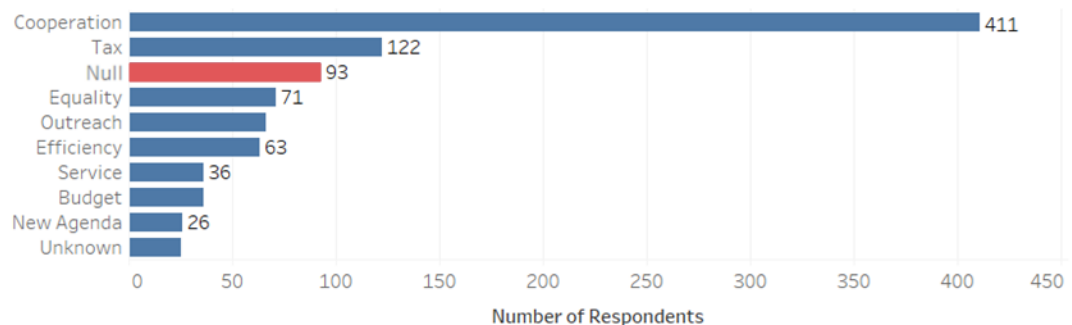


Figure 6: The overall distribution of the primary tags (truncated) for the second question. Null (red bar) represents the number of respondents who did not answer the question. The full chart is available in the appendix.

Area Difference

To determine if there is any difference between frequencies of the tags from the residents of Windsor, the residents of West Hants, and those who live outside the region, we computed Kendall's Coefficient of Concordance. We found the coefficient to be $W = 0.71$ which is large. This means that the residents of the three areas largely agree with each other on the priorities of challenges.

Secondary Tags

We found that the top secondary tags are mostly about tax, efficiency, and the government. Overall, some of the tags' frequencies are very low, we do not think that they are representative. Because of

this, we decided not to analyze the secondary tags in detail. Figure 7 contains the top ten secondary tags.

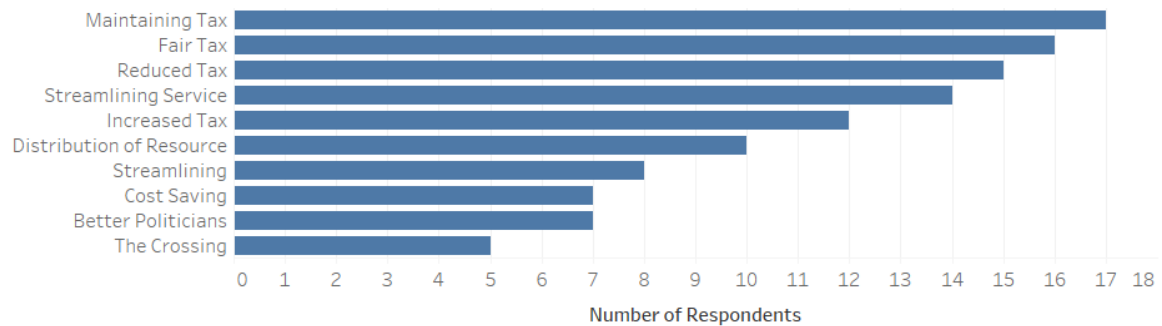


Figure 7: The top ten distributions of the secondary tag (truncated). The full chart is available in Appendix A.

Third Question: First Thing the new Municipality should address

The third question is “What’s the first thing the new municipality should address.” We analyzed the responses from all respondents. We tagged all the answers with primary tags and secondary tags.

Primary Tags

We found that the top ten primary tags are as follows:

1. **Transportation** (178 respondents): Most of the respondents were concerned about transportation in the area. Particularly, they would like the new municipality to improve the road and to connect more roads in the area (especially the road connection in “The Crossing”).
2. **Tax** (115 respondents): The respondents would like the new municipality to create a fair tax system that is fair to both the residents of Windsor and West Hants. Particularly, they would like the tax to be based on what they use. For example, if someone does not have a sidewalk outside their place, then they should not have to pay for sidewalk maintenance through their property tax.
3. **Null** (100 respondents): The respondents did not provide any information.
4. **Service** (97 respondents): The respondents would like the new municipality to improve services. Particularly, they would like an improvement of the fire service.
5. **Rural Amenities** (63 respondents): While this tag means that the rural area has the same level of amenities with the urban area, the respondents here mostly referred to rural Internet access. Many respondents would like the rural area to have quality access to the Internet.
6. **Cooperation** (55 respondents): Windsor and West Hants should integrate and work in a cooperative manner in the new municipality.
7. **Recreation** (45 respondents): The respondents would like to have better recreation facilities in the area – such as a new rink and converting the railway into a trail.
8. **Efficiency** (34 respondents): The new municipality should set up a government that is efficient. It should aim to cut costs.
9. **Unsure** (31 respondents): The respondents were unsure of what to put as answers.

10. **Development** (29 respondents): The new government should focus on bringing more development into the area. It should focus on attracting new business and growth.

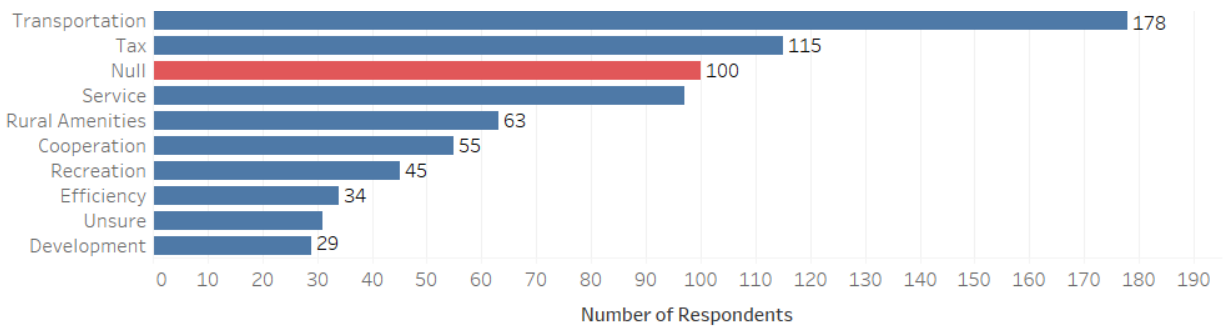


Figure 8: The top ten distributions of the primary tags for the third question. Null (red bar) signifies that the respondents did not provide any answer. The full chart is available in Appendix A.

Area Difference

We found that Kendall's Coefficient of Concordance is $W = 0.75$ which means that the three areas have similar primary tag distributions.

Secondary Tags

We found many secondary tags for the answers. Therefore, we decided to analyze them in more detail. The top ten secondary tags are:

1. **Rural Internet** (62 respondents): Of all the rural amenities, the respondents would like to have better access to the Internet in the rural areas the most.
2. **Fire Service** (58 respondents): The new municipality should work to improve the fire service – including the issue of fire coverage.
3. **Roads** (55 respondents): The respondents would like better roads and better infrastructure.
4. **“The Crossing”** (47 respondents): “The Crossing” refers to an area between Windsor and West Hants where roads are not well-connected. Due to poor road connections, residents in the area have to make unnecessarily long trips to reach certain landmarks in the area.
5. **Streamlining Services** (22 respondents): The new municipality should focus on integrating the services of Windsor and West Hants together.
6. **Reduced Tax** (20 respondents): The new municipality should find opportunities to reduce the tax rate for the residents.
7. **Attracting Business** (19 respondents): The new municipality should aim to attract new businesses into the area.
8. **Better Road** (18 respondents): The new municipality should fix and maintain the current roads.
9. **Cost Saving** (17 respondents): The new municipality should aim to reduce the costs currently incurred by the Windsor and the West Hants councils.
10. **Fair Tax** (10 respondents): The new municipality should design a new tax scheme that is fair to everyone.

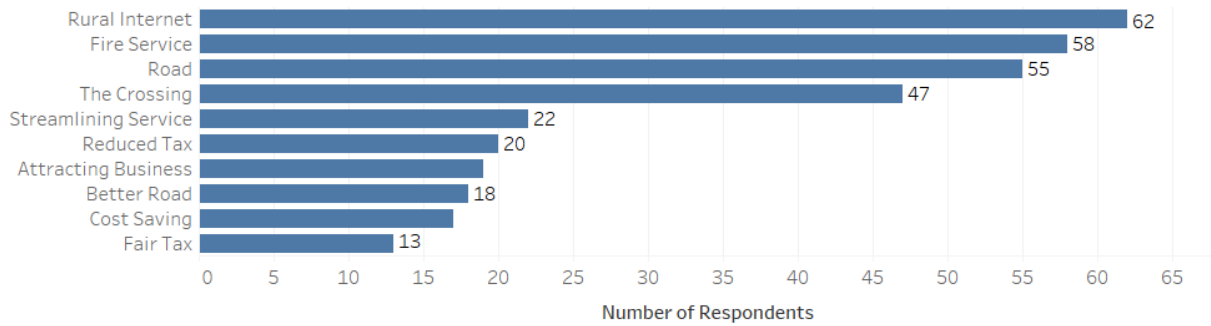


Figure 9: The top ten secondary tags for the third question. All of the data are available in Appendix A.

Fourth Question: New Name

In the survey, respondents had an opportunity to provide new names by answering the fourth question. The fourth question asks, “What is your suggestion on possible names for the new municipality?” While many respondents would not only provide a name, they would also provide the title of the amalgamated entity as well, such as “The Municipality of West Hants” instead of “West Hants.” In our analysis, we ignored the title and simply analyzed the name. We did so because we did not want to treat variations of the same names as totally separate names.

Overall, the five most popular names are: West Hants (358 respondents), Avon (125 respondents), Windsor/West Hants (125 respondents), Windsor (65 respondents), and Hants West (32 respondents). We also noted that some people also provided tongue-in-cheek names such as “Washmyhants.” However, the number for each name is very small. Therefore, we can conclude that there is no campaign to give the new municipality a comedic name in the vain of the “Boaty McBoatface” campaign.¹

We found that Kendall’s Coefficient of Concordance is: $W = 0.39$ for Windsor, West Hants, and elsewhere. This means that the people in the three areas do not agree as much on the naming. Despite the lower level of agreement, we still find “West Hants” to be a relatively popular name. This name is the most popular among the residents of West Hants, the second most popular among the residents of Windsor, and the most popular among the residents that live elsewhere. Therefore, “West Hants” is unlikely to be a divisive new name.

A few people also mentioned names that should not be used. Eight people did not want the name to be “Avon.” Four people did not want the name “Windsor/West Hants.” One individual did not want “West Hants” and another did not want “Windsor.” However, the numbers of such people are few.

¹ Here is one news article on the “Boaty McBoatface” campaign:
<https://www.theguardian.com/environment/2016/apr/17/boaty-mcboatface-wins-poll-to-name-polar-research-vessel>

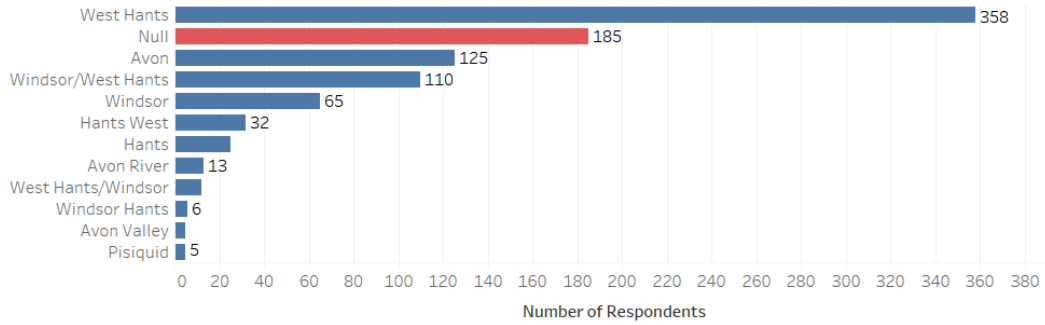
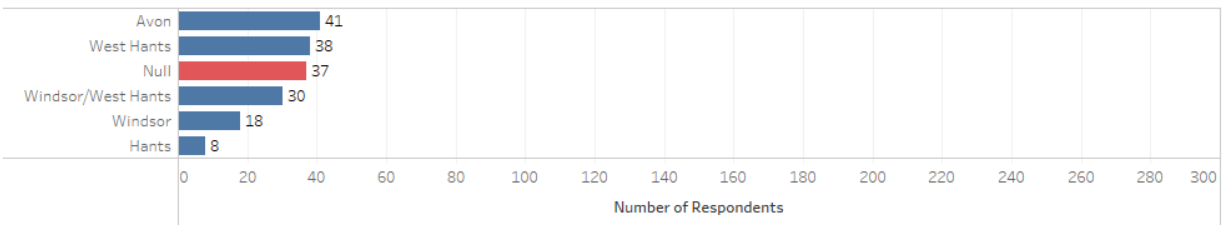
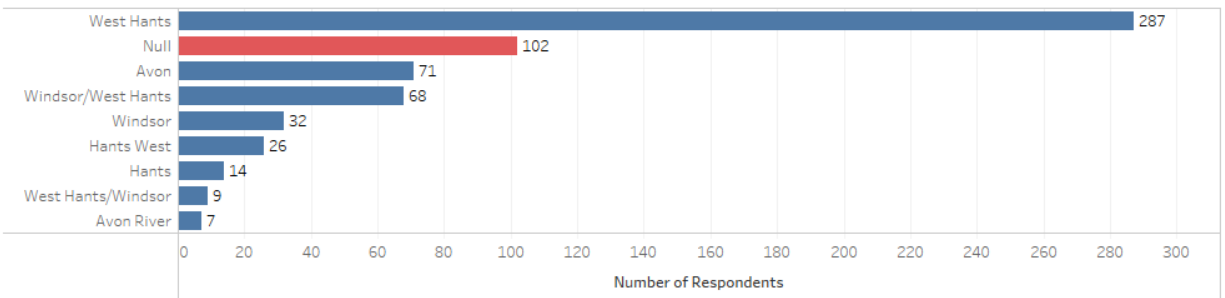


Figure 10: The distributions of the new names suggested by the respondents. “Null” (the red bar) means the respondents did not suggest any name. We excluded names that have been suggested less than five times. The list of the names that were suggested fewer than five times could be found in Appendix B.

Windsor



West Hants



Elsewhere

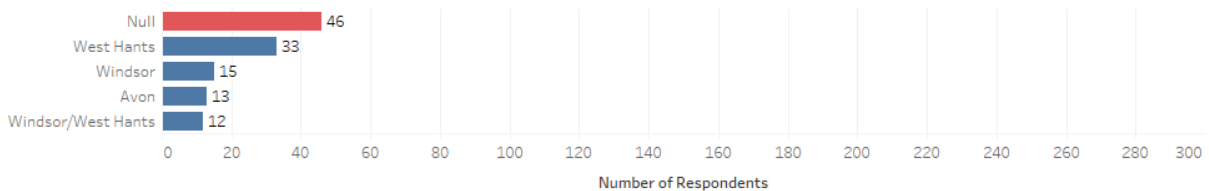


Figure 11: The distributions of the new names suggested by the respondents per area. “Null” (the red bar) means the respondents did not suggest any name. We excluded names that have been suggested less than five times. The list of the names that were suggested fewer than five times could be found in Appendix B.

Appendix A: Full Charts for Primary and Secondary Tag

First Questions: Primary Tags

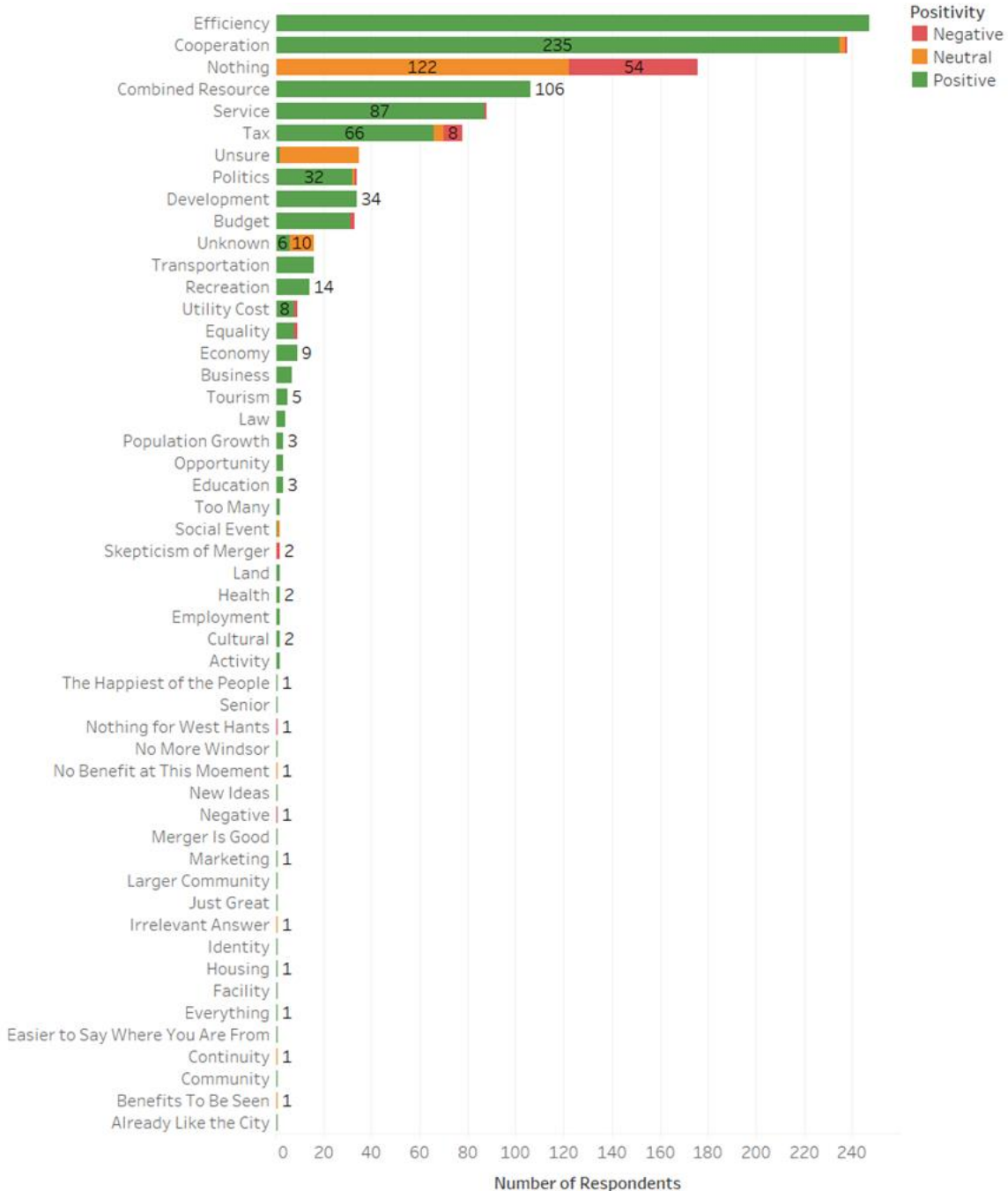


Figure 12: The charts represent the frequencies of the primary tags. Note that as the tags at the bottom are not as very useful. Some of them like “Already Like the City” do not provide any additional insight.

Access to Resource	1	Equality	1	No Benefit at This Moment	1	Unified Political Power	5
Access to Service	1	Facilities	1	No Benefit for Rural	1	Unified Political Voice	7
Advertisement	1	Fair Tax	4	No Change	1	Uninformed about Merger	1
Affordability	1	Fair Utility Cost	1	Not Informed Enough	1	Urban Growth	1
Affordable Transit	1	Financial Benefit	1	Nothing for West Hants	15	Utility Cost	1
Attracting Business	1	Financial Service	2	Null	692	Water Service	3
Better Activity	1	Fire	1	Opportunity for Growth	1	Water Service Cost	1
Better Budget	2	Fire Service	7	Optimal Use of Resource	1	Windsor Gets More Money	2
Better Business	1	Fishing	1	Overall Growth	9		
Better Communication	2	Focused on Everyone	1	Overall Streamlining	1		
Better Council	1	Funding for Three Mile Plains	1	Police Service	1		
Better Efficiency	2	Highway	1	Procurement	1		
Better Politicians	2	Hopefully Cost Saving	1	Public Transportation	1		
Better Service	8	Hopefully Reduced Tax	1	Recreation Program	1		
Better Spending	1	Improved Service	3	Reduced Fee	1		
Better Tax	2	Improved Service	1	Reduced Government	22		
Bigger Community	1	Increased Budget	5	Reduced Infighting	1		
Bigger Tax Base	1	Increased Budget for Social Service	1	Reduced Property Tax	1		
Business Development	1	Increased Buying Power	1	Reduced Red Tape	3		
Bylaw	1	Increased Funding	1	Reduced Service	1		
Combined By-Law	1	Increased Infrastructure Budget	1	Reduced Staffing	3		
Combined Cost	1	Increased Resource	1	Reduced Tax	26		
Combined Funding	1	Increased Rural Budget	1	Reduced Utility Cost	1		
Combined Resource	1	Increased Service	3	Rink	1		
Combined Resource for Growth	1	Increased Tax	4	Rural Activities	1		
Combined Service	4	Increased Tax Revenue	1	Rural Senior Care	1		
Community Programs	1	Increased Utility Cost	1	School Districts	1		
Consistency	1	Industry	1	Service Improvement	1		
Coordination	1	Infrastructure	1	Servicing Windsor's Debt	2		
Corporate-friendly	1	Infrastructure	1	Sewer Service	1		
Cost Benefits	1	Job Creation	2	Skepticism against Merger	6		
Cost Saving	69	Land Use	1	Small Business	1		
Cost Sharing	6	Larger Council	1	Smaller Council	3		
Cost Sharing, Cost Sharing for Service	1	Larger Tax Base	3	Sport Facility	2		
Culture	1	Larger Tax Based	1	Streamlining	10		
Decision Making	17	Less Council	2	Streamlining Fire service	1		
Decreased Tax	1	Less Politicians	2	Streamlining Government	2		
Distribution of Funds	1	Main Benefit to Windsor	1	Streamlining Resource	2		
Distribution of Resource	2	Maintaining Service	1	Streamlining Service	40		
Downtown Development	1	Maintaining Tax	2	Stronger Chamber of Commerce	1		
Duplication of Service	1	Maintenance of Causeway Walking Trail	1	Summer Camp	1		
Easier Access to Service	1	More Housing Option	1	Tax	2		
Economic Development	6	More Land	1	Tax Reduction	2		
Economic Stability	2	More Marketable	1	The Crossing	1		
Economic Unity	1	More Service	2	Things Done Right	1		
Economy of Scale	3	More Staffing	1	Tourism	1		
Efficiency of Service	1	New Council	1	Transparency	2		
Elimination of Windsor CAO	1	Nice Area	1	Unfair Tax Distribution	2		
Elimination of Windsor Government	13	No Benefit	2	Unified Policies	1		

Table 1: The charts represent the frequencies of the secondary tags with their frequencies. Since there are too many tags, we decided to present the data as a table instead.

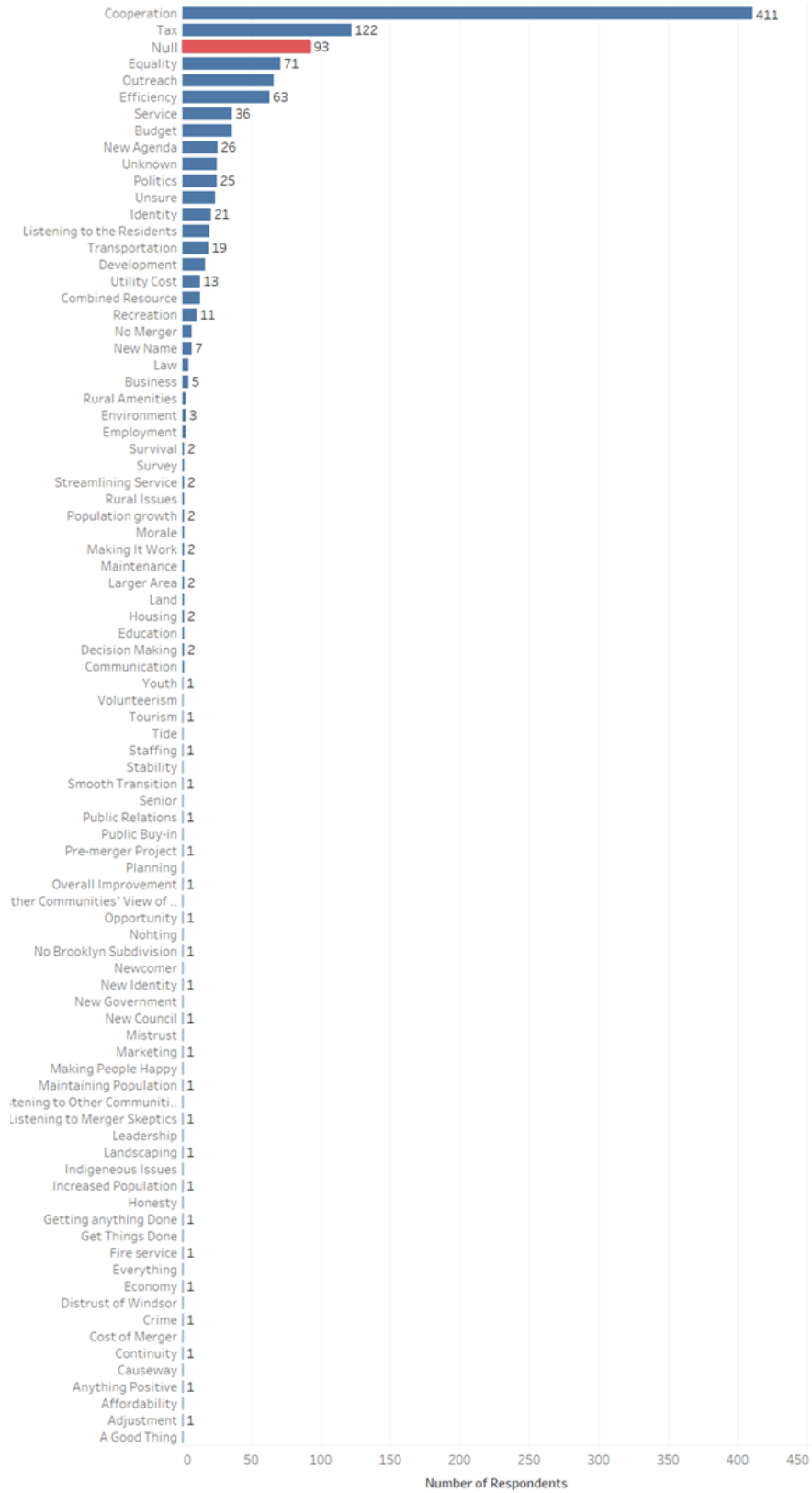


Figure 13: The full chart for the primary tags for the second questions.

Maintaining Tax	17	Bylaw	1	Less Politicians	1	Sewer Cost	1
Fair Tax	16	Bylaw Consolidation	1	Local Politics	1	Snow Removal	1
Reduced Tax	15	Change of Law	1	Mailing Residents	1	Snow Service	1
Streamlining Service	14	Cleaning up the Mess	1	Maintained Service	1	Something New	1
Increased Tax	12	Climate Change	1	Maintaining Staff	1	Sport Facility	1
Distribution of Resource	10	Cohesive Business Plan	1	Maintaining Staffing	1	Staff Organization	1
Streamlining	8	Combined Resource	1	Maintaining Tax for West Hants	1	Staffing	1
Better Politicians	7	Communicate Hantsport Improvement	1	Maintaining Utility Cost	1	Startup Cost	1
Cost Saving	7	Concern on Boundary	1	Misinformation	1	Stay on Budget	1
Better Road	5	Consistent Law	1	Missed Info	1	Streamlining Fire Service	1
Streamlining Government	5	Cost Growth	1	More Direct Democracy	1	Streamlining Service	1
The Crossing	5	Cost of Name Change	1	More People to Please	1	Streamlining Staff	1
Decision Making	4	Cost Sharing	1	New Budget	1	Streamlining Staffing	1
Overall Growth	4	Crime	1	New Jobs	1	Street Lights	1
Property Tax	4	Debt Sharing	1	New Tax Scheme	1	Summer Camp	1
Reduced Staffing	4	Developing the Most Efficient Infrastructure	1	No Benefits for West Hants	1	Tax Appropriate for Service	1
Rink	4	Distrust of Windsor Residents	1	No Cement Triangle	1	Tax Difference	1
Water Cost	4	Ditches	1	No Debt Sharing	1	Tax Not Just for Windsor	1
Better Staffing	3	Effective Spending for Windsor	1	No Dog Park	1	The People	1
Fire Service	3	Effective Use of Tax	1	No Input from Community	1	Traditional Council Debate	1
Affordable Tax	2	Efficient Communication	1	No Money for Unnecessary Things	1	Transition	1
Consistent Service	2	Efficient Government	1	No Windsor Debt Transfer	1	Transparency	1
Cost Control	2	Elimination of Corruption	1	No Windsor's Debt	1	Uninformed	1
Cost of Streamlining	2	Everyone Wants Their Own Way	1	Not Wasting Tax	1	Upset Tax Payer	1
Council	2	Expanded Service	1	Online Troll	1	Water Service	1
Debt	2	Expansion	1	Only Benefits for Windsor	1	Waterfront	1
Distribution of Fund	2	Expense Sharing	1	Paul Morton	1	West Hants Keeping Its Voice	1
Downtown Development	2	Fair Decision Making	1	Paying for Pre-merger Project	1	Windsor Shouldn't Upload Cost	1
Lower Tax in West Hants	2	Fair Distribution of Fund	1	People Don't Want to Lose Their Jobs	1	Windsor Taking Advantage	1
Maintaining Service	2	Fair Law	1	Please More People	1	Windsor Taking Advantage of West Hants	1
New Council	2	Fair Merger	1	Postal Service	1	Young Staff	1
Reduced Government	2	Fair Property Tax	1	Pot Holes	1		
Road	2	Fair Road Fixing	1	Preference for Wealthier Communities	1		
Rural Amenities	2	Fair Service	1	Redevelop the Textile Building	1		
Rural Internet	2	Fair Tax for West Hants	1	Redevelopment Vacant Lands into Parks	1		
Staff Reorganization	2	Fair Utility Cost	1	Reduced Fee	1		
Unified Political Voice	2	Fir Tax for West Hants	1	Reduced Staff Salary	1		
Addiction	1	Focused	1	Reduced Utility Cost	1		
Adequate Staffing	1	Handling Increased Budget	1	Reduced Volunteering	1		
Adult School	1	Hospital Exit	1	Representation	1		
Affordable Housing	1	Increased Land	1	Restraint on Spending	1		
Affordable Utility Cost	1	Increased Rural Cost	1	Rural Residents Used as Tax Base	1		
Allow Tide to Flow up Avon	1	Increased Utility Cost	1	Rural Service	1		
Attracting Business	1	Inform People of Area Rate	1	Rural Shopping	1		
Avoid Marginalization of Rural	1	Job Creation	1	Rural Support	1		
Balanced Budget	1	Keeping a Sense of Small Town	1	Same Challenge	1		
Better Planning	1	Keeping up with Growth	1	School Districts	1		
Better Service	1	Larger Tax Base	1	Server Error	1		
Budget for Transportation	1	Leadership	1	Service Equality	1		
Business Development	1	Leave Brooklyn Alone	1	Service Upgrade	1		

Table 2: The lists of the secondary tags for the second questions and their frequency. We used a table format instead, because of the difficulty of creating a visualization.

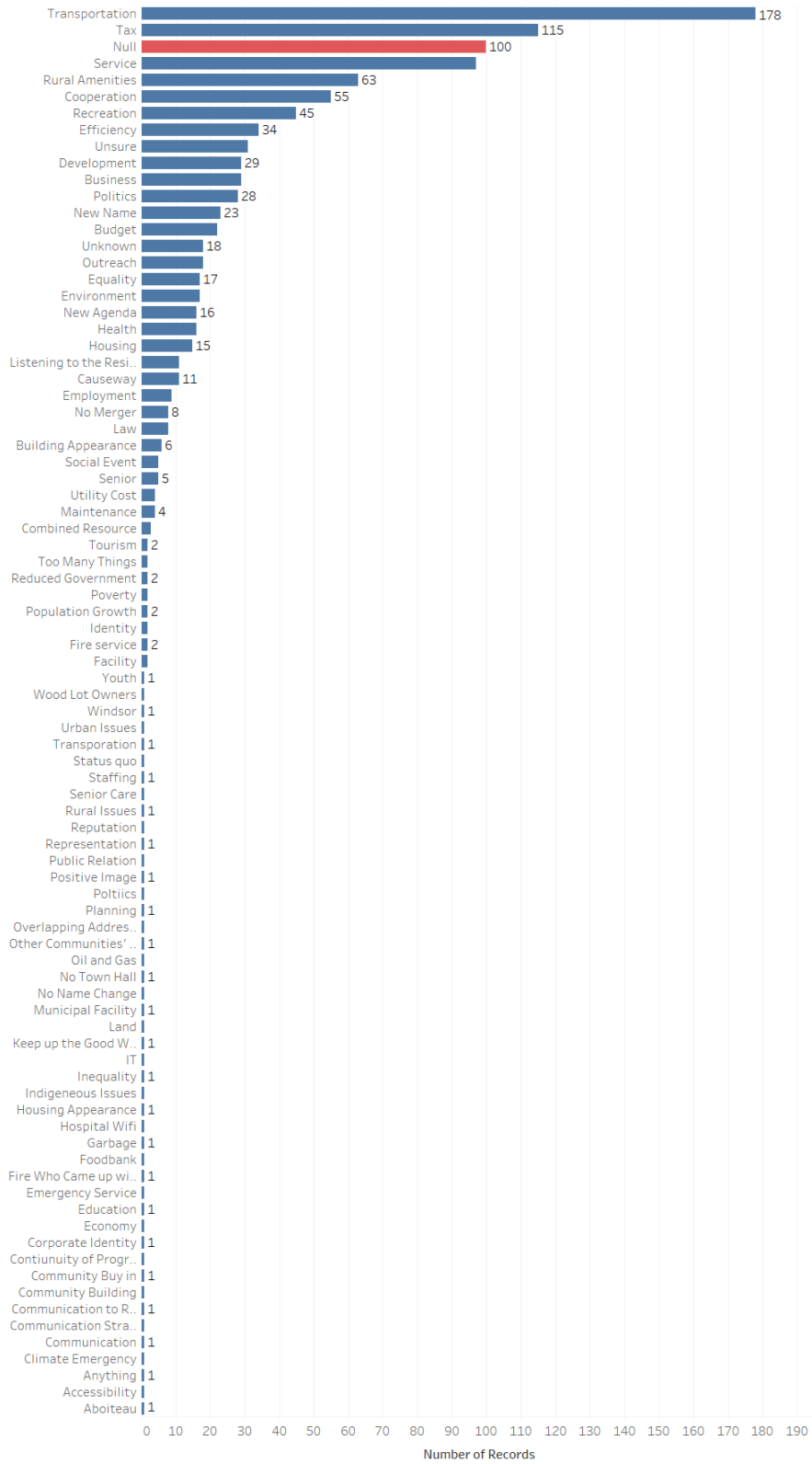


Figure 14: The full chart for the primary tags for the third question.

Accessibility	1	Bylaw Enforcement	2	Fire Hydrant	1	Loitering	1
Accessible Recreation	1	CAO Probation	1	Fire Service	58	Long-term Plan for Growth	1
Accountability	1	Change Management	1	Fire Station	1	Look for the Money Brooklyn Fire Station's ex-Chief Took	1
Active Living	1	Clean Water	1	Fiscal Prudence	1	Maintaining Road	1
Add Speedbump	1	Clearcutting	1	Fish Passage	1	Maintain Staffing	1
Add Walking Track to Rink	1	Climate Change	2	Fixing Dykes	1	Maintaining Road	1
Adequate Infrastructure Funding	1	Cole Drive Extension	1	Flooding	1	Maintaining Service	1
Adult Education	1	Combined Fire Service	1	Fork in Falmouth	1	Maintaining Tax	1
Affordable Business Rent	1	Community Centre	1	Future of Gypsum Mines	1	Maintening Recreation	1
Affordable Housing	7	Competent Staff	1	Garbage Service	5	Medical Care	1
Affordable Tax	1	Concerns of Rushed Merger	1	General Rural Amenities	1	Mental Health	2
Affordable Utility Cost	2	Conflict of Interest	3	Getting Rid of Slum Areas of Windsor	1	Merger Party	1
Animal Keeping Law	1	Consistent Tax	1	Good Fire Service for Everyone	1	More Activities	1
Anti-smoking	1	Converting Rail to Trail	1	Green Bin Size	1	More Clinic	1
Attracting Business	19	Cost of Name Change	1	Growth Outside Windsor	1	More Extra-Curricular	1
Attracting Industry	1	Cost Saving	17	Gym	1	More General Rural Amenities	1
Autism	1	Debt	2	Gym for the Rink	1	More Public Facility	1
Bad Fire Service Decision	1	Decision Making	1	Highway	1	More Rainwater Ditch	1
Balanced Budget	1	Demolishing Buildings	1	Highway Doubling	1	More Recreation Facility	1
Best Staff	1	Develop Grounds around Subway	1	Highway Twinning	2	More Rental	1
Better Emergency Response Time	1	Development of Industrial Park	1	Honesty	1	More Road Connection	1
Better Fire Coverage	9	Distribution of Cost	1	Hospital	1	More Senior Service	1
Better Fire Service	4	Distribution of Resource	1	Hospital Wifi	1	More Service	2
Better Fire Service Coverage	1	Doctor	4	Improved Service	1	More service based on tax	1
Better Housing for Low Income Family	1	Dog	1	Improving Public Image	1	More Shop	1
Better IT	1	Downtown Business	1	Increase Investment	1	More Staffing	1
Better Police	1	Downtown Development	2	Increased Tax	4	Naming People behind The Elected Official	1
Better Politicians	1	Downtown Parking	1	Indoor Pool	1	Natural Resource Development	1
Better recreation facility	1	Drugs	1	Industry	1	Nepotism	1
Better Road	18	Early Recall	1	Infrastructure	5	New Arena	2
Better Snow Plowing	1	Econom yof Scale	1	Information on New Structure	1	New Government	1
Better Staffing	1	Economic Development	6	Infrastructure	8	New House	1
Bike Lane	1	Ecotourism	1	Internet	2	New Municipal Building	1
Bike Route	1	Educating Politicians	1	Job Creation	6	New People	1
Bike Safety	1	Efficient Merger	1	Job Creation for Young Adults	1	New Recreation Facility	1
Bike Trail	3	Efficient Service	3	Job with Decent Rate of Pay	1	New Rink	3
Biking	1	Elimination of Border	1	Keeping Old Building Code	1	New Road	1
Boardwalk	1	Elimination of Fire Service	1	Lack of Business Opportunity	1	New Road Pavement	1
Border	1	Email the Residents on Merger Benefit	1	Lack of Service	1	New Tax Scheme	4
Bridge	1	Emergency Service	2	Lack of Support for Teens	1	No Debt Sharing	1
Budget Accountability	1	Environment	3	Lake	2	No Hockey Heritage on College Rd	1
Bulldoze Windsor Mall	1	Environmental Protection	1	Land Tax	1	No More Windsor Council	1
Bus to Windsor	1	Equality of Infrastructure Spending	1	Larger Tax Base	1	No Name Change	2
Business Developmeht	1	Equality of Service	1	Law Harmonization	1	No New Name	1
Business Development	6	ER Closure	1	Leadership	1	No New Tax for Rural	1
Business Growth	2	Evidence-Based Politics	1	Leave Brooklyn Alone	1	No Raise for Politicians	1
Business Promotion	1	Explanation of Tax	1	Limited Mobility	1	No Room to Expand	1
Business Stagnation in Windsor	1	Fair Tax	13	Line Painting	1	No Tax Increase	1
Business Tax	1	Fair Utility Cost	2	Littering	1	No Tax Increase for Rural Area	1
Bylaw	7	Festival	1	Local Business	1	No Tax Increase in West Hants	1

Table 3: The lists of the secondary tags for the third questions and their frequencies (Part I). We used a table format instead, because of the difficulty of creating a visualization.

Not Allowing a Few to Keep the Town from Prosperity	1	Road Emergency Service	1	Teen Activities	1
Old Council	1	Road in Windsor	1	Teleconferencing	1
Opening up the Water Passage	1	Road Maintenance	1	The Crossing	47
Optimal use of resource	1	Road Safety	1	Theft	1
Outdoor Gym	1	Route 14	1	Tongue Road	1
Outfitting fire service	1	Rural Amenities	1	Townhall on Merger	1
Overall Growth	11	Rural Cable	1	Traffic	1
Permanent Road Fix	1	Rural Cell Service	1	Traffic Bottlenecks	1
Pisiquid Trail	1	Rural Healthcare	1	Traffic Light	1
Police Service	4	Rural Hospital	1	Traffic Light at Wentworth and Payzant	1
Politicians	1	Rural Internet	62	Trail	2
Politicians Buying Land	1	Rural Road	1	Transparency	6
Politicians Not Buying Property	1	Safe Housing	2	Treat Agricultural Lands as Such	1
Politics for Everyone	1	Safe Neighbourhood	1	Trucks on Forestry Road	1
Pollution	1	Saving Business	1	Unified Political Voice	1
Pot Holes	5	Senior discount	1	Unsafe Drivers	1
Preserving Town Traditions	1	Senior Housing	3	Upgrade Fire Equipment	1
Prevent House from Sinking	1	Senior Pension	1	Upgrading Infrastructure	1
Prevent Urban Policy on Rural Area	1	Service Delivery	1	Utility Cost	1
Prevent Urban Policy on Rural Areas	1	Service Equality	1	Vacant Properties	1
Privatization	1	Sewer Service	10	Vandalism	1
Property Tax	11	Sewer Service on Wentworth Rd	2	Volunteer Fire Fighter	1
Proportional Electoral System	1	Shared Health Service	1	Wage increases	1
Protect Agricultural Area from Urbanization	1	Shared Recreation	1	Waste Service	1
Protective Service	1	Shopping Incentive	1	Water clean up	1
Public Consultation	1	Should not Have Two Arenas	1	Water Cost	3
Public Transportation	7	Sidewalk	11	Water Issues	1
Rail to Trail	2	Small Business Aid	1	Water Quality	1
Recreation Areas	1	Smaller Council	1	Water Rate	1
Recreation for Children	2	Smooth Transition	1	Water Service	9
Recreation for Youth	1	Snow Service	3	Water Sevice	1
Recreation Opportunities	1	Soccer Stadium	1	Waterfront	2
Reduce Staffing	1	Social Event	1	Waterfront Development	1
Reduced Property Tax	1	Social Events	1	Weekend and Evening Activities	1
Reduced Red Tape	1	Splash Pad	1	Wentworth Drive	1
Reduced Staffing	1	Sport Facility	4	Wentworth Road	1
Reduced Tax	20	Stoplight at Empire Lane and Payzant Drive	1	Windsor Fire Service not Releasing Financial Statement	1
Reduced Tax for People outside Windsor	1	Store Closure	1	Windsor Tax	3
Reduced Urban Tax	1	Streamlined Budget	1	Windsor's Reputation	1
Reduced Utility Cost	1	Streamling Government	2	Year-Round Recreation	1
Reinstalling Dyke	1	Streamlining	8	Youth Activities	1
Removing Causeway	1	Street Parking	1	Youth Progam	1
Representation	2	Summer Camp	1		
Restoring Avon River	1	Support Staff	1		
Revert Andy McDade's Decision	1	Sustainability	4		
Revert Name to Sam Slick	1	Sustainable Business	1		
Review Planning Strategy	1	Taking Care of Local Affairs	1		
Rink	4	Tax	3		
Road	55	Tax Clarity	1		
Road Connection	2	Tax Rumours	1		

Table 4: The lists of the secondary tags for the third questions and their frequencies (Part II).

Appendix B: List of New Names Suggested Less Than Five Times

Windsor	Frequency	West Hants	Frequency	Outside of the Region	Frequency
Allenville	1	Acadia on the Avon	1	Avon River	3
Avon River	3	Avalon	1	Avondale	1
Avon Valley	3	Avon District of Windsor West Hants	1	Camolot	1
Avondale	1	Avon Valley	2	Chrystal	1

Avonview	2	Avon West Hants	1	Eastern Valley	1
Best Hants	1	Avonside	2	Flood Cap	1
Greater Windsor	1	Better Together	1	Freedom	1
Greater Windsor/West Hants	1	Birthplace of Hockey	1	Hants	3
Hampshire	1	Chaos	1	Hants Windsor	1
Hants Avon	1	Chrystal Town	1	Hantsor	1
Hants County Recreation	1	Falmouth	1	Hantsport	1
Hants Southwest	1	Fort Edward	1	Hindsor	1
Happyville	1	Fundy	1	Mismanaged Town Stealing West Hants's Residents Money	1
New Windsor	1	Future	1	New West Hants	1
Partners for Change	1	Gateway	1	Rising	1
Pisiquid*	4	Greater Falmouth	1	Tidal Waters	1
Terra Avonia	1	Hants County	1	West Hants Windsor	1
Tidal River	1	Hants Tri	1	West Hants/Windsor	3
West Windsor	1	Hants Valley	1	West Windsor	2
Windsor West	1	Hants Windsor	3	Windsor Hants	2
WinWest	1	Hants/Windsor	1	Windsor West	2
		Hantsor	1	Windsthan	1
		Hell on Earth	1	Ww	1
		Key West	1		
		Larger Community of Choice	1		
		Manchester	1		
		Newport	1		
		Pisiquid*	1		
		Pockets	1		
		RH Lowthers	1		
		Rising Tides	2		
		Shit on Stick	1		
		Something Aboriginal**	1		
		Stick to West	1		
		Three Rivers	1		
		Tidal Bay	1		
		Tidal Flow	1		
		Troyville	1		
		Urban Hants Windsor	1		
		Valley Gateway	1		
		Washmyhants	1		
		Water	1		
		Welfare	1		
		West Hants Avon	2		
		West Hants United	1		
		West Wind	1		
		Westwind	1		
		Windsor Hants	4		
		Windsor Junction	1		
		Windsor Plains	1		
		Windsor West Hants	1		
		Hantsport			
		Windsor-Hants West	1		

		Windsor-Hantsport- West Hants	1		
		Windsor/Hants	2		
		Windy Hants	1		
		Winwest	1		
		Worth a Try	1		
		Wural	1		
		WWH***	1		

* Not all respondents provided the name "Pisiquid." Some provided variant spellings such as "Pezaquid." We treated the variants as the same name.

** The respondent indicated that the new name should be aboriginal. However, they did not indicate any specific name.

*** The respondent insisted that WWH is not an abbreviation. It should be the actual name.

Table 5: The list of all proposed names and their frequencies.

TERMS OF REFERENCE
REGIONAL MUNICIPALITY CO-ORDINATING COMMITTEE
(With amendments proposed for January 27, 2020)

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.

Where a member becomes aware of a conflict of interest the member shall, for purposes of Co-ordinating Committee meetings, adhere to the following:

- i. Declare the conflict before any discussion of the issue;
- ii. Remove oneself from the Committee table when the issue arises for discussion; and
- iii. Refrain from any discussion directly or indirectly with Committee members on the issue.

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)

Community Engagement Project Workplan

PHASE 1	Gathering Insights	Time	Timeline
Steering Committee meeting and background research	<p>Our team will meet with the steering committee to review workplans, understand expectations from the consultation, make adjustments to the workplan and schedule and discuss all other relevant matters before start of the engagement process.</p> <p>We will also request that the committee provide us with any existing reports and other relevant information. We will also review the survey results and Dalhousie students' reports to identify information relevant to the consultation.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> - Meeting with Steering Committee - Gather and review background information 	3 days	December 2019 – January 2020
Municipal Staff Internal Engagement	<p>We would like to understand how the current municipalities have historically conducted their engagements. Furthermore, municipal staff are on the frontline of projects and they are the best source of understanding ongoing challenges in the communities. The goal of this internal engagement is to:</p> <ul style="list-style-type: none"> - Understand the current engagement practices of the municipalities - Identify key stakeholders throughout the two municipalities - Understand underlining cultural sensitivities throughout the municipality <p>Deliverables:</p> <ul style="list-style-type: none"> - Prepare questions and review with the Steering Committee - Conduct a full-day workshop with key staff from both municipalities - Produce a summary report of the workshop 	4 days	January - February

<p>Elected officials and CAO one-on-one meetings</p>	<p>Elected officials have intimate knowledge of their communities' pulse, issues and challenges and what they have heard from their communities throughout the amalgamation process. We will schedule 30-minute one-on-one meetings with the elected members of the Co-ordinating Committee (Town of Windsor Mayor and Deputy Mayor and West Hants Warden and Deputy Warden) as well as the CAO of the new Regional Municipality (Mark Phillips).</p> <p>Deliverables:</p> <ul style="list-style-type: none"> - Prepare questions and review with the Steering Committee - Conduct one-on-one interviews with elected members of the Co-ordinating Committee - One meeting with the CAO of the new Reginal Municipality - Provide a summary report of the key takeaways from the interviews 	<p>4 days</p>	<p>January – February</p>
<p>Community leaders' One-on-one interviews</p>	<p>After identifying community leaders, our team will meet individually with each of the leaders. The goal of these discussions is to:</p> <ul style="list-style-type: none"> - Address concerns as the amalgamation moves forward - Hear aspirations for the region and their community going into the future - Establish an understanding of the communities they represent - Identify their preferred method of being informed and engaged as the new municipality gets established - Identify community events and activities already underway in the communities and prepare a list of the events - Provide information on the amalgamation process, the reasons for it, and the opportunities that lie ahead for better engagement on day-to-day and long-term decisions <p>At least two of the meetings will be held with the Glooscap First Nation community leaders. At least one meeting will be held with the leaders from the African Nova Scotian community.</p>	<p>5 days</p>	<p>February – March</p>

	<p>Deliverables:</p> <ul style="list-style-type: none"> - Prepare questions and review with the Steering Committee - Receive the latest details on the amalgamation process to be discussed with the community leaders - Conduct 8-10 one-on-one community leaders' interviews - Prepare summary report of discussions and key takeaways 		
Meeting with Steering Committee	<p>We will meet with the steering committee to present our findings to date and discuss the phase two of the project. This will be an opportunity to revisit project goals and ensure alignment of the next steps with those goals.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> - Prepare a report and presentation - Meet with the steering committee 	2 days	March
PHASE 2	Community-Wide Consultation		
Prep for Workshop	<p>Host a minimum of 5 x two-hour community engagement sessions across the new municipality. These sessions will be led by the facilitator, and developed in consultation with Community Leaders to ensure each session suits the needs of the host community. At a minimum, one session will be held in the community of Glooscap First Nation and one held in an African Nova Scotian community.</p> <p>The session will include questions that will help go beyond the amalgamation process. This includes tapping into community's aspirations and hopes as well as other issues that go beyond the mandate of the amalgamation. We will work through the community workshops to identify at least three community led projects that will be for the future council to consider.</p> <p>Deliverables</p> <ul style="list-style-type: none"> - Prepare questions and other materials for each of the engagement sessions - Review engagement material with the steering committee and community leaders - With the help of municipal staff, advertise times and locations of engagement sessions through online channels, newspaper ads, and word of mouth through community leaders - Host 5 x two-hour community work (Municipal staff to assist with identifying and booking venues for the 	10 days	March – May

	<p>engagements)</p> <ul style="list-style-type: none"> - Identify three community-led projects for future council consideration - Identify leaders from the previous steps and the workshops interested in creating a 'Volunteer Community Leadership Team - Prepare a summary report and key takeaways from engagement sessions and the community led projects identified 		
Social media campaign	<p>With the support of Municipal communications staff, a social media campaign will be launched. The goal of the social media campaign is to provide information on the engagement and to keep residents aware of the sessions. We envision that municipal staff will also assist with the development of social media content.</p> <p>Deliverables</p> <ul style="list-style-type: none"> - With assistance from Municipal Staff, launch and manage social media campaign to provide information about the engagement sessions 	7 days	March – April
Provincial and national programs and initiatives review	<p>RAD Consulting has been involved in a number of national and provincial programs that encourage, provide tools and funding for community-led projects. These programs include:</p> <ul style="list-style-type: none"> - Infrastructure Canada Smart Cities Challenge - Participatory Cities - Fab Labs <p>As part of this consultation process, we will identify potential initiatives that may align with ideas generated in the previous stage and include them in the final report.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> - Conduct online research of provincial and national community-building initiatives and funding avenues - Provide an overview of potential alignment between community-led projects generated in this phase with such programs 	2 day	April
Final Report	<p>Prepare a full summary report of engagement to provide information on:</p> <ul style="list-style-type: none"> - Mapping of communities within the region 	10 days	April – June

	<ul style="list-style-type: none"> - Identification of community leaders and their aspirations and concerns for the new municipality - Summary of community engagement sessions - Summary of ideas for the community-led projects for future consideration by council - Provide a framework for future engagement work within the region 		
Presentation to new council	<p>If required, our team will prepare and present our findings to the newly-formed council and answer any questions that arise.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> - Prepare a presentation for the newly-formed council 	2 days	June
Totals		49 days	

Coordinating Committee Meeting
December 2, 2019
Chief Administrative Officer Report / CAO
January 2, 2020 to January 23, 2020



Activity Report

Governance

- Attended Coordinating Committee (CC) Meeting
- Attended Coordinating Committee Workplan Conference Call and Meetings
- Attended COTW – Town of Windsor

The Campaign School and Elections information is complete and available on the WWH website. Returning Officer Rhonda Brown and Assistant Officer Shelleena Thornton have been very thorough in communications and preparing the community for the election. The www.strongerregion.ca website should be referred to for further information.

Administration

- Met with with Gerald Walsh and Associates RE Organizational Chart. Gerald Walsh and Associates are currently working on the operational human resource policies.
- Staff have been communicated with regarding their placement within the organizational chart. The chart will be posted once all letters of intent / offers have been returned and confirmed.
- The Municipal Complex Review has been drafted and will be reviewed by department heads and CAOs on January 23rd. After its review it will be presented to the Co-ordinating Committee in February for consideration. Short range plans continue to be finalized. It is anticipated that Public Works will be consolidated in the Windsor Building in the short-term with the balance of operations consolidating within the West Hants building.
- Work continues with the consolidation of websites with the target of using the WWH Stronger Region site effective April 1, 2020.
- CUPE / Labour Board Successor Rights Application Teleconference Call(s). The unionized status of the broader outside workforce remains outstanding. It remains our desire for the Labour Board to determine that a vote should be called among the employees that will be impacted.
- Attended a meeting with PVSC representatives

Finance

- Budget templates are being created and distributed for feedback from department heads. It is anticipated that budget structure and modelling will be presented to the

Coordinating Committee, most likely in March. Budget deliberations and final presentations is anticipated as a responsibility for the newly elected Council.

Parks and Recreation

- Attended West Hants Sports Complex Construction meeting
- Attended Windsor Hockey Heritage Society meeting

Planning and Development

- Participated in conference calls regarding a multi-unit housing development in the Town of Windsor.

Economic Development

- Attended WBES meeting(s). In addition, I presented to the WBES regarding potential roles and responsibilities associated with the delivery of economic development in our region and specifically Windsor.

Public Works and Infrastructure

- Attended a meeting with DOTIR representatives regarding associated lands impacted by the Twinning of the 101.

Protective Services

- Met with Kings County representatives regarding the fire service agreement with Hantsport Fire Services. In addition, recommendations from the fire review impacting Hantsport Fire and services to Kings were highlighted.
- Fire Service Review – CAO Working Group and Fire Chiefs met in Summerville to review the recommendations from the fire review. Special thanks to the Fire Chiefs for their collaboration and feedback regarding the Fire Services Review. Regularly scheduled meetings with the Chief will be carried out on a go forward basis. Their feedback is very valuable and critical for service delivery.
- Attended a meeting with Brooklyn Fire Service representatives.
- Attended meetings with DMA and DOJ representatives regarding the outstanding RCMP police services agreement.

Sincerely,

Mark Phillips

Mark Phillips
Chief Administrative Officer
The Region of Windsor and West Hants Municipality

And that matching (council member/municipal unit) pension contribution of 6% each (similar to the employee plan) be approved. And further, Prior to March 31, 2020, a policy be established adjusting the annual stipend (salary) of all Council Members by the Statistics Canada Consumer Price Index (CPI – All Items) for the Province of Nova Scotia for the preceding calendar year until the 2024 NS Municipal Elections.

BACKGROUND

In a report prepared by Louis Coutinho and presented to the Co-ordinating Committee at the October 28, 2019 meeting, remuneration ranges were provided as well as preliminary information related to potential pension and benefits.

At the same meeting, the Co-ordinating Committee approved remuneration ranges for the Mayor, Deputy Mayor and Councillors; and requested that the salaries be set prior to January 31, 2020.

DISCUSSION

The recommended remunerations are gross amounts and the mid-ranges previously adopted by the Co-ordinating Committee on October 28, 2019. Regional municipality 6% pension contributions are also outlined below. None of the figures include any deductions or the council members’ 6% pension contribution.

Annual Remuneration

Mayor	\$ 53,000
Deputy Mayor	\$ 27,950
10 Councillors @\$26,500	\$ 265,000
Total Base Pay	\$ 345,950

Annual Pension @ 6% (regional municipality portion)

Mayor	\$ 3,180
Deputy Mayor	\$ 1,677
10 Councillors	\$ 15,900
Total Pension Contribution	\$ 20,757

TOTAL COMPENSATION \$ 366,707

Health Benefits are currently provided to employees under a Group Plan and not recommended in this report. Blue Cross advised that although council members could be eligible for dental and health benefits as ‘employees’, they would not be eligible for Long-term Disability (LTD) or Life Insurance. Further, health benefit contributions made by employees are derived from user history and claims and there is risk that contribution amounts may be negatively impacted.

NEXT STEPS

Prior to March 31, 2020, a *Council Remuneration Policy* be established adjusting the annual stipend (salary) of all Council Members by the Statistics Canada Consumer Price Index (CPI – All Items) for the Province of Nova Scotia for the preceding calendar year.

FINANCIAL IMPLICATIONS

None at this time; however, would need to be considered in the Region of Windsor and West Hants Municipality's 2020/21 budget (and adjusted accordingly to include other mandatory contributions (i.e CPP, EI, etc.).

ALTERNATIVES

The Co-ordinating Committee could choose to not move forward with the recommendation or select a different remuneration format. However, a remuneration, pension and/or benefits package would need to be approved by April 1, 2020.

ATTACHMENTS

- Regional Council Remuneration Report dated 28 October 2019

Report Prepared by:

Shelleena Thornton, Municipal Clerk, Town of Windsor

Report Approved by:

Mark Phillips, CAO Region of Windsor and West Hants Municipality

Report Approved by:

Todd Richard, Interim CAO Town of Windsor

Report Reviewed by:

Martin Laycock, CAO, Municipality of West Hants



**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 councillor 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

<i>Pension & Benefits Cost Plan B</i>	\$	6,350
<i>Total Compensation using Plan B</i>	\$	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



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

To: Members of the Co-ordinating Committee

Submitted by: _____
Mark Philips, Chief Administrative Officer

Date: January 23, 2020

Subject: Group Insurance Benefits

Origin:

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

Legislative Authority:

Municipal Government Act – Section 65A

Region of Windsor and West Hants Municipality Act

Recommendation:

It is recommended:

...that the Coordinating Committee approve the benefit package for the new region through Morneau Shepell as presented in Scenario 1, option 2 for life insurance, and option 2 for long-term disability.

Background:

Currently the Town of Windsor and the Municipality of the District of West Hants both received benefits through the Nova Scotia Federation of Municipalities (NSFM) Group Benefits Plan, which is managed by Morneau Shepell. Given the number of employees (less than 50) we are both in pool A. Within Pool A, Towns and Municipalities cost share the plans expenses. However, because of the number of staff of the new Regional Municipality (over 50), we would be required to move from pool A into pool B. Which Morneau advised means staff and the employer will fund plan expenses, as this is a stand-alone pool and according to their analysis, benefit costs will increase from what the Town and Municipality are currently paying. When beginning this processes Morneau informed staff even if the units remained in their current plan structure under pool A, they would see premium cost increase next year.

Morneau advises that, as of May 2019, the Town and Municipality, on a combined basis, had an estimated reserve balance of \$72,094 in pool A. This reserve is held by Morneau. In moving to Pool B, the reserve would also follow with the plan to the new region. A portion of this reserve can be drawn on to help reduce the rates under pool B for staff. If it is decided to not proceed with Morneau and seek out other benefit providers, we would forfeit our surplus.

Within these pools there are different plans that outline the health, dental and extended health benefits. Currently the Town is under plan 1 and the Municipality is under plan 2. In preparing for the hiring phase of the consolidation, the Chief Administrative Officer will need to make decisions on the plan and the policies that surround it.

There are also differences in current polices between the Town and the Municipality on what benefits are cost shared. The Town's calculation considers all group benefits for cost sharing and the Municipality cost shares only on health and dental. Selecting one method or the other, will impact on staff's and Regional Government costs for group benefits.

- Town- "The total premiums to be paid will be cost shared 50/50 by the Town and the employee. In cases where it is advantageous (for income tax purposes) for the employee to pay 100% of the premiums for a particular benefit, the Town will pay an increased percentage of other benefit premiums in the plan to a maximum of 50% of the total plan premiums".
- Municipality- Health and dental is cost shared 50/50. The employee pays 100% of the cost for Group Life Insurance benefits, Accidental Death or Dismemberment, and Long-Term Disability.

Each method has its pros and cons, for instance in the Town's calculation there is a greater benefit to the employees, but individuals with higher salary levels would pay less for health and dental, then people with lower salaries. Municipality method would result in less cost to the employer and no taxable benefit for the employee on their T4, but the cost to employees is greater as each are paying the same for Health and Dental.

Alternatively, we could combine the two methods by cost sharing Health, Dental, and Group Insurance benefits, but remove long-term disability from the calculation as in both cases it is 100% paid by the employee. The combined method could also help with redistributing benefit costs amongst employees, so they are shared more equitably. However, there will still be some variance between staff, dependent on the option selected for group insurance benefit.

For this analysis of the scenarios and to ensure comparative figures, staff made the following assumptions:

1. No loss in current level of benefits offered to staff
2. That we draw down on the reserve to fund 13% of annual projected premiums
3. Continue with 50/50 cost share for benefits, currently offered by both
4. Bi-weekly payroll - currently the Town is weekly, and the Municipality is bi-weekly
5. Current enrollment remains the same (46 Family, 20 Single)
6. Using the West Hants 50/50 calculation methods in Appendix A for comparative purposes.

Morneau will need at minimum of two months to complete the transition of the benefits, to ensure they are ready for April 1, 2020.

Discussion:

Health and Dental Benefits

Staff began to research various options available under pool B by reaching out to Morneau and prepared three different scenarios (noted below), for Administration to consider. Note that if all staff remained in their current benefit plans, under pool B both would see cost increase due to how the pool is funded.

Also, Morneau identified some areas that require decisions to be made regarding the plan administration, that they'll need to set up our new package. The first relates to the plan's waiting period. Currently West Hants has no waiting period and the Town has a waiting period of 3 months. It is recommended that we proceed with no waiting period. Second is pertaining to the plan's termination date for benefits to current employees over the age of 65 years. It is recommended that it is terminated earlier of retirement, termination of employment, or death. Both these items will extend the length the employee is covered while working for the new regional government but has a cost associated for the employer that will also be extended.

For each scenario we show the retiree health benefit changes. Currently retiree health benefits are not provided through the Town. The Municipality has two retirees currently enrolled in the plan and these would need to be grandfathered into the new plan options and would remain on the benefit till they reach 65 years of age. Retiree benefits are 100% paid by the retiree.

Administration can decide to not include retiree benefits going forward. Morneau recommended that the new Regional Government consider not offering retiree benefits as it drives up the cost of the plan.

Scenario 1

In this scenario, staff would be moved to Plan 1 for Health and Plan 2 for Dental. The Town staff are currently enrolled in this plan makeup, and the Municipality is currently enrolled in Plan 2 for health and dental. This scenario would provide West Hants staff with an increase in the benefits available while ensuring that Town staff do not lose any benefits they are currently receiving.

		Scenario 1			
		Bi-Weekly	50/50 Split	Change	
				Windsor	West Hants
Single	Health	\$65.90	\$32.95	-\$0.06	\$5.10
	Dental	\$16.52	\$8.26	\$1.63	\$1.63
Family	Health	\$170.89	\$85.45	\$6.87	\$13.23
	Dental	\$42.61	\$21.31	\$4.20	\$4.20
Retirees Health Benefits*					
Single	\$132.51	184.99			\$52.48
Family	\$336.53	435.58			\$99.05

Based on current enrollment the Regional Government's costs would be \$149,114.16 to offer this scenario.

Scenario 2

In this scenario staff would be in the package presented in scenario 1 but due to uptake we would remove Best Doctors and increase the eye care coverage based on staff concerns and prior years claims. This would result in a richer plan for both Town and Municipal employees, but at a higher cost to both to support.

		Scenario 2			
		Bi-Weekly	50/50 Split	Change	
				Windsor	West Hants
Single	Health	\$66.59	\$33.29	\$0.28	\$5.44
	Dental	\$16.20	\$8.10	\$1.47	\$1.47
Family	Health	\$172.92	\$86.46	\$7.88	\$14.24
	Dental	\$42.30	\$21.15	\$4.05	\$4.05
Retirees Health Benefits*					
Single	\$132.51	182.55			\$50.04
Family	\$336.53	431.99			\$95.46

The Regional Government's cost to offer scenario 2 would be \$150,224.36.

Scenario 3

In this scenario, staff would be moved to package presented in scenario 2 with the paramedical removed and implement a \$1,000 health care spending account. Under this scenario the cost of the health care spending account would be 100% funded by the employer and Morneau would charge 5.2% administration fee on claims.

		Scenario 3			
		Bi-Weekly	50/50 Split	Change	
				Windsor	West Hants
Single	Health	\$60.66	\$30.33	-\$2.68	\$2.47
	Dental	\$17.18	\$8.59	\$1.96	\$1.96
Family	Health	\$157.53	\$78.76	\$0.19	\$6.54
	Dental	\$42.30	\$21.15	\$4.05	\$4.05
Retirees Health Benefits*					
Single	\$132.51	166.3			\$33.79
Family	\$336.53	393.55			\$57.02

The Regional Government's cost to provide scenario 3 would be \$139,730.76 plus the cost to administer the health care spending account, which Morneau is estimated a premium cost of \$36,894 to the employer for a total of \$176,624.76. This administration costs for the health care spending account could change based on yearly usage and would be charged annually to the Regional Government. There would also be administrative cost internally to monitor and support the health care spending account.

Life Insurance

Under the current policies the Town and Municipality are set up to calculate life insurance differently. The cost of all life insurance options is 100% paid by the employees in the Municipality. However, the Town cost shares this benefit 50/50 and the employers share is reported as a taxable benefit on the employee's T4. Also, the municipality currently has a \$25,000 limit on life insurance. The Town's current plan has life insurance at 1x or 2x salary. Morneau advises that the most common life insurance calculation used by municipalities is 2x salary.

Life Insurance 100% paid by the employee					
Current					
West Hants	per month	\$7.00	Rate x Salary, up to \$25,000		
Windsor	per month	\$20.50	Rate x Salary based on \$50,000		
Option 1					
Rate x Salary, up to \$25,000			Windsor	West Hants	
West Hants	per month	\$9.38	-\$11.13	\$2.38	
Option 2					
Rate x Salary based on \$50,000			Windsor	West Hants	
West Hants	per month	\$18.75	-\$1.75	\$11.75	

Figure 1 - Calculations are based on a \$50,000 salary

In option 1, Town employees would lose their insured salary amount over and above 25,000 but this loss would be offset by significantly less premiums. This option would also not significantly increase what the Municipal employees are currently paying.

In option 2, Town employees would still see a cost reduction without losing the insured salary value over 25,000, but Municipal employees would see a significant increase in premiums but have added value of more insurable earnings.

In either option the dependent life rates would remain the same for Town employees at \$1.31 per family per month and would decrease by \$0.33 per family per month for the Municipal employees.

It is our recommendation based on this analysis, that staff move to option 2 to ensure benefit levels are being maintained. However, it is also recommended the premium increase to Municipal staff be mitigated by going to 50/50 cost sharing currently used by the Town. The cost to the Regional Government to do this would be dependent on the employee's salary.

Retiree Life Insurance benefit of \$5,000 is currently offered by the Town but based on the current staff experience with administering this plan, it is hard to manage once the person leaves the organization. Currently the Town has 13 retirees on the plan. The premiums are paid 100% by the employer and rates are currently \$22.74 per month per person. Due to the cost to maintain and difficulty in managing it is not recommended that we continue to offer this benefit. However, if it is not continued the currently enrolled individuals should be grandfathered.

Long-Term Disability

Staff analyzed the following two options for long-term disability and based on our assessment Option 2 provides more benefit for less cost than what is currently being paid 100% by the employee. Accidental death and dismemberment rates are not proposed to change.

Option 1: All employees: 60% of monthly earnings up to \$10,000 (non taxable)

Option 2: All employees: 66.7% of first \$3,000 of monthly earnings plus 50% of balance, up to \$10,000 (non taxable)

LTD					
Rate x 60% Salary per \$100 Benefit based of \$50,000				Benefit	
West Hants	per month	\$76.50		\$	2,500.00
Windsor	per month	\$85.00		\$	2,500.00
Change					
New Proposed			West Hants	Windsor	Benefit
Option 1	per month	\$70.58	-\$5.93	-\$14.43	\$ 2,500.00
Option 2	per month	\$71.18	-\$5.33	-\$13.83	\$ 2,584.33

Figure 2 - Calculation based on a \$50,000 salary

It is recommended that staff move to option 2 as it offers a slightly higher benefit for less than what is currently being paid by both entities.

Financial Implications:

Based on the West Hants calculation method, current enrollment, and 50/50 cost split the estimated Regional Government's costs would be \$149,114.16 to offer this scenario 1. There are no additional costs to the Regional Government for the other benefit options as they are 100% paid by the employee.

If the suggested method from the appendix to proceed with a 50/50 split on total benefits with a taxable benefit being issued on the T4s, the Windsor calculation would result in similar cost above but would vary slightly depending on the variable costs relating to life insurance options selected and an individuals salary levels.

Alternatives:

Attachments:

- Appendix A - Calculation Methods
- Appendix B – Current Package Costs
- Appendix C – Rate Summary

Report Prepared by: _____
Carlee Rochon, Director of Finance, Municipality of West Hants

Report Reviewed by: _____
Doug Armstrong, Director of Finance, Town of Windsor

Appendix A - Calculation Method

Based on recommendation within the report

Plan Rates - Scenario 1, Life Insurance - Option 2, Long-term Disability - Option 2

Family Health	\$	370.27	Monthly
Family Dental	\$	92.33	Monthly
Life Insurance	\$	0.375	per \$1,000 of benefit, Salary
Long-Term Disability	\$	2.847	60% Salary per \$100 benefit
Accidental Death and Dismemberment	\$	0.023	per \$1,000 of benefit, Salary

Bi-Weekly Payroll													
	Salary	Health	Dental	Total Health and Dental Benefit			Life	LTD	AD&D	Total Other Benefits	Total Benefit	50/50 Cost Share E	
Staff Person A	\$ 35,000.00	\$ 170.89	\$ 42.61	\$	213.51	\$	6.06	\$ 38.33	\$ 0.37	\$ 44.75	\$ 258.26	\$	129.13
Staff Person B	\$ 50,000.00	\$ 170.89	\$ 42.61	\$	213.51	\$	8.65	\$ 54.75	\$ 0.53	\$ 63.93	\$ 277.44	\$	138.72
Staff Person C	\$ 75,000.00	\$ 170.89	\$ 42.61	\$	213.51	\$	12.98	\$ 82.13	\$ 0.80	\$ 95.90	\$ 309.41	\$	154.70

Windsor Calculation Method

	Health & Dental Plan Costs				Employee Portion of Other Benefits				Total Benefit Costs		
	Employee Portion C / Total Health & Dental Benefit \$199.66	50% of Health A	50% of Dental B	Employee Portion after other benefits C = E - D	50%	100%	50%	D	Employer's Pay E	Employee's Pay E	Total Benefit
	50/50 split based on total benefit, bi-weekly										
Staff Person A	41%	\$ 85.45	\$ 21.31	\$ 87.59	\$ 3.03	\$ 38.33	\$ 0.19	\$ 41.54	\$ 129.13	\$ 129.13	\$ 258.26
Staff Person B	37%	\$ 85.45	\$ 21.31	\$ 79.38	\$ 4.33	\$ 54.75	\$ 0.27	\$ 59.34	\$ 138.72	\$ 138.72	\$ 277.44
Staff Person C	31%	\$ 85.45	\$ 21.31	\$ 65.69	\$ 6.49	\$ 82.13	\$ 0.40	\$ 89.01	\$ 154.70	\$ 154.70	\$ 309.41

West Hants Calculation Method

	Employee Portion C / Total Health & Dental Benefit \$199.66	50% of Health A	50% of Dental B	50% Employee Portion C = A + B	100% Paid By Employee			D	Employer's Pay C	Employee's Pay C + D	Total Benefit
	50/50 split based on cost shared benefit										
	Staff Person A	50%	\$ 85.45	\$ 21.31	\$ 106.75	\$ 6.06	\$ 38.33	\$ 0.37	\$ 44.75	\$ 106.75	\$ 151.51
Staff Person B	50%	\$ 85.45	\$ 21.31	\$ 106.75	\$ 8.65	\$ 54.75	\$ 0.53	\$ 63.93	\$ 106.75	\$ 170.69	\$ 277.44
Staff Person C	50%	\$ 85.45	\$ 21.31	\$ 106.75	\$ 12.98	\$ 82.13	\$ 0.80	\$ 95.90	\$ 106.75	\$ 202.66	\$ 309.41

Moving forward

If performing the calculation using the Windsor method, the employer pays a greater portion of the health and dental benefits. The employees would pay the difference between half to the total benefits less required benefits for their health and dental plans. This would increase the overall cost of providing benefits to employees and would be inequitable among staff (i.e. higher the salary the less an individual pays for health and dental)

If performing the calculation using the West Hants Method, employees would pay more as they would pay 100% of the required benefits and 50% of the health and dental rate. But in this method no taxable benefits would be required. All employees would show the same deductions and require less set up and administration. In this method the cost to the employer would be less to provide benefits.

Appendix B - Current Package Costs

Current Rate - Pool A					
	Monthly	Bi-Weekly	50/50 Cost Share	Total Yearly Municipal Cost	
Windsor - Health					
9 Single	\$ 143.04	\$ 66.02	\$ 33.01	\$	7,724.16
22 Family	\$ 340.50	\$ 157.15	\$ 78.58	\$	44,946.00
				\$	52,670.16
West Hants - Health					
11 Single	\$ 120.71	\$ 55.71	\$ 27.86	\$	7,966.86
24 Family	\$ 312.95	\$ 144.44	\$ 72.22	\$	45,064.80
				\$	53,031.66
			Pool A - Health	\$	105,701.82
Dental (Same for both)					
20 Single	\$ 28.73	\$ 13.26	\$ 6.63	\$	3,447.60
46 Family	\$ 74.11	\$ 34.20	\$ 17.10	\$	20,454.36
			Pool A - Dental	\$	23,901.96
			Total Costs For Both - Pool A	\$	129,603.78

Other Current Cost Shared Benefit - Town of Windsor

	Average Monthly Cost	Estimated Yearly Cost	Paid by Town	Total Other Benefit Cost for Employer	
Life Insurance	\$ 843.78	\$ 10,125.36	50%	\$	5,062.68
AD&D	\$ 47.36	\$ 568.32	50%	\$	284.16
Dependent Life	\$ 36.68	\$ 440.16	50%	\$	220.08
Retirees Life insurance	\$ 295.62	\$ 3,547.44	100%	\$	3,547.44
				\$	9,114.36
			Total Estimated Benefit Cost to Employer	\$	138,718.14

It is estimated that the Town pays an additional \$9,114.36 yearly for 50% of Group Life Insurance, Dependent Life Insurance, Accidental Death and Dismemberment, and 100% of Retiree Life Insurance Benefit. If the CAOs proceed with this cost sharing model, the Municipality currently has 37 individuals enrolled in these benefits essentially doubling the current enrollment and in turn increasing the cost before applying new proposed rates.

Appendix C - Rate Summary

	Windsor	West Hants	Recommend
Health - Single	\$143.04	\$120.71	\$142.90 /per Month
Health - Family	\$340.50	\$312.95	\$370.27 /per Month
Dental - Single	\$28.73	\$28.73	\$35.80 /per Month
Dental - Family	\$74.11	\$74.11	\$92.33 /per Month
Retiree Health - Single		\$132.51	\$184.99 /per Month
Retiree Health - Family		\$336.53	\$435.58 /per Month
Life Insurance	\$0.410	\$0.280	\$0.375 /per \$1,000 of Benefit
Dependent Life Insurance	\$1.310	\$1.640	\$1.310 /per Family
Accidental Death & Dismemberment	\$0.023	\$0.023	\$0.023 /per \$1,000 of Benefit
Long-Term Disability	\$3.400	\$3.060	\$2.847 /per \$100 of Benefit



**CO-ORDINATING COMMITTEE
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 Municipality

Date: January 27, 2020

Subject: Regional Fire Services Review Priorities/Recommendations

ORIGIN

April 15, 2019 – The Co-ordinating Committee approved moving forward with a Request for Proposals (RFP) for a Regional Fire Services review of the current Fire Services for the Region of Windsor and West Hants Municipality.

LEGISLATIVE AUTHORITY

Bill 55 - Region of Windsor and West Hants Municipality Act

Section 7(1) “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(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

... that the Co-ordinating Committee approve the recommended status of the following recommendations from the November 2019 Fire Study, “Regional Fire Services Review” as described and categorized as “immediate” in the table attached to this report:

“Not Recommended” – Recommendations 10, 61, 62, 65, 63, and 64.

“Recommended for Adoption” - Recommendations 7, 99, 1, 3, 13, 15, 122, and 140.

“Recommended Adoption in Principle” – Recommendations 6, 39, 107, 110, 111, 139, and 145.

“Recommended Adoption with Revisions” – Recommendations 9, 2, 59, and 60.

BACKGROUND

July 08, 2019 – The Co-ordinating Committee awarded RFP #CCWWHMUN19-06 to Goudreault Associates for the Regional Fire Services Review.

The November 2019 report prepared by Goudreault Associates is an accumulation of local information measured against current legislation, regulations, recognized standards and guidelines.

There are currently six fire stations providing fire and rescue services in Windsor and West Hants. Two East Hants Regional Municipality departments also provide services in bordering areas of West Hants.

The November 2019 report encompassed three major areas of study: Emergency Response Program; Governance and Organizational Structure; and Administration and Program Implementation. A high-level review of the report was provided to the Co-ordinating Committee at the December 02, 2019 meeting.

In addition to the Co-ordinating Committee reviewing the study, the study has also been jointly reviewed by the CAOs and the Fire Chiefs (working group) within the region. The working group met on December 2, 2010 to review the study with Goudreault Associates. A second follow-up meeting with the working group was held on January 15, 2020 so that feedback could be received from all parties regarding the recommendations associated with this report. Further, the recommendations represent a joint point of view by CAOs and Chiefs.

DISCUSSION

A ‘table of recommendations’ was compiled and identified what was felt to be Coordinating Committee or Council Responsibility (CC); Fire Services Responsibility (FS); and Joint Coordinating Committee/Council Responsibility and Fire Services Responsibility (Joint).

The ‘Table of Recommendations’ further suggests timeframes:

- Immediate CC Responsibility
- Short-term 0-1 year
- Long-term 1 year +

NEXT STEPS

- Implementation of the recommendations as noted in the report.
- Continue with monthly meetings with the Fire Chiefs to further explore the recommendations and their implementation.

FINANCIAL IMPLICATIONS

All financial impacts will impact the 2020/21 Operating and Capital Budgets for the new regional unit. With the approval of the recommendations the recruitment for the Protective Services Manager will be undertaken. All other costs will be administered and considered through the budget(s) deliberation process. Large Capital Costs will also be revisited by the Joint CAO and Fire Chiefs working group to ensure alignment with the study regarding station needs, affordability and group procurement and tendering standards.

ALTERNATIVES

The Co-ordinating Committee could choose to not move forward with the recommendations or part thereof.

ATTACHMENTS

- WWH Fire Study "Table of Recommendations"

Report Prepared by: _____
Shelleena Thornton, Municipal Clerk, Town of Windsor

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

Report Approved by: _____
Mark Phillips, CAO Region of Windsor and West Hants
Municipality

Report Reviewed by: _____
Martin Laycock, CAO, Municipality of West Hants

WWH Fire Study Recommendations

2020-01-23

	PRIORITY		ACTION
CC = Coordinating Committee or Council Responsibility	Immediate (I)	CC Responsibility	RECOMMEND ADOPTION
FS = Fire Service Responsibility	Short-term (S)	0 to 1 year	RECOMMEND ADOPTION WITH REVISIONS
Joint = CC or Council and FS Responsibility	Long-term (L)	1 year +	RECOMMEND ADOPTION IN PRINCIPLE
			NOT RECOMMENDING

The following table references only 25 of 151 recommendations identified in the fire study.

REC #	Recommendations	Priority	Report Page	Joint CAO(s) and Fire Chief(s) Position
10	GA recommends that the current 1.5 FTE fire-inspectors in Planning and Development be reassigned to the regional fire service.	I	xv	NOT RECOMMENDING
61	GA recommends the hiring of a full-time Assistant Fire Chief.	I	127	NOT RECOMMENDING
62	GA recommends the hiring of a part-time Divisional Chief.	I	127	NOT RECOMMENDING
65	GA recommends the transfer of 1.5 FTE Fire-Inspectors from Planning & Development, Building, to the regional fire services.	I	127	NOT RECOMMENDING
63	GA recommends the hiring of a full-time Administrative Assistant.	I	127	NOT RECOMMENDING (CAPACITY WITHIN EXISTING WWH STAFFING)
64	GA recommends the hiring of four part-time paid on call fire-investigators.	I	127	NOT RECOMMENDING (TRAINING SCHEDULE TO BE DEVELOPED)
7	GA recommends that all purchasing of significant-cost items be coordinated.	I	xiv	RECOMMEND ADOPTION
99	GA recommends, based on the travel-time predictions, the following fire station response districts. {detail on page}	I	197	RECOMMEND ADOPTION
1	GA recommends the hybrid organizational model because it is the best compromise in providing regional coordination and efficiencies yet maintains the local volunteer character of the fire department.	I	xiv	RECOMMEND ADOPTION
3	GA recommends a District Fire Chief management committee as a key recommendation, to bring together all the local fire district management personnel; so that plans and decisions on common issues of concern and service delivery can be made.	I	xiv	RECOMMEND ADOPTION
13	GA recommends that when the new regional municipality officially comes into being April 1, 2020, that all the fire departments, municipal or otherwise, providing fire and rescue services within the region, including those that are contracted by the municipality, register with the new municipality on an annual basis.	I	11	RECOMMEND ADOPTION
15	GA recommends that a review of the current registration form used by the Municipality of West Hants be used as the base registration document, and that it be amended to reflect the new regional municipality and its needs.	I	12	RECOMMEND ADOPTION
122	GA recommends that these Minor Capital expenditures be treated differently in future budgets and will address this recommendation in the benchmark portion of this analysis.	I	254	RECOMMEND ADOPTION
140	GA recommends that Windsor's other aerial (ALF) be scrapped without direct replacement and an unsuitable wildland/urban interface pumper be sold.	I	284	RECOMMEND ADOPTION
6	GA recommends the proposed 20-year capitalization plan, primarily for fire apparatus replacements, using a standardized approach to specification and group purchasing.	I	xiv	RECOMMEND ADOPTION IN PRINCIPLE
39	GA recommends that the Regional municipality register their volunteer firefighters with WCB before the eventual requirement for such registration occurs.	I	38	RECOMMEND ADOPTION IN PRINCIPLE
107	GA recommends that the following replacement schedule be adopted for the purposes of determining fire apparatus suitability for continued service. {detail on page}	I	215	RECOMMEND ADOPTION IN PRINCIPLE
110	GA recommends a standardized vehicle specification be used Region-wide. Standardized apparatus descriptions are included in Appendix IX; Standardized Fire Apparatus Features starting on page 377.	I	216	RECOMMEND ADOPTION IN PRINCIPLE
111	GA recommends that specifications for the major classes of fire apparatus be standardized across all stations in the new regional municipality. This will generate savings in total cost of ownership for the municipality.	I	219	RECOMMEND ADOPTION IN PRINCIPLE
139	GA recommends that the following fire apparatus replacement schedule be adopted for the purposes of determining fire apparatus suitability for continued service and as a budget planning tool for fire apparatus replacement. {detail on page}	I	283	RECOMMEND ADOPTION IN PRINCIPLE
145	GA recommends the following table of scheduled fire apparatus replacements. {detail on page}	I	290	RECOMMEND ADOPTION IN PRINCIPLE
9	GA recommends that all fire prevention activities, including fire-inspection, fire-investigation, and fire-safety education be brought inhouse. These are mandated services and require coordination, proper execution, and prioritizing in order to meet legislative mandates.	I	xv	RECOMMEND ADOPTION WITH REVISIONS
2	GA recommends providing centralized administration support, management and leadership. A full-time Director Manager of Public Safety Services – Regional Fire Chief, and a full-time Assistant Fire Chief with primary responsibilities for fire prevention are recommended. A part-time Divisional Chief is also recommended to take responsibility for developing and coordinating of firefighter qualifications and training.	I	xiv	RECOMMEND ADOPTION WITH REVISIONS
59	GA recommends the implementation of Model 3; Hybrid Regional Fire Service, for all of the reasons discussed starting on page 120.	I	127	RECOMMEND ADOPTION WITH REVISIONS
60	GA recommends the hiring of a full-time Director-MANAGER of Protective Services/Fire Chief.	I	127	RECOMMEND ADOPTION WITH REVISIONS



**CO-ORDINATING COMMITTEE
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
Municipality

Date: January 27, 2020

Subject: Provision of Policing Services (RCMP) Recommendation Report

ORIGIN

With consolidation of both the Town of Windsor and Municipality of the District of West Hants effective April 01, 2020, the provision of policing services is one of the key deliverables for the Co-ordinating Committee in establishing the new regional municipality that impacts community safety.

The following is in response to and follow-up to the report presented by the Windsor District RCMP to the December 2, 2019 Co-ordinating Committee.

LEGISLATIVE AUTHORITY

Nova Scotia Police Act – Chapter 31 of the Acts of 2004

Municipal Policing

Responsibility for policing in municipality

Section 35 (1) Every municipality is responsible for the policing of and maintenance of law and order in the municipality and for providing and maintaining an adequate, efficient and effective police department at its expense in accordance with its needs.

- (2) In providing an adequate, efficient and effective police department for the purpose of subsection (1), a municipality is responsible for providing all the necessary infrastructure and administration.
- (3) For the purpose of subsection (1), the service provided by a police department shall include
 - (a) crime prevention;
 - (b) law enforcement;

- (c) assistance to victims of crime;
- (d) emergency and enhanced services; and
- (e) public order maintenance. 2004, c. 31, s. 35.

Nova Scotia Municipal Government Act

Police services

Section 54 (1) The council may provide police services in the municipality by a combination of methods authorized pursuant to the *Police Act* and the board of police commissioners of a municipality has jurisdiction over the provision of the police services, notwithstanding that they are provided by a combination of methods.

- (2) A municipality may contract with the Royal Canadian Mounted Police, the Minister of Justice or another municipality to provide police services. 1998, c. 18, s. 54.

Bill 55 - Region of Windsor and West Hants Municipality Act

Section 7(1) "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 (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

... that the Co-ordinating Committee accept and conditionally approve the following recommendations as detailed in the RCMP Report, "A Preferred Future", dated December 2, 2019, subject to a successful negotiation of a consolidated Policing Services Agreement or agreements with the RCMP as approved by the Co-ordinating Committee prior to April 1, 2020:

- 1. The co-location and consolidation of the two existing RCMP offices and all RCMP resources to the Windsor District RCMP Office at 140 Morison Drive, Windsor, NS (West Hants Business Park).**
- 2. Closure of the Town RCMP Office located at 100 King Street, Windsor, NS, and reduce the current town office footprint to a two-member workspace as outlined in the report for a trial period of six (6) months effective April 1, 2020.**
- 3. Consolidate the Police Advisory Boards.**
- 4. Transition the Town Supervisor to the role of Operational Systems Analyst as outlined in the report.**

BACKGROUND

Through the consolidation process, RCMP services have been viewed as the primary service delivery impacting public safety. Currently with Town of Windsor and West Hants are policed by the RCMP and have separate Agreements in relation to the services that both communities receive. Windsor's policing services have been secured through a Municipal Police Service Agreement (MPSA) and West Hants is serviced by a Provincial Policing Service Agreement (PPSA). It is desirable to consolidate the existing RCMP Resources into one unit operationally, and additionally, to consolidate the existing Agreements.

For an extended period of time, the municipal units and provincial departments have been working to consolidate the agreements. To-date an agreement has not been formalized nor satisfactory conditions reached that would warrant the consideration of the coordinating committee.

The operational consolidation has been outlined in the report provided by the RCMP on December 2, 2019 by S/Sgt Cory Bushell, District Commander. The report provides details regarding the future location, a future governance model, methods to ensure the prioritization of policing resources, and quality control measures.

December 03, 2019 – Co-ordinating Committee and CAOs met to review the RCMP report in detail.

December 16, 2019 – A letter was sent from Co-ordinator Latimer to Ms. Shannon Bennett at NS Dept. of Municipal Affairs outlining that provision of policing services is one of the key deliverables for the Co-ordinating Committee in establishing the new regional municipality. The letter further outlines that the Town of Windsor currently operates under the MPSA model, while West Hants under the PPSA model and the desire to continue policing services under a model that retains the current cost for service.

DISCUSSION

At the current time, discussions are very active between the Province, including the Department of Justice and Municipal Affairs, as well as the Co-ordinator, the CAOs, and RCMP representatives including the Public Safety Canada. Current efforts are concentrated towards a response and resolution to correspondence received from the federal Justice Minister communicating that the way forward would be to a single consolidated agreement using the MPSA model.

Recognizing that the agreement is unresolved, it is important for the Co-ordinating Committee to reflect on the RCMP report in-relation to the desired service delivery model. The report presented on December 2, 2019 outlines operational considerations and strategies that will be "the way forward".

Key aspects in the report discuss the future location of the RCMP Service and its resources; the closure of the Town RCMP office; alternative workspace in the

downtown Windsor area; the consolidation of the Police Advisory Boards; and the designation of an Operational Systems Analyst that will ensure quality control, and ensure the placement of resources will be dedicated to primary areas calling for service (an evidence-based approach).

The above noted recommendation recognizes the unresolved issue associated with the agreement but suggest how the operation may continue to prepare for the transition assuming the agreement will be resolved.

NEXT STEPS (GOVERNANCE / RCMP)

Governance-related

1. That the Coordinator, Regional CAO, Departments of Municipal Affairs and Justice, continue to work with the RCMP to resolve the Agreement. (Governance)
2. That both the RCMP representatives and municipal representatives remain prepared for the possibility that an Agreement may not be reached before April 1, 2020 and that the proposed plan may not be implemented, or the alternative policing delivery may be considered. (Governance)

RCMP Operations

1. Engage RCMP property management and refit the county office as required and decommission the Town Office. (RCMP)
2. Engage the RCMP I.T. and refit the county office as required and decommission the Town Office. (RCMP)
3. Implement the new role of Operations Systems Analyst. (RCMP)
4. Drop the boundary line between the town and county and enable all members to account for calls for service anywhere in the district. (RCMP)
5. Co-locate all members and support staff to the county office. (RCMP)

FINANCIAL IMPLICATIONS

Unknown at this time and would need to be assessed.

ALTERNATIVES

The Co-ordinating Committee could choose to not move forward with the recommendation and reassess the options presented in the December 02, 2019 report presented by the RCMP to the Co-ordinating Committee, recognizing that this could delay the provision of policing services for the regional municipality which is required come April 1, 2020.

ATTACHMENTS

N/A

Report Prepared by: _____
Shelleena Thornton, Municipal Clerk, Town of Windsor

Report Approved by: _____
Mark Phillips, CAO Region of Windsor and West Hants
Municipality

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

Report Reviewed by: _____
Martin Laycock, CAO, Municipality of West Hants



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: January 27, 2020

Subject: Post Consolidation Funding Request to the Province of Nova Scotia

Origin:

Receiving fiscal support from the Provincial Government has been critical during the pre-consolidation phase with the provision of 1.5 million dollars to address costs above and beyond normal municipal operations for both the Town of Windsor and West Hants associated with pre-consolidation. To further assist with the transition, and as with past amalgamations, the Province has asked for an indication of post-consolidation related costs that would require provincial fiscal support. Specifically, the new regional municipality will be challenged to address costly aging infrastructure as well as introducing new infrastructure that will benefit in part or the entire region once consolidated.

Recommendation:

It is recommended that the Co-ordinating Committee endorse the formal submission of the attached post consolidation funding requests for the noted expenses impacting both future operating and capital budgets for the new regional municipality

Further

It is noted that the list of items categorized as operating or capital related expenditures remain adaptable and potentially interchangeable with other projects as the Asset Management Plan, being

carried out by HATCH Engineering, will provide further details and prioritization warranting further consideration for budget(s).

Background:

The process of consolidation includes many aspects spanning both areas of governance and operational controls. The detailed workplan captures all aspects of municipal service delivery and the Coordinating Committee (CC), the Coordinator, Municipal Affairs and staff have been working through the completion of the plan to best prepare the new regional municipality for readiness and success effective April 1, 2020 and beyond.

Fiscal readiness is a key element to ensure the region can provide continued service delivery as well as growth as it relates to programs and infrastructure.

Discussion:

The CAO Working Group in consultation with the Coordinator has created a preliminary list of operating and capital expenses in response to the Province's request to indicate what items for which they may provide fiscal support. All areas of service delivery including governance, administration, finance, community development, planning and development, economic development, public works and protective services have been considered and potential post-consolidation related costs have been identified.

The current request is expansive totalling beyond 45 million dollars. The following key benefits were considered when evaluating post-consolidation costs associated with programs and infrastructure: 1. Community Connectivity 2. Economic Impact 3. Active Transportation / Health 4. Safety / Critical Repairs Required 5. Environmental 6. Social and Cultural. In addition, before the final submission is made to the Province all attempts will be made to ensure the requests are in alignment with the current Statements of Provincial Interest surrounding; drinking water, flood risks, agricultural lands, infrastructure, housing and the development of the Nova Centre. A thorough review will be conducted after receiving the final Asset Management Report /Review provided by HATCH Engineering.

It should be noted that through recent discussions with Department of Municipal Affairs representatives it may be beneficial to present post consolidation financial requests in a categoric manner vs. being project specific. This approach may provide flexibility for DMA as well as the regional municipality when carrying out final budget deliberations and prioritizing infrastructure and operational needs. Discussions remain ongoing. Additionally, the future Council for the region will participate in budget deliberations and reserve the authorization to approve the final operating and capital budgets.

Financial Implications:

The level of support is unknown at this time. There has been no indication from the Province what the response expectation will be or a formal submission process.

Categories of Support Requested

Governance:	\$ 2,000,000
Economic Development	\$ 2,775,000
Community Development	\$ 7,750,000
Public Works	\$14,900,000
Water	\$ 9,200,000
Fire	\$ 6,800,000
Investment Readiness	\$. 6,000,000
Operations Related	<u>\$ 460,000</u>
	<u>\$49,885,000</u>

Alternatives:

That the Coordinating Committee not respond to the Province's request for post consolidation funding.

Attachments:

- DMA Post Consolidation Funding Request

Report Prepared by: _____
Mark Phillips, CAO, Windsor / West Hants Regional Municipality

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

Report Reviewed by: _____
Martin Laycock, CAO, Municipality of West Hants

**Transition Budget
As at December 31, 2019**

Notes

	Budget	Actuals	Proposed Forecast	% of Forecast Spent	Budget to Forecast	Remaining Budget	
EXPENSES							
Request for Proposals (RFP)							
Legal review	\$ 35,000		\$ -				Contract and policy review
Fire RFP	\$ 75,000	\$ 63,933	\$ 63,935	100%			Regional Fire Service review
Pension RFP	\$ 10,000		\$ -				Required by Bill 55
Human Resources	\$ 125,000	\$ 92,391	\$ 123,200	75%			
Asset Management	\$ 157,000	\$ 62,029	\$ 166,151	37%			
Communications	\$ 68,000	\$ 75,035	\$ 75,050	100%			
Executive Recruitment	\$ 30,000	\$ 24,451	\$ 24,451	100%			
Boundary Review	\$ 38,615	\$ 39,437	\$ 39,437	100%			
Facilities Review	\$ -	\$ -	\$ 42,533	0%			Funding provided from Building & Staff Merger line item
<i>subtotal</i>	\$ 538,615	\$ 357,276	\$ 534,757	67%	\$ 3,858	\$ 181,339	
Salaries							
Transition Coordinator	\$ 277,500	\$ 301,945	\$ 371,625	81%			Est. \$20,000/month
Administration Support (0.6 FTE)	\$ 63,500	\$ 46,695	\$ 63,500	74%			Includes possible increase in hours
Chief Administrative Officer	\$ 135,000	\$ 51,213	\$ 108,804	47%			6.5 months salary assuming 20% benefits cost included
<i>subtotal</i>	\$ 476,000	\$ 399,853	\$ 543,929	74%	\$ (67,929)	\$ 76,147	
Professional Services							
Legal	\$ 25,000	\$ 7,340	\$ 25,000	29%			Support for transition related legal issues
Audit	\$ 10,000	\$ 949	\$ 6,912	14%			Audit of transition funds
IT support	\$ 145,000	\$ 43,037	\$ 120,000	36%			Website, Diamond support, hardware, software upgrades
Employee training	\$ 25,000		\$ 15,000	0%			Skill development, change management, etc.
Building and staff mergers	\$ 50,000		\$ 12,467	0%			To accommodate movement of departments/staff
Records management	\$ 15,000		\$ 15,000	0%			Merge/digitize records
AMA funded facilitation	\$ 15,000	\$ 15,146	\$ 15,146	100%			Tim Merry cost
Community Engagement	\$ -		\$ 10,000				Rad Consulting (\$52,000 plus hst less \$50,000 grant)
Governance Support	\$ -	\$ 5,596	\$ 5,596	100%			Jamie Baxter
<i>subtotal</i>	\$ 285,000	\$ 72,067	\$ 225,120	32%	\$ 59,880	\$ 212,933	

Administration

Supplies	\$	25,000	\$	1,195	\$	10,000	12%	Day-today supplies, small furniture
Mileage and Expenses	\$	10,000	\$	7,748	\$	13,000	60%	Staff travel/per-diem
Election	\$	85,000	\$	3,221	\$	65,000	5%	Estimated election costs
Regulatory	\$	12,500	\$	41,471	\$	45,000	92%	UARB hearing, Federal and Provincial changes, etc.
Communications	\$	25,000	\$	14,462	\$	25,000	58%	Communications over and above RFP
Data collection and reporting	\$	20,000	\$	2,083	\$	10,000	21%	Support information gathering for transition
Misc. costs	\$	22,885	\$	1,597	\$	10,000	16%	Unforeseen expenses
CRA Pressure	\$	-	\$	80,888	\$	111,796		
Un-allocated forecast savings				\$		\$	-	
<i>subtotal</i>	\$	<i>200,385</i>	\$	<i>152,664</i>	\$	<i>289,796</i>	<i>53%</i>	<i>(\$89,411)</i>
Total Expenses	\$	1,500,000	\$	981,859	\$	1,593,603	62%	(\$93,603)
								\$ 47,721

**The Region of Windsor and West Hants Municipality
Consolidation Budget
As of December 31, 2019**

Description	Approved Budget	Expensed to Date	Amount this Claim	Forecast	Variance/Budget to Forecast	Explanation/Notes
RFP's	\$ 538,615.00	\$ 280,600.89	\$ 76,692.90		\$ 538,615.00	
Salaries	\$ 476,000.00	\$ 249,585.41	\$ 150,267.49		\$ 476,000.00	
Professional Services (Includes IT)	\$ 285,000.00	\$ 55,561.83	\$ 16,651.03		\$ 285,000.00	
Administration	\$ 200,385.00	\$ 62,624.38	\$ 9,131.07		\$ 200,385.00	
Total	\$ 1,500,000.00	\$ 648,372.51	\$ 252,742.50	\$ -	\$ 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: January 27, 2020

Subject: Appointment of Required Officials

ORIGIN

There are several tasks the Planning and Development Department is responsible for which can only be carried out by individuals appointed by Council. Current appointments will end March 31, 2020 when Windsor and West Hants are dissolved; new appointments for the Region are needed.

LEGISLATIVE AUTHORITY

Bill 55 – Region of Windsor and West Hants Municipality Act
Municipal Government Act
Building Code Act
Fire Safety Act

RECOMMENDATIONS

It is recommended that effective April 1, 2020, the Co-ordinating Committee appoint Doug MacInnis and Janet Redden as Development Officers for the Region of Windsor and West Hants Municipality in accordance with Sections 7 (1) and 7 (3) of Bill 55 and clause 191 (d) of the MGA.

It is recommended that effective April 1, 2020, the Co-ordinating Committee appoint Tim Leslie, Jody den Haan and Tina McKay as Building Officials for Region of Windsor and West Hants Municipality in accordance with Sections 7 (1) and 7 (3) of Bill 55 and Section 5(2) of the Building Code Act.

It is recommended that effective April 1, 2020, the Co-ordinating Committee appoint Tim Leslie, Jody den Haan and Tina McKay as Fire Inspectors for the Region of Windsor and West Hants

Municipality in accordance with Sections 7 (1) and 7 (3) of Bill 55 and Clause 19 (1) (b) of the Fire Safety Act.

DISCUSSION

Appointed development, building and fire officials are central to the work carried out by the Planning and Development Department. As noted above, present appointments end March 31, 2020. Since the work of developers and builders will not pause for new appointments to be made, appointments are needed for April 1.

A list of the qualifications of the individuals related to the appointments is attached. Jody den Haan and Tina McKay are not yet fully qualified as fire inspectors and will not be able to carry out fire inspections until qualified. We expect Jody to be qualified in the very near future.

Section 7 (1) of Bill 55 states that *“The Co-ordinating Committee has all the powers of the Council of the Regional Municipality and of its police advisory board until the Council first takes office pursuant to this Act.”* and goes on to note in 7(3) *All acts of the Co-ordinating Committee have, upon the incorporation of the Regional Municipality, full force and effect, and are and are deemed to have been exercised by the Regional Municipality.*

FINANCIAL IMPLICATIONS

There are no financial implications related to the timing of these appointments.

ALTERNATIVES

The Co-ordinating Committee could leave the appointment of the required officials to Regional Council, resulting in a period during which required permits could not be issued.

ATTACHMENTS

Appendix A Appointments, Qualifications and Authority

Report Prepared by:

Madelyn LeMay, Director of Planning and Development
Region of Windsor and West Hants Municipality

APPENDIX A
Appointments, Qualifications and Authority

Appointment	Person	Qualifications	Authority
Development Officer	Doug MacInnis	Certified by Municipal Development Officers Association of Nova Scotia (MDOANS) as a Development Officer	MGA 191 (d)
Development Officer	Janet Redden	In process for certification with MDOANS	MGA 191 (d)
Building Official	Tim Leslie	Level 2 Certified by NS Certification and Training Board	Building Code Act 5(2)
Building Official	Jody den Haan	Level 1 Certified by NS Certification and Training Board	Building Code Act 5(2)
Building Official	Tina McKay	Level 2 Certified by NS Certification and Training Board	Building Code Act 5(2)
Fire Inspector	Tim Leslie	Level 2 Certified by NS Fire Inspector's Association and NS Office of the Fire Marshall	Fire Safety Act 19 (1) (b)
Fire Inspector	Jody den Haan	In process for certification as Level 1 Fire Inspector with NS Fire Inspector's Association and NS office of the Fire Marshall (will not carry out Fire inspections until certified)	Fire Safety Act 19 (1) (b)
Fire Inspector	Tina McKay	In process for certification as Level 1 Fire Inspector with NS Fire Inspector's Association and NS office of the Fire Marshall (will not carry out Fire inspections until certified)	Fire Safety Act 19 (1) (b)



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

To: Members of the Co-ordinating Committee

Submitted by: _____
Mark Philips, Chief Administrative Officer

Date: January 27, 2020

Subject: Engineering Services – Willow Street, Hantsport

Origin:

West Hants Council motion passed on January 14, 2020 awarding engineering work for Willow Street in Hantsport. As per section 12 (b) of Bill 55, this motion requires Co-ordinating Committee approval.

Legislative Authority:

Municipal Government Act, Section 65 authorizes Council to expend funds for municipal purposes.

Region of Windsor and West Hants Municipality Act - 12 (b)

Recommendation:

It is recommended:

...that the Co-ordinating Committee approve the award of a contract to “3332892 Nova Scotia Limited” for Engineering Services for Willow Street, Hantsport, in the amount of \$54,825 plus applicable taxes and contingencies with funds coming from the Hantsport Infrastructure Reserve.

Background:

On December 17, 2019, the West Hants Public Works Department issued a Request for Proposal for the provision of Engineering Services for the infrastructure rehabilitation of Willow Street in Hantsport. This project (Willow Street, from Main to School Streets) was given priority for West Hants owned infrastructure due to the existing deteriorated conditions and ongoing traffic safety outlined below:

- need for replacement of pipe infrastructure, that has exceeded its useful design life;
- increased water line size for improved regional fire protection;
- need for improved stormwater management;
- need for safer pedestrian flow (realigned sidewalk); and
- severe deterioration of the road surface along Willow Street,

Scope of the project is for the Engineer to perform the following activities:

- Preliminary and Detailed Design and produce Final Design Drawings
- Construction Procurement and Tendering Services
- Construction Administration and Inspection Services
- Post-Construction Services and Record Drawings

The objective of West Hants is to have all design and tendering services completed and have a shovel-ready project for early in the 2020 road construction season, with work to be completed through the spring and summer.

Discussion:

A public opening was held on January 9, 2020 at 2:30 pm, with five (5) bids received. The two-part tender defined the bid scoring process to be used; that combined both a weighted technical criteria component as well as weighted financial component. All bids were received based on the specified in the scope of work. Tenders were reviewed and evaluated by West Hants Public Works engineering staff.

Contractor	Technical	Financial	Combined	Tender Price
3332892 Nova Scotia Limited	77.5/80	20.0/20	97.5/100	\$ 54,825.
DesignPoint	70.5/80	19.4/50	89.9/100	\$ 56,497.
EXP	61.5/80	N/A	N/A	N/A
CBCL Ltd.	48.0/80	N/A	N/A	N/A
MECO (Mitchelmore/Talisman)	44/50	N/A	N/A	N/A

Technical Criteria Evaluation included:

- Proponents General Ability to Provide Requested Services
- Proponent Certifications
- Ability for Municipality to Gain the Best Value for Expenditures
- Ability to Provide Alternatives
- Qualifications and Experience
- Proponent Project References
- Proposed Timelines
- Overall Clarity of the Proposal
- Level of Effort

Financial Criteria Evaluation:

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

Pending approval of the Co-ordinating Committee, the intended project scope is planned to start design activities immediately with anticipated tender preparation to begin shortly after design completion. Awarding the construction tender will have budget implications and will have to wait until the new Council is in place and the 2020-2021 budget is approved.

The Co-ordinating Committee should note that only the services used in this RFP will be paid for. Should the new Council choose not to award the project, costs related to Project Administration and Post Construction services will be deducted from the total approved amount. This would lower the total cost to roughly \$30,000.

This Engineering Services project was not recognized or requested during the 2019/20 West Hants fiscal budget; and, therefore requires approval by the Co-ordinating Committee approval to move forward.

Financial Implications:

Cost to provide the services in the scope of work would be \$54,825 plus applicable taxes and contingencies. Note that we have estimated an additional 10% for project contingency which has not been specified in this original contract amount for additional requirements encountered during design and construction inspection. It is proposed to fund the Engineering Services required for this project using the Hantsport Infrastructure Reserve.

Base Contract Amount	\$ 54,825
Project Contingency (10%)	\$ 5,483
Applicable Taxes (Net HST)	\$ 2,587
Total Project Amount:	\$ 62,895

Alternatives:

- The Co-ordinating Committee may choose to award this contract to another proponent. This is not the recommended course of action.

Attachments:

- None

Report Prepared by: _____
Martin Laycock, Chief Administrative Officer, Municipality of West Hants

Report Reviewed by: _____
Todd Richard, Interim Chief Administrative Officer, Town of Windsor

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Exit 5A off Highway 101

NORTH AMERICA'S OLDEST AGRICULTURAL FAIR

Chrystal Remme
Communications Coordinator
Consolidation Coordinating Committee
Windsor/West Hants
cremme@westhants.ca

January 16, 2020

Dear Chrystal,

Please find attached a copy of a letter addressed and delivered to CAO Richard at the Town of Windsor in regards to the end of ice operations at Hants Exhibition Arena (since 1981).

Due to this happening in conjunction with the consolidation timeline, the Board of the Windsor Agricultural Society felt it best to ensure the Consolidation Coordinating Committee was aware of correspondence and our wish to open dialogue and develop a plan forward. Please share this communication with members of the Consolidation Coordinating Committee.

A copy of the letter has also been delivered to Mark Phillips in his role as CAO of the new municipality.

We look forward to working with the Town of Windsor to prepare for the future. We are available and willing to address any questions or concerns regarding this matter.

Respectfully,

Lisa Hines, General Manager

T: (902) 798-0000 F: (902) 798-2999
hantscountyex@eastlink.ca
www.hantscountyex.com
Follow us on Facebook!



P.O. Box 368 Windsor Nova Scotia B0N 2T0
227-239 Wentworth Road
Exit 5A off Highway 101

NORTH AMERICA'S OLDEST AGRICULTURAL FAIR

Todd Richard
CAO, Town of Windsor
trichard@town.windsor.ca
January 16, 2020

Dear Todd,

As we grow closer to the April end date for ice operations at Exhibition Arena, the Windsor Agricultural Society is reaching out to open dialogue with the Town of Windsor in an effort to work together in preparation for that.

We will soon be transitioning to a dedicated livestock show facility, building on our tradition as the home of the Oldest Agricultural Fair on North America. The earth will stay in throughout the four seasons enabling us to extend and further develop our horse show and clinic seasons. Hants County Exhibition Park is well known as the premiere equine facility in the Maritimes. Horse competitions bring thousands of people to our town each May to October enjoying the local amenities – food, drink and lodging – and fueling their trucks and making purchases at our shops and stores. The recent business plan and site assessment generously funded by ACOA and the Province of Nova Scotia confirmed the value of our facility to the region and has helped our Board of Directors pin point our options with an immediate goal of improving our long term sustainability.

Many great memories have been made at Exhibition Arena. There were packed houses for a Senior Hockey league three decades ago, national exposure and a full house on CBC during Hockey Day in Canada (with a young Sydney Crosby on the ice and Don and Ron in the stands), Junior hockey, minor hockey, old timers hockey, hockey legends and many provincials tournaments played. Tens of thousands of hockey players and enthusiasts developed their taste and love for the sport at Hants Exhibition Arena. *It was never the fanciest rink, but it served our community well over 39 years.*

The Windsor Agricultural Society respectfully requests a meeting with representatives of the Town to start dialogue regarding:

- 1) A list of any assets that will be removed at the end of ice operations to ensure a smooth transition into our horse show season.
- 2) To reengage conversation with the Town of Windsor to develop a plan for future capital repairs. Hants Exhibition Arena has worked hard and is showing its age. The arena is in need of various infrastructure upgrades after 39 years of four season use by the citizens of our community and beyond - 37 of which were on a rent free/shared cost arrangement with the Town, with a reserve fund as part of the original agreement to address major projects. These issues will need attention in the not so distant future so we can further grow and promote our region's reputation as the Horse Capital of the Maritimes – bringing more shows, and larger attendance to existing shows.

I would ask that this letter be shared with Mayor Allen and Councillors. As the time frame for the end of ice operations is overlapping with the municipal consolidation process, a copy of this letter is also being sent to the consolidation coordinating committee, and the incoming CAO of the new municipality.

We look forward to a timely response, and getting started on the end plan.

Respectfully,

Ryan Knowles, President, Windsor Agricultural Society