



**REGION OF WINDSOR AND WEST HANTS MUNICIPALITY  
CO-ORDINATING COMMITTEE**  
Meeting Agenda  
Monday, July 8, 2019 – 6:00 p.m.  
West Hants Council Chambers, 76 Morison Drive, Windsor NS



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- 1. CALL TO ORDER**
  - 2. APPROVAL OF AGENDA**
  - 3. APPROVAL OF MINUTES** – Meeting of June 17, 2019
  - 4. DELEGATIONS / PRESENTATIONS (if any)**
  - 5. BUSINESS ARISING FROM PREVIOUS MINUTES (if any)**
    - (a) Project Work Plan Updates
      - Asset Management – Interim CAO Richard
      - Communications – CAO Laycock
      - NSUARB Hearing – Co-ordinator Latimer
    - (b) Dalhousie University - Management Without Borders Update
  - 6. STAFF REPORTS (if any)**
  - 7. BILL 55, SECTION 12 ITEMS**
    - (a) Fire Services RFP - Recommendation Report
  - 8. ADDITIONS TO THE AGENDA**
  - 9. IN-CAMERA (if any)**
    - (a) Executive Search - CAO Decision
  - 10. NEXT CO-ORDINATING COMMITTEE MEETING DATE(S) & ADJOURNMENT**



**REGION OF WINDSOR AND WEST HANTS MUNICIPALITY**  
**CO-ORDINATING COMMITTEE**  
 Meeting Minutes  
 Monday, June 17, 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	Councillor, Municipality of the District of West Hants

**Staff/Alternate Committee Members**

Martin Laycock	CAO, Municipality of the District of West Hants
Louis Coutinho	CAO, Town of Windsor
John Bregante	Councillor/Alternate Co-ordinating Committee Member, Town of Windsor
Shannon Bennett	Executive Director, Grants, Programs & Operations, Municipal Affairs
Todd Richard	Director of Public Works, Town of Windsor
Carlee Rochon	Director of Finance, Municipality of the District of West Hants
Donna Jones	Project Administrator

**Regrets**

Jennifer Daniels	Councillor/Alternate Co-ordinating Committee Member, Municipality of the District of West Hants
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**Gallery**

1 member of the Public

- 1. CALL TO ORDER** – Co-ordinator Latimer called the meeting to order at 6:03pm. He welcomed everyone that was there in person and those attending via live stream.
- 2. APPROVAL OF AGENDA** – Additions and/or Deletions

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

- 3. APPROVAL OF MINUTES** – Meeting of May 27, 2019

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

#### **4. DELEGATIONS / PRESENTATIONS**

##### **(a) Carlee Rochon, Financial Update**

- Ms. Rochon provided an overview of her presentation, went over the highlights with the Committee Members.
- Mayor Allen inquired as to whether the salary budget that was presented covered two periods. Ms. Rochon advised that \$46k was budgeted in fiscal 18/19 for both the Transition Co-ordinator and Project Administrator positions, the remaining portion of the salaries budget covered the 19/20 fiscal.

Ms. Rochon left the meeting at 6:17pm

#### **5. BUSINESS ARISING FROM PREVIOUS MINUTES**

##### **(a) Work Plan Update**

- Co-ordinator Latimer provided an update on the workplan.

##### **(b) NSUARB Update**

- Hearing dates set for 24<sup>th</sup> & 25<sup>th</sup> of June.
- Due to lack interest, evening hearing sessions have been cancelled.
- One group "THIDA" has been granted Intervenor Status.

##### **(c) Executive Search for CAO Update**

- Co-ordinator Latimer noted that everything is happening as planned and going well.
- Possible update on new CAO at the July Co-ordinating Committee meeting.

##### **(d) Communications Plan Update**

- CAO Laycock provided an update on Communications, noted that the action plan has been implemented and supplies for the upcoming public events are in, flags and tents are on order.
- Updated the Committee on the results of the Exhibitors booth that was set up at the Spring AMA Conference. Noted that everything went well, and feedback was very positive. Approximately 90 people attended the conference and over 80 visited the booth.
- Media outlets will begin to happen June 24<sup>th</sup> and the website will go live on June 26<sup>th</sup>
- Staff will be hosting various community events throughout the summer to get the "Together" platform out and to provide updates on the Consolidation.
- Mayor Allen asked if all of the events have been booked for the summer and CAO Laycock advised that they have been. Noted that they are currently working towards staffing them and that they would be doing Lunch and Learns to educate staff so consistent message is going out to Community.
- Co-ordinator Latimer noted that Prime Creative should come back to the Committee to provide feedback based on their presence at the community events. Best that this happens around the first meeting in September so that they can share data that they have collected.

##### **(e) Fire Services RFP Update**

- No responses received to the RFP that was posted on the NS Procurement Site.
- CAO Laycock advised that he has reached out to a couple of vendors that do this type of work, one responded back and that was RJ Bartlet. Noted he would come back with a proposal for consideration, either this week or next and that it was looking like it may be under budget.
- CAO Laycock also noted that in the proposal, the work was initially planned to be done by mid-

September but that it is now looking like late October due to the scope of work involved.

**6. STAFF REPORTS (if any)**

**7. BILL 55, SECTION 12 ITEMS**

**(a) Water Utility Funding Approval – Recommendation Report**

- Todd Richard gave an overview of the project work to be done that is identified in the Recommendation Report.
- Crossing under the 101 Highway project will require Utility and Review Board approval and due to the planned highway construction being built over the water mains, it changes the criteria for ranking the need for replacement.
- Mayor Allen advised that this project was not on the Towns radar and greatly impact their debt load as well as jeopardizing other projects. The Town has attempted to get a meeting set with the Minister of Transportation and Infrastructure Renewal as they feel this work should be part of a Provincial project.
- Mr. Richard noted that one of the reasons this project is being put forward is the need to get the design work started.
- Warden Zebian noted that he shares the concern of his neighbors and soon to be partners. Agreed that this does seem to be an unfair debt burden on the Town and put forward a motion to send a letter to the Province.

**MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE CO-ORDINATING COMMITTEE SUBMITTING A LETTER TO THE MINISTER OF TRANSPORTATION AND INFRASTRUCTURE RENEWAL EXPRESSING THEIR CONCERNS AS A UNITED GROUP.**

**MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE TWO WATER MAIN REPLACEMENTS, CROSSING UNDER THE 101 HIGHWAY FOR THE NEW TWINNING PROJECT, AT A TOTAL ESTIMATED COST OF \$558,530. MOTION CARRIED.**

**MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE WATER MAIN AND SERVICES REPLACEMENT, HIGHLAND AVENUE & CHURCHILL STREET, AT A TOTAL ESTIMATED COST OF \$642,560. MOTION CARRIED.**

**MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE KING STREET WATER MAIN REPLACEMENT – VICOTRIA TO GERRISH, AT A TOTAL ESTIMATED COST OF \$125,450. MOTION CARRIED.**

**MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE POLYMER CHEMICAL FEED EQUIPMENT FOR WATER TREATMENT PLANT BACKWASH LAGOONS, AT A TOTAL ESTIMATED COST OF \$53,970. MOTION CARRIED.**

**MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE FOLLOWING WATER UTILITY EXPENDITURES FUTURE DEVELOPMENT CAPITAL REQUIREMENTS, AT A TOTAL ESTIMATED COST OF \$41,440. MOTION CARRIED.**

**MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE ANNUAL WATER METER REPLACEMENT, AT A TOTAL ESTIMATED COST OF \$10,800. MOTION CARRIED.**

**(b) Building Official – Fire Official Recruitment – Recommendation Report**

- CAO Coutinho reviewed the report with the Committee members.
- Noted how difficult it is to recruit a term position for a Building Official and that the report outlines the need for a permanent position.

**MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE REPLACEMENT OF A BUILDING OFFICIAL FOR THE TOWN OF WINDSOR AND MUNICIPALITY OF WEST HANTS AND TO EXTEND THEIR RECRUITMENT BEYOND THE INCORPORATION DATE. MOTION CARRIED.**

**8. ADDITIONS TO THE AGENDA – if any**

**(a) Campaign School**

- Mayor Allen advised that she has spoken to staff at DMA about the benefits from a Campaign School. Noted that it would need to be done sooner than later and wanted to put forward a motion.
- Noted that it provides good information about what is involved, what do Councilors do, how much time is needed, and provides good general information in helping residents decide if they want to run for a Municipal Election. Makes a good statement that they are looking into the future and encouraging residents to consider running in elections.
- Warden Zebian agreed that it was a good idea and noted that a lot of people don't realize what is involved and what goes into it.
- Ms. Bennett advised that there would be an interest in doing the Campaign School and that DMA is already preparing for the upcoming 2020 election. Stated that have done these in the past and they are day long sessions, usually very successful. Noted that there is a lot of training involved, including mock sessions, getting to experience what a Council session would look like and conversations around campaigning/door to door aspect of it. Overall "Coles Notes" of what it would look like if you ran for a Municipal Election. Ms. Bennett offered to put some materials together to bring forward to the Committee and see what would fit their needs.

**MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE REQUEST TO DEPARTMENT OF MUNICIPAL AFFAIRS TO PUT ON A CAMPAIGN SCHOOL FOR THE REGION BEFORE FOR THE UPCOMING ELECTION. MOTION CARRIED**

Mr. Richard left the meeting at 6:43pm

**9. IN-CAMERA – if any**

**(a) Contractual/Personnel Matter**

*Those that remained for the in-camera session included the Co-ordinating Committee members, Alternate Committee member Bregante, CAO Laycock, CAO Coutinho, Shannon Bennett, DMA and Project Administrator Jones.*

**MOVED/SECONDED THAT AT 6:43PM, THE MEETING MOVED IN-CAMERA TO DISCUSS A CONTRACTUAL/PERSONNEL MATTER. MOTION CARRIED**

**MOVED/SECONDED THAT AT 8:05PM, THE MEETING MOVED OUT OF IN-CAMERA. MOTION CARRIED**

**Regular Open Meeting Re-convened at 8:05pm**

- 10. NEXT CO-ORDINATING COMMITTEE MEETING DATE(S) & ADJOURNMENT** – Next meeting is scheduled for 6:00 pm Monday July 8, 2019 in the West Hants Council Chambers.

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

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Chair

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Project Administrator

June 28, 2019

VIA EMAIL [jenny.baechler@dal.ca](mailto:jenny.baechler@dal.ca)

Ms. Jenny Baechler  
Senior Instructor, School of Public Administration  
Faculty of Management, Dalhousie University  
6299 South Street  
Halifax, NS B3H 4R2

Dear Ms. Baechler:

**Re: Management Without Borders – Expression of Interest**

Many consultants over 50 years have recommended a reduction in the number of municipal governments in Nova Scotia. These studies have generally concluded that municipal structures created in a different era are not now optimized to ensure cost-effective municipal service delivery.

While most of the studies have been ignored, two municipalities – The Town of Windsor and the Municipality of the District of West Hants – last year voluntarily asked the Province of Nova Scotia to legislate the consolidation of the two municipalities by April 1, 2020. The decisions of the two councils to ask for the right to merge is virtually unprecedented in Nova Scotia.

The merging of the two municipalities is clearly significant in its own right. But it is also significant in the sense that the two municipalities are creating a template which, potentially, could be used by other municipalities in Nova Scotia, and beyond.

The Management Without Borders program (MWB) could play an important role in documenting and assessing the process being undertaken by the two communities and by documenting the expected benefits as a consequence of the merger. With solid documentation on the process and the expected outcomes, MWB would be creating a document that could be used by other municipalities contemplating governance changes and could serve as the benchmark for a retrospective study that could be done in, say, five years to determine if the anticipated benefits of consolidation had been achieved.

**Kevin Latimer, Q.C. | Partner**

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Ms. Jenny Baechler

June 28, 2019

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As Chair of the Coordinating Committee created by last year's legislation, working most directly with the municipalities' chief administrative officers (CAOs) and their elected leaders, and the Province, I would facilitate MWB access to all the relevant thinking and documentation, including involvement in the meetings of the Coordinating Committee held the first and third Mondays of each month.

I would provide MWB with a copy of the Coordinating Committee's Terms of Reference and the work plan and related milestones. Students would have access to the studies completed to date, including the study on polling districts that formed the basis of this month's application to the Nova Scotia Utility and Review Board that will ultimately determine the polling boundaries and the size of the new council.

MWB students will have access to the work that will lead to the asset registry, a crucial document that will be essential to understanding the condition of critical infrastructure and associated maintenance and replacement costs. Students will be exposed to the communications strategy and polling data and will be in a position to consider the options available to the new municipality's new Chief Administrative Officer, selected after a national search.

To facilitate further MWB consideration of this request, attached is a copy of the relevant legislation<sup>1</sup> and a copy of the news release announcing my appointment. I have also attached a few articles from the local weekly newspaper<sup>2</sup> as an illustration of the community engagement in this initiative.

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<sup>1</sup> [https://nslegislature.ca/legc/bills/63rd\\_2nd/1st\\_read/b055.htm](https://nslegislature.ca/legc/bills/63rd_2nd/1st_read/b055.htm)

<sup>2</sup> <https://www.hantsjournal.ca/news/local/transition-committee-kicks-off-consolidation-for-windsor-west-hants-268533/>  
<https://www.hantsjournal.ca/news/local/public-meetings-survey-planned-to-help-determine-electoral-boundaries-for-combined-windsor-west-hants-region-276049/>  
<https://www.hantsjournal.ca/news/local/co-ordinating-committee-likely-to-decide-on-windsor-west-hants-electoral-boundaries-april-15-299372/>  
<https://www.hantsjournal.ca/news/local/windsor-west-hants-co-ordinating-committee-selects-11-district-recommendation-over-ambitious-nine-district-regional-council-302914/>



Ms. Jenny Baechler  
June 28, 2019  
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I hope you will give this matter favourable consideration and would welcome any questions you may have.

Yours very truly,

A handwritten signature in blue ink that reads "Kevin Latimer". The signature is written in a cursive style with a blue ink color.

Kevin Latimer  
DKL/rk



**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:** July 8, 2019

**Subject:** Fire Services Request for Proposals

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**Origin:**

April 15, 2019 Co-ordinating Committee direction to issue a Fire Services RFP for the new Regional Municipality.

**Legislative Authority:**

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

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

**Recommendation:**

It is recommended that:

**...the Co-ordinating Committee award RFP# CCWHMUN19-06 to Goudreault Associates in the amount of \$61,305 plus net HST for the Regional Fire Services Request for Proposals.**

**Background:**

A Fire Services Request for Proposals (RFP) was posted to the Nova Scotia Procurement website on April 18, 2019 with a closing date of May 23, 2019. There were no responses to the RFP. As a result, the CAOs reached out to two firms to determine interest in submitting a response. Firms were identified through discussions with other CAOs in Nova Scotia as well as proponents who have provided similar services in the past. Only one firm responded to the request to submit a proposal.

**Discussion:**

One RFP submission was reviewed by the Windsor/West Hants REMO and Fire Services Coordinator, the CAO for West Hants, the Interim CAO for the Town of Windsor on Wednesday, July 3, 2019. The two-part RFP defined the bid scoring process to be used; that combined both a weighted technical criteria component as well as weighted financial component. Only proponents who met the minimum technical score of 64/80 (80%) moved on to the financial component.

The proponent was scored on the technical portion of their proposal based on the following criteria:

- General ability to provide the services outlined in the RFP
- Met required certifications
- Methodology
- Ability to provide high quality and cost-effective work
- Identification of alternatives
- Qualifications of proposed team
- References
- Clarity and level of effort

The proponent was able to provide a project plan that would address most the requirements outlined in the RFP. At a high level, the proposal will tackle three main areas in its methodology. These include:

1. *Emergency Response Program* – this will look at overall requirements for service delivery for the next 10 years in the region.
2. *Governance and Organizational Structure* – this will assess the best governance and operational structures to ensure that outlined goals can be achieved.
3. *Administration and Program Implementation* – will assess factors around the successful implementation, including mitigating areas of concern, potential costs, etc.

An area that was not identified in the plan was the proponent's ability to predict the debt servicing requirements for costs associated with proposed equipment and apparatus purchases. This was discussed with the CAOs prior to submission and it was determined that it could be handled by staff.

The proponent scored 66/80 on the technical portion of the scoring

With a passing score, the price portion was opened. The price of the proposal was \$61,305. Since there was only one proponent and the proposed price fell below the budgeted amount of \$75,000, all 20 points were received.

The proponent received a combined total of 86/100 for their proposal.

**Policy Implications:**

The Co-ordinating Committee follows the Municipality of West Hants Procurement Policy. All policy requirements were followed in the posting of the RFP on the NS Procurement site. With no responses, it was determined that section 7 (f) – Unique Purchases of the Procurement Policy would qualify, allowing the CAOs to reach out to possible proponents.

**Financial Implications:**

Through the approval of the 2019-2020 budget on March 18, 2019, the Co-ordinating Committee has committed \$75,000 for a Fire Services RFP. The cost for the proposed RFP is below what was budgeted for.

**Alternatives:**

- The Committee may choose to reject the recommendation and direct staff to repost the RFP.
- The Committee may choose to reject the recommendation and not move forward with the RFP.

**Attachments:**

- Fire Service RFP Report – April 15, 2019
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Report Prepared by: \_\_\_\_\_  
Martin Laycock, Chief Administrative Officer, West Hants

Report Reviewed by: \_\_\_\_\_  
Todd Richard, Interim Chief Administrative Officer, Windsor



**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, CAO, Municipality of West Hants

\_\_\_\_\_  
Louis Coutinho, CAO, Town of Windsor

**Date:** April 15, 2019

**Subject:** Fire Services Request for Proposal

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**Origin:**

Passage of Bill 55 and the consolidation of Windsor and West Hants on April 1, 2020.

**Legislative Authority:**

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

**Recommendation:**

It is recommended that:

...the Co-ordinating Committee direct staff to post a Fire Services Request for Proposals for the Region of Windsor and West Hants Municipality.

**Background:**

The municipal units of Windsor and West Hants entered into a consolidation process which led to the passing of Bill 55, the Region of Windsor and West Hants Municipality Act, by the

Province of Nova Scotia (Province) in October 2018. The Province has committed \$1.5 million towards the process to provide support for the various studies, services, and materials required for a successful transition.

### **Discussion:**

Fire and emergency services is an important aspect of providing a safe livable community for our residents. Both CAOs, the Joint Fire Services Coordinator, and the local Fire Chiefs are actively working together to ensure that a smooth transition occurs on April 1, 2020. The request for proposal (RFP) will assist the Co-ordinating Committee and the new Regional government to move forward with a long-term sustainable fire services plan that meets the needs of the new Regional Municipality.

In conjunction with Windsor and West Hants Fire Chiefs, staff have prepared an RFP document that, among other things, is looking for a detailed 10-year plan that utilizes current resources and makes recommendations for optimal stations, apparatus and equipment needs for a regional fire service. A critical factor in the development of the report by the successful proponent will be to utilize information gathered from previous studies. This prevents duplication of efforts and should also assist in keeping overall costs down.

Additionally, the RFP is designed to have the successful proponent report on:

- a. All related financial requirements to achieve the developed plan, including potential debt servicing
- b. Required levels of volunteers for each station
- c. Municipal personnel requirements to best manage a regional fire service
- d. A review and creation of new fire zones, including newly developed maps
- e. Risk analysis for moving to a regional service
- f. Analysis of all related legislation and fire standards required to achieve the regional service plan
- g. Establish response model of what stations and apparatus are called to the types of calls.

It is anticipated that a final report from the successful proponent will be presented to the Co-ordinating Committee in September 2019.

### **Financial Implications:**

Through the approval of the 2019-2020 budget on March 18, 2019, the Co-ordinating Committee has already committed \$75,000 for a Fire Services RFP. Based on an understanding of previous study costs and the use of existing study data, it is anticipated that the allotted budget amount is sufficient. However, should costs come in higher than expected, the Co-ordinating Committee has the ability to negotiate the scope of the project to bring it in line with budget.

**Alternatives:**

- The Co-ordinating Committee could choose not to move forward with a RFP for Fire Services

**Attachments:**

- None
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Report Prepared by: \_\_\_\_\_  
Martin Laycock, CAO, Municipality of West Hants

Report Reviewed by: \_\_\_\_\_  
Rhonda Brown, Municipal Clerk, Municipality of West Hants

Report Reviewed by: \_\_\_\_\_  
Louis Coutinho, CAO, Town of Windsor