



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

Meeting Agenda

Monday, March 9, 2020 – 6:00 p.m.

West Hants Council Chambers, 100 King St., Windsor NS

- 1. CALL TO ORDER**
- 2. CONFLICT OF INTEREST DECLARATION**
- 3. APPROVAL OF AGENDA**
- 4. APPROVAL OF MINUTES** - Meeting of Feb 24, 2020
- 5. DELEGATIONS / PRESENTATIONS (if any)**
- 6. BUSINESS ARISING FROM PREVIOUS MINUTES**
 - (a) Work Plan Update / Co-ordinator Latimer
 - (b) Benchmarking Workshop
 - (c) Successor Rights Update
 - (d) Forecast to Actuals Schedule
 - (e) Election Results (Unofficial)
 - (f) Policies for Approval (Records Management Policy)
- 7. STAFF REPORTS**
 - (a) CAO Report
 - (b) Hatch Facilities Report
 - (c) Information Report on RFP for Customer Service Training
 - (d) Policies – Notice to Consider Recommendation Report
 - (e) April 1st Launch Update
- 8. BILL 55, SECTION 12 ITEMS (if any)**
- 9. CORRESPONDENCE (if any)**
- 10. ADDITIONS TO THE AGENDA (if any)**
- 11. IN-CAMERA (if any)**
- 12. NEXT CO-ORDINATING COMMITTEE MEETING DATE(S) & ADJOURNMENT**



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

Meeting Minutes

Monday, February 24, 2020 – 6:00 p.m.

Windsor Council Chambers, 100 King St., Windsor NS

ATTENDANCE

Co-ordinating Committee Members

Kevin Latimer	Co-ordinator, Chair
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

John Bregante	Councillor/Alternate Co-ordinating Committee Member, Town of Windsor
Rupert Jannasch	Councillor/Alternate Co-ordinating Committee Member, Municipality of West Hants
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
Rhonda Brown	Municipal Clerk, Municipality of the District of West Hants
Chrystal Remme	Communications Coordinator, Municipality of the District of West Hants
Nick Barr	Acting Director of Governance & Advisory Services, DMA&H
Jamie Juteau	Fire Chief, Windsor Fire Department
Kouros Rad	Consultant, Rad Consulting
Emily Robertson	Consultant, Rad Consulting
Donna Jones	Project Administrator

3 members of the public in the gallery

Regrets

Anna Allen	Mayor, 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.

2. CONFLICT OF INTEREST DECLARATION

3. APPROVAL OF AGENDA – Additions and/or Deletions

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

4. APPROVAL OF MINUTES

(a) Meeting of February 10th, 2020

**MOVED/SECONDED THAT THE MINUTES OF FEBRUARY 10, 2020 BE APPROVED
AS CIRCULATED. MOTION CARRIED.**

5. DELEGATIONS / PRESENTATIONS

(a) Community Engagement Project – Kourosh Rad

- Mr. Rad introduced himself as well as his colleague Emily Robertson who is assisting in the Engagement process.
- Mr. Rad & Ms. Robertson reviewed the presentation with the members of the Co-ordinating Committee and highlighted the work done to date for the Community Engagement project.
- Co-ordinator Latimer asked what the approach or standing agenda on the Community Workshops would look like. Ms. Robertson advised that they would be set up to help get a sense of the issues/themes that are already present, and to help them build on that so they could encourage feedback and work off each other's comments.
- Warden Zebian stated there seems to be a gap as there are a few communities missing from their workshop list including Avondale, Summerville, etc., a large area that would not be represented in Brooklyn. Ms. Robertson replied that this was one of the reasons they were here at the meeting, to get feedback to ensure they are including everyone that needs to be included.
- CAO Phillips asked if it would be helpful or hinder if some of the staff or elected officials attended the workshops. Mr. Rad's thoughts were, if you are dealing with trust building, it would probably be better to have staff attend. Based on feedback they have received and comments they have heard, it might hinder the efforts to have elected officials attend at this point. Did note that they could evaluate that on a case by case basis moving forward.
- Mr. Rad advised the Committee that there would be a report coming forward in the coming weeks.

Mr. Rad & Ms. Robertson left the meeting at 6:31pm.

6. BUSINESS ARISING FROM PREVIOUS MINUTES

(a) Work Plan Update

- Co-ordinator Latimer advised that we are down to the last five weeks to complete the tasks identified on the workplan.
- Provided updates on Human Resources, Union/Non-Union issues, and on Asset Registry.
- Noted there would be one more newsletter coming before the end of the project.

(b) Benchmark Workshop

- Co-ordinator Latimer discussed and noted the planned upcoming Benchmarking Workshop planned for March 5th at Dalhousie.
- Advised he has been in contact with a reporter from the Valley Journal who is interested in the Dalhousie student's final report and recommendations.

(c) Policies for Approval

- Ms. Thornton presented the Recommendation Report on the policies for approval that were presented at the February 10th Co-ordinating Committee meeting.
- Noted that as per the MGA, seven days notice is required for the adoption or approval of policies.
- Added that a recommendation report and a notice report will be standing items on the agenda going forward as there are lots of policies rolling out between now and April 1st, 2020.

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE FOLLOWING REGION OF WINDSOR AND WEST HANTS MUNICIPALITY POLICIES:

- **COUNCIL REMUNERATION POLICY (RCOHR-001.00)**
- **TAX EXEMPTION POLICY (RCOFN-002.00)**
- **APPOINTMENT OF TRAFFIC AUTHORITY POLICY (RCOGE-001.00)**

WHICH INCLUDES THE RESCISSION OF WINDSOR'S REMUNERATION OF ELECTED OFFICIALS POLICY AND WEST HANTS' COUNCIL REMUNERATION POLICY; RESCISSION OF WEST HANTS' TAX EXEMPTION POLICY AND RESCISSION OF WEST HANTS'S APPOINTMENT OF TRAFFIC AUTHORITY POLICY. MOTION CARRIED.

(d) Hantsport Fire Station - Discussion

- CAO Phillips provided some background and context regarding the Hantsport Fire Station and its replacement.
- CAO Phillips noted that there is no recommendation at this time but important for the Co-ordinating Committee to recognize the level of support the West Hants Council currently has in place and that they have made a statement of confidence to the Hantsport Fire Service about that building's replacement. Also noted that there is a recommendation within the Fire Services Study that specifically endorses the replacement of the Hantsport Fire Service.
- Also note that West Hants had the foresight to identify funding within their existing reserves to assist with the cost of the fire station when and if the final details around cost and construction are revealed.
- CAO Phillips added, this is an opportunity to express the importance that this station has been identified for replacement and we should take further steps to continue that momentum around its replacement or more specifically, an RFP process.
- Warden Zebian provided additional context. Noted that around two years ago a replacement was deemed necessary for the Hantsport Fire Station. At the last Council meeting, a recommendation was put forward by the CAO for an RFP for design to be sent out for the station. Council rejected that

offer, thinking they would rather have an RFP for design build. At this point we are a little late in the game for West Hants Council to issue anything. Thought it would be best to bring it before the Co-ordinating Committee which would allow for some continuity going forward.

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE DIRECT CAO PHILLIPS TO BRING BACK A REPORT TO THE CO-ORDINATING COMMITTEE ON THE RECOMMENDATIONS FOR A WAY FORWARD FOR THE HANTSPORT FIRE STATION TO BE BUILT. MOTION CARRIED.

- Deputy Mayor Murley noted that Kings County pays for about one third of the cost and asked if there were any concerns with moving forward with the motion with them perhaps not continuing with that. Warden Zebian stated that he foresees none but up to a different council altogether. To be most responsible would be to issue them some plans based on design, for example, to give them opportunity to come up with a new service agreement based on cost estimates.
- CAO Phillips added that he has had some preliminary discussions with the County of Kings around day to day fire service and the need for a new agreement. For clarity, making the statement that it is in the schedule to replace the fire services. The fire services should be confident in that, as well as the people that are served by that. This recommendation is about continuity and how do we continue the process to get there.
- Deputy Mayor Allen asked CAO Phillips to speak on how a temporary borrowing resolution might support this motion. CAO Phillips replied, we are not looking at this at this stage, just looking at the design phase of the station so they can get to cost and the mechanisms for funding.

7. STAFF REPORTS

(a) CAO Report

- CAO Phillips noted the highlights of his report and provided updates in the areas of Governance, Administration, Finance, Parks & Recreation, Planning & Development, Economic Development, and Protective Services.
- Co-ordinator Latimer asked for a status on the pending CRA issue. CAO Phillips advised they have received favorable a response from CRA and noted they seem to be working on the municipalities behalf to try to have the municipality defined as they had hoped to be.
- Co-ordinator Latimer asked CAO Phillips to provide additional context on the Economic Development “Best Practices” meeting noted in his report. CAO Phillips advised that Wolfville and Kentville are coming to visit with staff and the Windsor Business Enhancement Society and suggest using the resources and expertise they have to better leverage Economic Development. Not only seeing what other people do but getting some uniformity around service delivery.

(b) Municipal Elections Update Report

- Ms. Brown reviewed her report with the Committee and noted the highlights.
- Co-ordinator Latimer asked what was the total numbers of electors. Ms. Brown replied, right now on the list, there are 15,335 plus three more to add by Wednesday. Could get up to 15,400 before they

are done the election.

- Warden Zebian, asked if ID is required to be added to the vote list. Ms. Brown replied that no ID is required nor the need to bring a voter card. Just need their name, address and birth date but the voter would be required to take an oath.
- Co-ordinator Latimer asked for some background around the vote counting. Ms. Brown provided the details as to how the tally is calculated.
- Co-ordinator Latimer asked if there was anything they could be doing over the next couple of weeks to provide information to encourage people to get out and vote to achieve the 55% desired goal. Ms. Brown advised it is now up to the candidates, they could do some more Facebook post but between the radio, newsprint and Facebook, not sure what other medium could be used.

(c) Appointments Recommendation Report

- Ms. Brown presented and noted the highlights for the Appointments Recommendation Report report.

1. IT IS RECOMMENDED THAT THE CO-ORDINATING COMMITTEE APPOINT TROY BURGESS AS THE TRAFFIC AUTHORITY FOR THE REGION OF WINDSOR AND WEST HANTS MUNICIPALITY. MOTION CARRIED.

2. IT IS RECOMMENDED THAT THE CO-ORDINATING COMMITTEE APPOINT PETER JOHNSTON AS THE ALTERNATE TRAFFIC AUTHORITY FOR THE REGION OF WINDSOR AND WEST HANTS MUNICIPALITY. MOTION CARRIED

3. IT IS RECOMMENDED THAT THE CO-ORDINATING COMMITTEE APPOINT CHRISTINE MCCLARE AS SHEEP VALUER FOR THE REGION OF WINDSOR AND WEST HANTS MUNICIPALITY. MOTION CARRIED.

(d) Policies – Notice to Consider (Records Management Policy) Recommendation Report

- Ms. Thornton presented the Notice to Consider Recommendations report. Advised that this was just notice, the report for approval would be coming forward in two weeks' time at the next Co-ordinating Committee meeting.

RECOMMENDED THAT THE CO-ORDINATING COMMITTEE APPROVE THE RECORDS MANAGEMENT POLICY RCOGE-OO2.00 FOR THE REGION OF WINDSOR AND WEST HANTS MUNICIPALITY, WHICH INCLUDES TERMINATING (RESCINDING) WEST HANTS' RECORDS MANAGEMENT POLICY.

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

(a) Disposal of ALF Aerial Truck 8 Recommendation Report

- Fire Chief Juteau presented the Recommendation Report on the Disposal of ALF Aerial Truck 8 Recommendation Report.

MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE SUPPORT THE

WINDSOR FIRE DEPARTMENT EXECUTIVE'S RECOMMENDATION TO LIQUIDATE THE WINDSOR FIRE DEPARTMENT SOCIETY'S OWNED 1989 AMERICAN LAFRANCE AERIAL LADDER VIA SALE OR SCRAPPING, AND ANY FUNDS REALIZED FROM SAME BE HELD FOR FUTURE APPARATUS REPLACEMENT. MOTION CARRIED.

9. CORRESPONDENCE RECEIVED (if any)

10. ADDITIONS TO THE AGENDA (none)

11. IN-CAMERA (if any)

(a) Contract Matter

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

MOVED/SECONDED THAT AT 7:24PM, THE MEETING MOVED IN-CAMERA TO DISCUSS A CONTRACT MATTER. MOTION CARRIED

MOVED/SECONDED THAT AT 8:25PM, THE MEETING MOVED OUT OF IN-CAMERA. MOTION CARRIED

Regular Open Meeting Re-convened at 8:25pm

12. NEXT CO-ORDINATING COMMITTEE MEETING DATE(S) & ADJOURNMENT – Next meeting is scheduled for 6:00pm March 9, 2020 in the West Hants Council Chambers.

MOVED/SECONDED THAT AT 8:26PM THE CO-ORDINATING COMMITTEE MEETING BE ADJOURNED. MOTION CARRIED.

Chair

Project Administrator

Co-ordinating Committee Workplan and Schedule

ID	Task Name	Duration	Start	Finish	Resource Names	% Complete	Timeline																																																														
							018	Half 2, 2018			Half 1, 2019			Half 2, 2019			Half 1, 2020			Half 2, 2020			Half 1, 2021			Half 2, 2021																																											
							A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
1	I. Regional Government for Windsor / West Hants		Thu 1/17/19		Co-Ordinator	90%	<div style="border: 1px solid black; padding: 5px;"> ■ Co-Ordinator </div>																																																														
2	a) Governance	315 days?	Thu 1/17/19	Wed 4/1/20		87%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
3	i) Stantec Review - Council Size	39 days	Wed 1/2/19	Mon 2/25/19	KL/LC/ML	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
19	ii) Stantec Boundary Review	79 days	Wed 1/9/19	Mon 4/29/19	KL/LC/ML	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
37	iii) NSUARB Process	79 days	Wed 5/1/19	Mon 8/19/19	KL/LC/ML	99%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
44	iv) Election Process	273 days	Mon 3/18/19	Wed 4/1/20	Rhonda/Shelleena	82%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
45	Paper Voting Decision	1 day	Mon 3/18/19	Mon 3/18/19	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
46	Co-ordinating Committee - Budget for election	51 days	Mon 3/18/19	Mon 5/27/19	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
47	Appointment of Returning/Assist Returning Officer	1 day	Mon 5/27/19	Mon 5/27/19	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
48	Method to Develop Preliminary List of Electors	1 day	Mon 5/27/19	Mon 5/27/19	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
49	Approve Optional Advance Poll Dates	1 day	Mon 5/27/19	Mon 5/27/19	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
50	Determine Alternative Method of Notification for List Revisions	1 day	Mon 5/27/19	Mon 5/27/19	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
51	Set Alternative Notice of Poll	1 day	Mon 5/27/19	Mon 5/27/19	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
52	Set date for Amended List Due	1 day	Mon 5/27/19	Mon 5/27/19	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
53	Councilor Compensation/Remuneration Report to CC	10 days	Tue 10/15/19	Mon 10/28/19	Mark/Louis	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Mark/Louis </div>																																																														
54	Prepare package for Candidates	25 days	Tue 10/1/19	Mon 11/4/19	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
55	Ardoise Comm Ctr. Campaign School	1 day	Sat 11/9/19	Sat 11/9/19	Jason/Rhonda B/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Jason/Rhonda B/Shelleena </div>																																																														
56	Avondale Comm Ctr. Campaign School	1 day	Wed 11/20/19	Wed 11/20/19	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
57	Hants Co War Mem Comm Ctr. Campaign School	1 day	Wed 12/4/19	Wed 12/4/19	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
58	Preliminary List of Electors Due	6 days	Mon 12/23/19	Mon 12/30/19	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
59	Revision of Elector List	16 days	Mon 12/16/19	Mon 1/6/20	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
60	Council Remuneration Decision - Report to CC	6 days	Mon 1/20/20	Mon 1/27/20	Mark	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Mark </div>																																																														
61	Amended List of Electors Due	14 days	Wed 1/8/20	Mon 1/27/20	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
62	Call for Nomination Ad	13 days	Sat 1/18/20	Tue 2/4/20	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
63	Official Nominations Received	6 days	Mon 2/3/20	Mon 2/10/20	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
64	Candidates Can Withdraw	1 day	Thu 2/13/20	Thu 2/13/20	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
65	Order Printed Material	2 days	Fri 2/14/20	Mon 2/17/20	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
66	Obtain Poll Workers and Train	73 days	Tue 11/12/19	Thu 2/20/20	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
67	Place Notice of Poll Ads	15 days	Tue 2/18/20	Sat 3/7/20	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
68	Alternative Notice of Poll (Voter Cards)	17 days	Fri 2/14/20	Sat 3/7/20	Rhonda/Shelleena	0%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
69	1st Advance Poll	1 day	Sat 2/29/20	Sat 2/29/20	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
70	2nd Advance Poll	1 day	Tue 3/3/20	Tue 3/3/20	Rhonda/Shelleena	100%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
71	Vote	1 day	Sat 3/7/20	Sat 3/7/20	Rhonda/Shelleena	0%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
72	Website Information	98 days	Mon 10/28/19	Wed 3/11/20	Rhonda/Shelleena	75%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														
73	Official Count of Votes	3 days	Sat 3/7/20	Tue 3/10/20	Rhonda/Shelleena	0%	<div style="border: 1px solid black; padding: 5px;"> ■ Rhonda/Shelleena </div>																																																														

Co-ordinating Committee Workplan and Schedule

ID	Task Name	Duration	Start	Finish	Resource Names	% Complete	Timeline																																																		
							018	Half 2, 2018			Half 1, 2019			Half 2, 2019			Half 1, 2020			Half 2, 2020			Half 1, 2021			Half 2, 2021																															
							A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
210	Diamond (Background Setup)	197 days	Mon 7/1/19	Tue 3/31/20	Jeff/Matt/Diamond	75%																																																			
211	Banking Setup	131 days	Tue 10/1/19	Tue 3/31/20	Account Admin/Carol/Varun	50%																																																			
212	PAP Letter (Taxes)	180 days	Mon 7/1/19	Fri 3/6/20	Carmen/Carol	88%																																																			
213	Policies	197 days	Mon 7/1/19	Tue 3/31/20	Diana/Carlee/Doug/Varun	50%																																																			
214	Tax Billing & Interest Testing	114 days	Tue 10/1/19	Fri 3/6/20	Suzanne/Pam	11%																																																			
215	Water/Sewer Billing & Interest Testing	124 days	Tue 10/1/19	Fri 3/20/20	Cathy/Pam	16%																																																			
216	New Payroll Setup & Testing	65 days	Wed 1/1/20	Tue 3/31/20	Carol/Pam	75%																																																			
217	Workflow Setup	61 days	Wed 1/1/20	Wed 3/25/20	Diana/Rhonda/Carlee	25%																																																			
218	Business Number - Name Change	87 days	Wed 1/1/20	Thu 4/30/20	Carlee	0%																																																			
219	o) Pension Plans to Merge	170 days	Mon 7/8/19	Fri 2/28/20	Carlee/Rhonda M.	99%																																																			
220	Recommendation Report	37 days	Fri 5/31/19	Mon 7/22/19		100%																																																			
221	Make application to successful carrier to prepare for transfer	0 days	Mon 7/22/19	Mon 7/22/19		100%																																																			
222	Notify non successful carrier of intent to transfer	1 day	Mon 7/22/19	Mon 7/22/19		100%																																																			
223	Identify plan differences	1 day	Mon 7/22/19	Mon 7/22/19		100%																																																			
224	Notify Superintendent of Pensions of impending merger	1 day	Mon 9/2/19	Mon 9/2/19		100%																																																			
225	Review fund list and determine proper fund offering	41 days	Mon 7/22/19	Mon 9/16/19		100%																																																			
226	Create mapping projects for funds transferring in from other carrier	41 days	Mon 7/22/19	Mon 9/16/19		100%																																																			
227	Transfer of plan	89 days	Tue 10/1/19	Fri 1/31/20		100%																																																			
228	Deliver educational sessions to all employees	100 days	Mon 10/14/19	Fri 2/28/20	Mark	100%																																																			
229	p) Benefits Plans to Merge	262 days?	Mon 4/1/19	Tue 3/31/20	Mark Phillips	83%																																																			
230	Options Assessment	90 days	Fri 6/28/19	Thu 10/31/19		100%																																																			
231	Report for CAO	62 days	Fri 9/6/19	Mon 12/2/19		100%																																																			
232	Final Decision	40 days	Tue 12/3/19	Mon 1/27/20		100%																																																			
233	Recommendation Report to CC	1 day	Mon 1/27/20	Mon 1/27/20	Mark Phillips	100%																																																			
234	Benefit Plan Merger Implementation	47 days	Mon 1/27/20	Tue 3/31/20		75%																																																			
235	Budget Framework	73 days	Fri 12/20/19	Tue 3/31/20	Mark Phillips	65%																																																			
236	Prepare Budget Templates	31 days	Fri 12/20/19	Fri 1/31/20	Carlee	100%																																																			
237	Meet with Department Heads	56 days	Fri 12/20/19	Fri 3/6/20	Carlee	75%																																																			
238	Review with CAO	10 days	Mon 3/9/20	Fri 3/20/20	Carlee/Mark	0%																																																			
239	Build & Prepare 20_21 Budget Structure for new Regional Municipality	65 days	Wed 1/1/20	Tue 3/31/20	Mark/Carlee	50%																																																			
240	q) Financial Oversight / Controls for Co-ordinating Committee	362 days	Mon 11/12/18	Tue 3/31/20	Co-Ordinator/Project Administrator	75%																																																			
241	Quarterly Financial Template Submission to DMA	262 days	Mon 4/1/19	Tue 3/31/20	Project Admin	75%																																																			
242	Quarterly Status Update to DMA	303 days	Fri 2/1/19	Tue 3/31/20	Co-Ordinator	75%																																																			
243	IV. ADMINISTRATIVE / ADMINISTRATION					0%																																																			

You Are Invited to Attend

WWH Benchmarking Workshop

The Town of Windsor and the Municipality of the District of West Hants are joining forces April 1, 2020 to become stronger together.

Citizens, municipal players and business leaders are watching the new region take shape. Those watching the consolidation are undoubtedly wondering about the future success of the new region. How will we measure that success? What are today's key performance indicators for a thriving Nova Scotia municipality?

In 2019 the Co-ordinating Committee enlisted the help of a team of Dalhousie University Faculty of Management Masters students to develop a set of performance metrics to measure the short and long-term success of the consolidation. The team presented its report and recommendations to the Committee in December 2020.

We would like to share the Team's report and solicit your input to produce a practical shortlist of performance metrics that is accessible to citizens and can serve as a guidepost to other municipalities committed to accountability and transparency.

Come join a small group of municipal thought leaders and help the Co-ordinating Committee take the next step in building a stronger region for the citizens of Windsor and West Hants.

Thursday, March 5, 2020

12:30 pm – 1:00 pm Welcome and light lunch

1:00 pm – 5:00 pm Facilitated workshop

Room 2-22 | Steele Ocean Science Building
1355 Oxford Street | Halifax



Please RSVP by Wednesday, February 26th at djones@westhants.ca

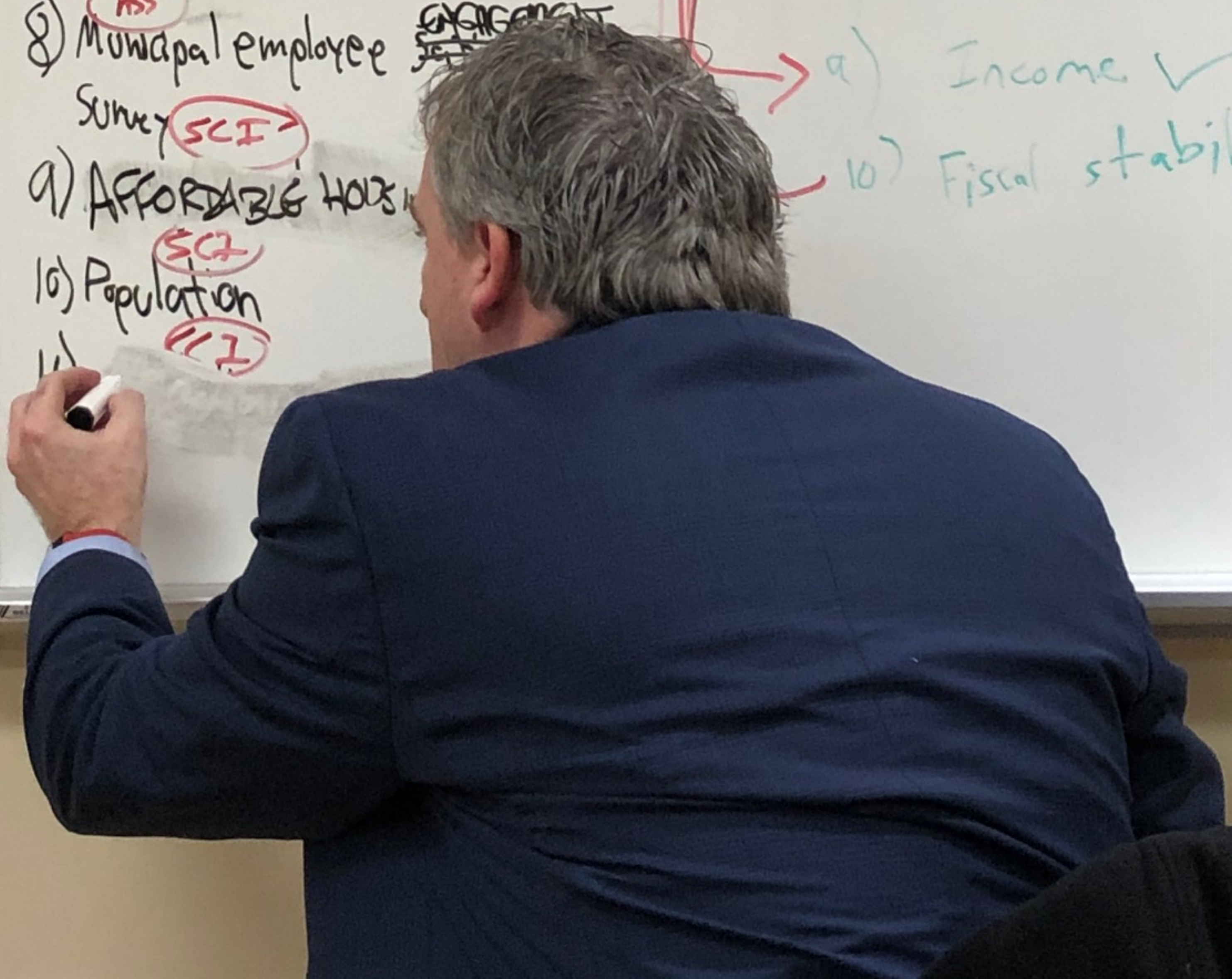




TOP 10 KPI'S

- 1) ~~Uniform assessment~~ ^(F) FCI
- 2) Income of citizens ^(F)
- 3) Number of people employed ^(ED)
- 4) Number of building permits ^(ED)
- 5) GDP ^(ED)
- 6) a) TRANSPORTATION ^(L)
b) CONNECTIVITY
- 7) Survey of citizen satisfaction with services ^(ASS)
- 8) Municipal employee survey ^(ASS) ~~ENGAGEMENT~~
- 9) AFFORDABLE HOUSING ^(SCF)
- 10) Population ^(SC)

- 1) Employment ✓
- 2) EFFICIENT services
- 3) tax rates
- 4) Transportation
- 5) Connectivity
- 6) Community
- 7) AFFORDABLE HOUSING
- 8) Sociocultural
- 9) Income ✓
- 10) Fiscal stability



**Transition Budget
As at March 3, 2020**

Notes

	Budget	Actuals	Proposed Forecast	% of Forecast Spent	
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	\$ 94,571	\$ 166,151	57%	
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>	<i>\$ 538,615</i>	<i>\$ 389,817</i>	<i>\$ 534,757</i>	<i>73%</i>	
Salaries					
Transition Coordinator	\$ 277,500	\$ 323,055	\$ 360,000	90%	Est. \$20,000/month
Administration Support (0.6 FTE)	\$ 63,500	\$ 57,145	\$ 63,500	90%	Includes possible increase in hours
Chief Administrative Officer	\$ 135,000	\$ 78,955	\$ 108,804	73%	9 months salary assuming 20% benefits cost included
<i>subtotal</i>	<i>\$ 476,000</i>	<i>\$ 459,155</i>	<i>\$ 532,304</i>	<i>86%</i>	
Professional Services					
Legal	\$ 25,000	\$ 16,895	\$ 25,000	68%	Support for transition related legal issues
Audit	\$ 10,000	\$ 4,911	\$ 10,000	49%	Audit of transition funds
IT support	\$ 145,000	\$ 43,750	\$ 120,000	36%	Website, Diamond support, hardware, software upgrades
Employee training	\$ 25,000		\$ 25,000	0%	Skill development, change management, etc.
Building and staff mergers	\$ 50,000		\$ 7,467	0%	To accommodate movement of departments/staff
Records management	\$ 15,000		\$ 10,000	0%	Merge/digitize records
Derek Reilly	\$ -	\$ 2,500	\$ 2,500	100%	Community Engagement Survey Results cost
AMA funded facilitation	\$ 15,000	\$ 15,146	\$ 15,146	100%	Tim Merry cost
Governance Support	\$ -	\$ 5,596	\$ 5,596	100%	Jamie Baxter
<i>subtotal</i>	<i>\$ 285,000</i>	<i>\$ 88,798</i>	<i>\$ 220,709</i>	<i>40%</i>	
Administration					
Supplies	\$ 25,000	\$ 1,195	\$ 10,000	12%	Day-today supplies, small furniture
Mileage and Expenses	\$ 10,000	\$ 8,971	\$ 14,000	64%	Staff travel/per-diem
Election	\$ 85,000	\$ 15,069	\$ 70,000	22%	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	\$ 3,329	\$ 20,000	17%	Unforeseen expenses (includes \$10k for grant)
CRA Pressure	\$ -				Have the sense from CRA this will be resolved
Un-allocated forecast savings			\$ 18,230		Current unallocated savings used to offset RCA Pressure
<i>subtotal</i>	<i>\$ 200,385</i>	<i>\$ 86,580</i>	<i>\$ 212,230</i>	<i>41%</i>	
Total Expenses	\$ 1,500,000	\$ 1,024,351	\$ 1,500,000	68%	

\$ - Pressure



Co-ordinating Committee Excerpts
of March 09, 2020

The attached report was presented to the Co-ordinating Committee at the February 24, 2020 meeting and provided the required minimum seven days notice of consideration as per the Municipal Government Act (MGA).

The following is now brought to this March 9, 2020 Co-ordinating Committee for approval...

Policies Recommendation Report (Records Management Policy RCOGE-002.00)

... that the Co-ordinating Committee approve the Records Management Policy RCOGE-002.00 for the Region of Windsor and West Hants Municipality, which includes terminating (rescinding) West Hants' Records Management Policy.



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

To: Members of the Co-ordinating Committee

Submitted by: _____
Shelleena Thornton, Administrative Supervisor, WWH

Date: February 24, 2020

Subject: Notice of Records Management Policy, RCOGE-002.00

LEGISLATIVE AUTHORITY

General Authority

Region of Windsor and West Hants Municipality Act

Sections 7 (1), (3), and 17 (3)

Municipal Government Act

Policy for records management and destruction

34 (1) The council may adopt a policy for the management and destruction of records.

Policies

48 (1) Before a policy is passed, amended or repealed the council shall give at least seven days notice to all council members.

(3) In addition to matters specified in this Act or another Act of the Legislature, the council may adopt policies on any matter that the council considers conducive to the effective management of the municipality. 1998, c. 18, s. 48.

RECOMMENDATION

... that the Co-ordinating Committee approve the Records Management Policy RCOGE-002.00 for the Region of Windsor and West Hants

Municipality, which includes terminating (rescinding) West Hants' Records Management Policy.

BACKGROUND

Over the years, both the Municipality of the District of West Hants and Town of Windsor have established various by-laws and policies to address appropriate items/matters. In some cases where the Town of Windsor may have a by-law, the Municipality of the District of West Hants may have a policy or vice versa.

Part of the by-laws/policies review process included the Windsor Town Council repealing by-laws and/or rescinding policies (cleaning-up) in anticipation of the establishment of Regional Municipality bylaws and/or policies.

The Town of Windsor's *Destruction of Documents By-Law #54* was repealed at Windsor's January 28, 2020 Town Council Meeting (with it to be effective March 31, 2020).

Staff of both municipal units continue reviewing all documents and are working to align those deemed necessary prior to April 1, 2020.

DISCUSSION

As per the Act, Section 17(3), having two separate sets of by-laws and/or policies will be a reality for both residents and staff until such time as all are addressed. Staff continue to review and prioritize those deemed more critical prior to April 1, 2020.

The proposed Records Management Policy is before the Committee as Notice for Consideration. It will be brought back before the Committee at its March 9, 2020 meeting for adoption.

FINANCIAL IMPLICATIONS

None at this time; however, there may be discrepancies with pre-existing by-laws and policies that present different financial implications. Discrepancies will attempt to be addressed prior to April 1st.

ALTERNATIVES

The Co-ordinating Committee could choose to not move forward with the recommendation; however, effective April 1, 2020, each municipal units' effective bylaws and policies will remain with them (each municipal unit) and in some cases create a substantial difference in administering.

ATTACHMENTS

- RCOGE-002.00 Records Management Policy (proposed)

Report Prepared by: _____
Shelleena Thornton, Administrative Supervisor, Region of
Windsor and West Hants Municipality

Report Reviewed by: _____
Rhonda Brown, Municipal Clerk, Region of Windsor and West
Hants Municipality

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

RECORDS MANAGEMENT POLICY

1. TITLE

This Policy may be cited as the "Records Management Policy."

2. AUTHORITY

Municipal Government Act, Section 34 (1 – 4), allows council to adopt a policy for the management and destruction of records.

3. PURPOSE

- 3.1 To establish effective management control and administration over the receipt, creation, use, maintenance, storage, and ultimate disposition of all information, regardless of format, and to do so in a manner that is user-friendly and tailored to meet user needs.
- 3.2 To support compliance with the Municipal Government Act (MGA) and other Provincial Acts and Regulations.
- 3.3 To designate responsibilities and accountability for the management of municipal information, regardless of format.
- 3.4 Ensure records management functions are incorporated into existing and future information technology applications.
- 3.5 Reduce response burden on the public by eliminating unnecessary collection of information, and to ensure the collection of any personal information is in accordance with the MGA.
- 3.6 Ensure all information resources, regardless of format, are subject to timely public access according to provisions and limitations of the MGA.

4. INTERPRETATION

In this Policy:

- 4.1 "Council" means the council of the Region of Windsor and West Hants Municipality;
- 4.2 "Designated Officers" means the persons designated and authorized by the Chief Administrative Officer of the Municipality, to act on behalf of the Municipality to manage and maintain the Records Management System;
- 4.3 "Electronic document / electronic record" is described as data that is recorded or stored on any medium in or by a computer system or other similar device and that can be read or interpreted by a person or a computer system on other similar devices and includes a display, printout or other output of that data, other than a printout. And further refers to documents or records that have been created, used and stored in digital medium, using computer hardware and software as well as human intelligence to create, modify, store, access and retrieve the documents. Hard copies can also be converted into digital records by scanning;

RECORDS MANAGEMENT POLICY

- 4.4 "Manual" means the Nova Scotia Association of Municipal Administrators Records Management Manual, third edition, as amended from time to time;
- 4.5 "Municipality" means the Region of Windsor and West Hants Municipality (or name of the Regional Municipality given as per Section 11 of the Region of Windsor and West Hants Municipality Act), effective April 1, 2020;
- 4.6 "Original record(s)" includes an electronic document/electronic record, and paper copy of a record;
- 4.7 "Record(s)" include books, documents, electronic documents/electronic records, maps, drawings, photographs, letters, vouchers, papers and any other thing on which information is recorded or stored by graphic, electronic, mechanical or other means, and may include data within a computer program or any other data created by a mechanism that produces records;
- 4.8 "Records Management System" means an electronic or paper-based system used by the Municipality to manage the records of the Municipality from record creation through to records disposal.

5. RECORDS MANAGEMENT SYSTEM ESTABLISHED

- 5.1 The Records Management System as shown in the Manual by the Nova Scotia Association of Municipal Administrators is established and authorized for use by the Municipality.

6. COMPLIANCE WITH RECORDS MANAGEMENT SYSTEM

- 6.1 All records and electronic documents in the custody and control of the Municipality are the property of the Municipality and the records must comply with the Records Management System, Manual and this Policy and may constitute as original records.

7. DESIGNATED OFFICER

- 7.1 The Designated Officers are responsible for the management and maintenance of the Records Management System. The Designated Officers may also develop administrative policies and procedures so as to manage and maintain an effective and efficient system (i.e. coding/numbering of policies, title formatting for ease of retrieval, etc).

8. ADOPTION OF THE MANUAL

- 8.1 Records of the Municipality must be created, accessed, maintained and disposed of only as provided by the Manual. The Manual includes a Records Retention Schedule that prescribes the period of time that records are kept to meet the operational, legal, regulatory, financial or other requirements of the Municipality. The Records Retention Schedule also provides instructions as to the manner and time of the disposition of a record.

RECORDS MANAGEMENT POLICY

9. INTEGRITY AND AUTHENTICITY MAINTAINED

9.1 The Records Management System must maintain the integrity and authenticity of records made or kept in the usual and ordinary course of business.

10 AUTHORIZATION TO AMEND MANUAL

10.1 The Designated Officers are authorized to amend the Manual for particular use by the Municipality.

11. DISPOSAL BY DESIGNATED OFFICER

11.1 When the Designated Officers determine that the retention period for a given record described in the Records Retention Schedule has ended, the Designated Officer may allow the record to be destroyed or otherwise disposed of in accordance with the instructions outlined in the Records Retention Schedule and in consultation with stakeholders within the organization as detailed below:

- (a) The destruction actions must always be authorized, allowing for a record destruction to be stopped if specific issues such as a government investigation, audit, freedom of information access request, litigation or legal claim require the record to be kept. A records destruction approval form as created and approved by the Designated Officer will be used for all records to be destroyed;
- (b) Records pertaining to any actual or pending government investigation, audit, freedom of information access request, litigation or legal claim will not be destroyed. Such record will be held until the action is complete and then kept in accordance with the Manual;
- (c) Records destruction should be undertaken in a manner that preserves the confidentiality of records, including the privacy of information about individuals;
- (d) All copies of records that are authorized for destruction, including security, preservation and backup copies, should be destroyed as soon as reasonably possible;
- (e) Destruction of paper records should occur on-site and services provided by a shredding and/or recycling company;
- (f) Destruction of electronic records stored in a repository will be presented in a report and deleted;
- (g) A record of destruction will be permanently kept stating the records destroyed, date of destruction and if available a certificate of destruction from the service provider.

11.2 Records that are required by any enactment to be kept, and all minutes, by-laws, policies and resolutions of Council will not be destroyed.

RECORDS MANAGEMENT POLICY

12. REPEAL

- 12.1 The Records Management Policy dated April 13, 1999 of the former Municipality of the District of West Hants is here by repealed effective April 1, 2020.

I, (Municipal Clerk Name), Municipal Clerk of the Region of Windsor and West Hants Municipality, the Province of Nova Scotia, do hereby certify that this is a true copy of the policy as adopted by the Council of the Region of the Windsor and West Hants Municipality at a meeting duly called and held on the ____ day of ____ (month), ____ (year).

(Signature of Municipal Clerk)
(Typed name of Municipal Clerk)

<i>Adoption</i>	
<i>Notice to Council:</i>	<i>Date</i>
<i>Approval:</i>	<i>Date</i>
<i>Description:</i>	

Coordinating Committee Meeting
March 7th, 2020
Chief Administrative Officer Report / CAO
February 24th to March 7th, 2020



Activity Report

Governance

- Attended Coordinating Committee (CC) Meeting
- Attended Coordinating Committee Workplan Conference Call and Meetings
- Pension information sessions were held on February 27th for all staff.
- Community Engagement – Stakeholders continue to be identified and communicated with to establish a consultation schedule for feedback.
- Attended a workshop in conjunction with Management Without Borders (MWB) at Dalhousie University to further discuss and review Municipal Indicators that may be used to measure the success or change within the community due to consolidation. Dalhousie University has been very supportive in various assignments and projects associated with consolidation and it is anticipated they will remain a valued partner as we move forward.
- Municipal Election. A special thank you is extended to Rhonda Brown and Shelleena Thornton for their hard work and dedication to the 2020 Election. Many extras hours were extended to support the election process. THANK YOU RHONDA AND SHELEENA.
- April 1st New Council Swearing In ceremony – The Ceremony will be held at the Windsor Armory Facility on Fort Edward Street on April 1st. Invitations are being created and distributed. Further details will be announced this week.

Administration

- CUPE / Labour Board Successor Rights Application - The Labour Board conducted a vote for the purpose of determining if CUPE will represent outside workers. The vote was carried out on Friday March 5th and the conclusion is that outside employees will be represented by CUPE. Clarity on the issue has been achieved and we look forward to an open positive relationship with the newly enlarged Local.
- Ongoing review of Draft Personnel Policies
- The Municipal Complex Review - A report is attached recommending the future location of the Regional Municipal Complex. In the short-term all administrative staff have been located at the West Hants Complex with the exception of the Public Works administrative operations effective March 9, 2020. All tax and bill payments will be administered at the West Hants Complex in the short term. Notices have been posted as well as traditional print media and social media. In addition, the RCMP will be

vacating the Windsor location to consolidate operations at the complex on Morison Drive.

- Work continues with the consolidation of websites with the target of using the WWH Stronger Region site effective April 1, 2020.
- Customer Service Training – All staff will participate in

Finance

- Budgets are being returned to Finance Director Rochon by Department Heads as part of the budget deliberation process.

Community Development

- Attended West Hants Sports Complex Construction meeting.
- Attended a meeting of the Communities In Bloom Committee with Director Kehoe. The CIB group is excited to continue with their engagement within the community of Windsor as well as the entire region. Community Connectivity through landscape and beautification initiatives was a topic discussed.
- Attended a session hosted by the Valley Regional Enterprise Network (VREN) regarding the STAR (Strategic Tourism for Areas and Regions) Program. Adoption of the program was encouraged and something stakeholders are considering.
- Attending two separate meetings with the Avondale Community group to review their current concerns and activities: Flood Protection, Building Protection, Community Sweat Equity, Special Events and Tourism Activities and Connectivity with the new regional municipality.
- An economic “best practices” meeting was held on February 28th with Town of Kentville representatives as well as Windsor Business Enhancement Society (WBES) and Kentville Business Community (KBC).
- Windsor Coach House (Windsor Waterfront) – Attended a meeting with staff, WBES and an interested business person regarding a possible donation / renovation of the Coach House.
- Attended a meeting with Hants Agriculture Society Development Committee members to review the Business Plan, July 2019 and next steps.
- Attended the Windsor Hockey Heritage Society AGM.

Planning and Development

- Participated in conference calls regarding a multi-unit housing development in the Town of Windsor.
- Hosted visits with prospective developer(s) to discuss potential multi residential development in the region.
- A retirement social was held to say farewell to Velma MacCumber who served West Hants for many years as a dedicated employee.

Economic Development

- An Economic Development “Best Practices “meeting is being held on February 28th with neighboring municipal units.

Public Works and Infrastructure

- Asset Management Registry – Present at March 23rd CC Meeting
- Attended a meeting with Dial-a-Ride representative, Andrea Boone and discovered DAR is a transportation service servicing all populations in our entire region and supporting transportation needs to and from appointments, special events, personal appointments and social activities.

Protective Services

- Fire Service Review – A Joint meeting of the CAOs and Fire Chiefs was held to continue to review the recommendations and contents of the study. Other meeting highlights:
 - 2020/21 Budget Templates
 - Fire Apparatus Relocation (in relation to the study)
 - Hantsport Fire Station
- Fire Department Budgets – Director Rochon and I have met with the Fire Chiefs to review their initial operating and capital budget submissions.
- Ongoing meetings and discussions regarding the RCMP services and agreement.

Sincerely,

Mark Phillips

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



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

To: Members of the Co-ordinating Committee

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

Date: March 09, 2020

Subject: Municipal Complex Review Recommendation Report

LEGISLATIVE AUTHORITY

General Authority

Bill 55 - Region of Windsor and West Hants Municipality Act

7 (1) 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.

(3) 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.

RECOMMENDATION

... that the Co-ordinating Committee support the W.B. Stephens Building, 100 King Street, Windsor, NS being the Municipal Complex to house the administrative branches for the Regional Municipality.

Further

It is noted that the renovations as described in the report "Windsor / West Hants Municipal Complex Review", require further costing details to be reviewed by the New Regional Council during the 2020/2021 Capital Budget deliberations.

BACKGROUND

In March 2019, an RFP went out for an Asset Registry & Asset Management Roadmap and it was awarded to HATCH April 01, 2019. As part of the scope of work, it was they perform all activities associated with the identification, registration, analysis and recommendation of all infrastructure and assets owned or operated by the Regional Municipality, including preparing a complete inventory of all municipal infrastructure assets owned or operated by both municipalities, shall including (but not limited to) municipal buildings and other facilities. And that information be compiled from existing reports about the condition and future capital requirements of each component of the infrastructure; a condition index rating system(s) to be utilized for all current and future evaluation of passive, static and active assets; and to provide an assessment of the existing condition of all assets, including current condition index, and the identification of any key infrastructure condition issues requiring further analysis.

DISCUSSION

Up to March 6, 2020 Windsor and West Hants staff are working out of two independent municipal complexes. Windsor staff – out of the W.B. Stephens Building at 100 King Street, Windsor, NS and West Hants staff – the West Hants Building at 76 Morison Drive, Windsor, NS. As of March 9, 2020, all administrative services will be consolidated at the West Hants Municipal Complex with the exception of Public Works who will occupy space at the Windsor Complex. This will be the short-term positioning for municipal operations as it is desirable to consolidate as many staff as possible in a single location and to vacate the Windsor Complex to allow for a thorough records management purging where required and to remove surplus furniture, supplies and materials. Additionally, this will allow operations to more thoroughly plan for a return to the complex after pending renovations are approved and completed or under the current conditions after operations have adjusted to the initial consolidation process.

While technology provides the ability to work remotely and under less than ideal working conditions in the West Hants Complex it is not ideal for neither efficiency nor effectiveness for the long-term and does not provide an atmosphere of consistency nor comfort for residents, businesses or visitors needing their needs met.

It is essential that staff be working together within one facility (complex) for not only efficiencies but for community accessibility and needs. This is where the HATCH report and Municipal Complex Review has provided an independent analysis of both facilities to allow informed decision-making as to which building is best suited to address municipal needs.

Key areas analyzed by HATCH for both existing complexes included:

- Existing Building Assessments (Mechanical and Electrical Systems)
- Energy Analysis

- Conceptual Floor Plans
- Construction ROM estimates; and
- Options Analysis (which included)
 - Parking
 - Access to amenities
 - Accessibility
 - New feel
 - Available facilities
 - Room to grow
 - Adaptability of the structure
 - Energy efficiency; and
 - Marketability.

The soft criteria of the Options Analysis concluded that the W.B. Stephens Building would be a better suitability to house staff after renovations and better meet community needs.

Further, the W.B. Stephens Building is the home of the Windsor Fire Department (WFD). The Regional Fire Services Review (report) recently received by the Co-ordinating Committee, including adopted priorities, endorsed the fire department staying in its current location. (Priorities were adopted at the January 27, 2020 Co-ordinating Committee meeting).

NEXT STEPS

Before March 9, 2020 - All staff (except the Public Works Department), currently located in the W.B. Stephens Building will have moved their offices up to the West Hants Building.

A report and budget recommendation pertaining to the long-term municipal complex will be provided to the Regional Council.

2020/2021 Region of Windsor and West Hants Municipality Budget – deliberations to be held and if the budget for Municipal Complex upgrades/renovations is supported, a Tender will be put out for such.

FINANCIAL IMPLICATIONS

At this time there are no financial implications; however, a budget will be identified for the 2020/2021 fiscal year and taken to the Regional Council for approval (budget, yet to be determined).

ALTERNATIVES

- The Co-ordinating Committee could choose to not move forward with the recommendation and leave it to the Regional Council.

ATTACHMENTS

- HATCH – Municipal Complex Review Report of February 20, 2020

Report Prepared by: _____
Shelleena Thornton, Administrative Supervisor, Regional
Municipality Windsor-West Hants

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



Municipal Complex Review



Feb. 21, 2020	C	Revised	AB	AS	AB	
Jan. 13, 2020	B	Final	AB	AS, MB	AB	
Dec. 20, 2019	A	Draft	AB	AS, MB	AB	
Date	Rev.	Status	Prepared By	Checked By	Approved By	Approved By
HATCH						Client

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Appendix A – Functional Building Program

Appendix B – Existing Building Assessments

Appendix C – Conceptual Floor Plans

Appendix D – Existing Environmental Risks Register

1. Introduction

- 1.1 The Town of Windsor and the Municipality of West Hants have amalgamated into the Region of Windsor / West Hants. Currently, the administrative branches of both groups are housed in different buildings. Wanting to benefit from being together as a one unit working with and for the entire region, it was determined that the immediate solution was to review each of the buildings and decide which one was a better fit for the Region's needs.

2. Objective

- 2.1 The objective of this report is to provide the Region with an independent analysis of the W.B. Stephen's Building (Windsor) and the West Hants Municipal Office, to allow the stakeholders to make an informed decision as to what building is best suited for their needs for the next 5 to 10 years. The criteria developed for the region to review included:

- Meetings with stakeholders;
- Architectural reviews;
- Building's systems reviews;
- Conceptual floor plans;
- Order of magnitude construction estimates.

3. Functional Building Program

- 3.1 Prior to the architectural assessments and developing the new functional program, the Region solicited information from Officers and staff to determine the departmental and room requirements of the renovated spaces. The table was provided to Hatch to assist in the development of the conceptual floor plans and completion of the functional building program.

See Appendix A for the table.

4. Existing Buildings Assessments

- 4.1 The focus of the assessments was on all of the building's systems including architectural, structural, plumbing, HVAC, fire protection, electrical, communications, security and life safety. The inspections were of a high-level natural, as no destructive testing was done. Systems and building plans were reviewed and operational staff were consulted, to provide input for the assessment report that is valuable, shows costs of potential upgrades, code issues, and serves as a metric in determining which of the two buildings was more suited to house the Region for the next 5 to 10 years. See Appendix B for reports.

Mechanical and Electrical Systems

The following table provides a snapshot of the existing building systems and the code requirements that will require implementation during the renovation of the selected building:

MECHANICAL & ELECTRICAL SUMMARY			
<i>Description</i>	<i>W.B. Stephen's</i>	<i>West Hants</i>	<i>Upgrade Required</i>
Radon Mitigation	No	No	Recommended
Asbestos Abatement	Yes	No	Yes
Elevator	Yes	No	Yes
Sprinkler System	No	No	Yes
Fire Alarm System	Yes, outdated	Yes	Yes
Fresh Air (HRV's)	2400 cfm	600 cfm	2850 cfm (ASHRAE)
HVAC Load	19.5 tons *	22.0 Tons	30 Tons (estimate)
Humidification System	No	No	Recommended
Bldg. Management System	Partial System	Partial System	Yes
Diesel Generator	Yes	Yes	No
Electrical Service Entrance	400A, 208/3/60	400A, 208/3/60	No
Peak Electrical Demand	198.93 Amps	217.43 Amps	No

5. Energy Analysis

5.1 Historical Consumption

The consumption data presented to us for each of the buildings, for the 2018 calendar year serves as the basis for the building consumption benchmark. Table 1 below provides the summary of consumption. The area noted for the Windsor (W.B. Stephens) building is the area that will be occupied for municipal operations, not including the fire department. This has been done such that the comparison between the two buildings is based on equal occupied area for each building. In addition, the consumption data for the Windsor (W.B. Stephens) building has been factored to suit the municipal operations occupiable area.

Table 1 - 2018 Consumption				
<i>Facility</i>	<i>Area (m²)</i>	<i>Electricity (kWh)</i>	<i>Fuel (ekwh)</i>	<i>Total (kWh)</i>
West Hants	1,482	211,380	3,553	214,933
Windsor (W.B.Stephens)	1,482	208,930	230,505	439,435

5.2 Building Energy Performance Index

Table 2 – BEPI Comparison			
<i>Facility</i>	<i>2018 BEPI</i>	<i>NRCan BEPI Avg.</i>	<i>Proposed BEPI*</i>
West Hants	145.03 ekWh/m ²	294 ekWh/m ²	144.80 ekWh/m ²
Windsor (W.B.Stephens)	296.51 ekWh/m ²	294 ekWh/m ²	270.50 ekWh/m ²

Natural Resources Canada (NRCan) – Energy Intensity Database, tracks annual energy consumption for a variety of building types throughout Atlantic Canada and expresses the results as a “Building Energy Performance Index” (BEPI), expressed in ekWh/m². We have

calculated the current BEPI for each of the two buildings (Table 2) and then provided a comparison to the regional average using the NRCAN database. For the purpose of the BEPI calculation, we have converted the consumption of heating oil, measured in litres, to equivalent kWh of heating and added this total to the electrical consumption total as indicated in Table 1.

**Expected BEPI after renovations are complete. There is no significant decrease in consumption due primarily to the addition of air conditioning to the lower level being offset by new LED lighting*

It should be noted that the NRCAN results are as they describe, an “average” of efficient and inefficient buildings. New buildings being designed and constructed to today’s “Green” principles, generally operate at 50 percent of the NRCAN BEPI noted.

Although both buildings operate below the NRCAN average, with West Hants operating well below the average due primarily to its geo-thermal system, there is always room for energy efficiency improvements. Heating and cooling costs are typically the biggest energy costs in Canadian buildings. In many office buildings, this demand accounts for nearly half of the energy used, consider looking for opportunities in this area first.

6. Conceptual Floor Plans

A key factor in deciding which building is best suited for the Region’s needs, is converting the existing floor plans into a Revit model, and determining how the proposed departmental and room requirements will fit into the existing spaces. The new spaces not only need to be functional from an operational standpoint, but also need to be pleasing aesthetically to staff and have a welcoming feel to the public. “Open” main entrances that the public will enjoy being in, while maintaining a level of security desired by front-line staff, is an example of a design challenge as well as a key requirement of the new renovated layouts and spaces.

See Appendix C for the floor plans.

7. Construction ROM Estimates

W.B. Stephens Building Upgrade:

Table 3 – Windsor (W.B. Stephens) Building	
<i>Item</i>	<i>Cost</i>
Demo	\$182,300
Architectural Interior	* \$946,000 – \$1,606,000
Mechanical Systems upgrades	\$661,000
Electrical Systems upgrades	\$201,000
Total	* \$1,990,300 – \$2,650,300

** This range depicts the reuse of existing furniture vs new replacement furniture of fair quality.*

West Hants Office Upgrade:

Table 4 – West Hants Building	
<i>Item</i>	<i>Cost</i>
Demo	\$167,000
Architectural Interior	* \$1,209,000 – \$1,809,000
Mechanical Systems upgrades	\$458,000
Electrical Systems upgrades	\$158,000
Total	* \$1,992,000 – \$2,592,000

* This range depicts the reuse of existing furniture vs new replacement furniture of fair quality.

8. Options Analysis

8.1 The following table (Table 5) highlights some of the known “soft” criteria that could be used in the decision making for the renovated Regional building. Ranking is 1 to 5, 5 being better (+ or -):

Table 5 – Options Scorecard		
<i>Factor</i>	<i>Windsor</i>	<i>West Hants</i>
Parking (for staff and customers)	5	4
Access to amenities (rural vs urban)	5	3
Accessibility (elevators, ramps, bathrooms, etc.)	4	3
New feel	2	4
Available facilities (gym, showers, etc.)	3	0
Room to grow (no investment)	4	3
Adaptability of the structure	3	3
Energy Efficiency	2	4
Marketability (-)	-1	-5
Total	27	19

9. Appendix

Appendix A

Department	Position	Spatial Position	Nature and Style	Open Area Workstations	Furniture/Fixtures	Technology	Number of Occupants	Areas		Remarks
								m ²	sf	
CAO Office Six (6) Employees	CAO	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop TV for Group Share or smart white board	1	18.9	203	
	Clerk	Middle	Administrative Office	N/A	Desk, Chair Cabinet	Desktop	1	12.2	131	
	Administrative Supervisor	Middle	Administrative Office	N/A	Desk, Chair Cabinet	Desktop	1	12.2	131	
	Protective Services Manager	Middle / Back	Administrative Office	N/A	Desk, Chair	Desktop	1	8.0	86	
	Communications	Middle	Isolated Area	Private POD	Desk, Chair	Desktop	1	8.0	86	
	Human Resource Manager	Back	Isolated Area	Private POD	Desk, Chair	Desktop	1	12.2	131	
Community Development Nine (9) Employees	Director	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop	1	18.9	203	
	Administrative Assistant	Middle	Open Departmental Reception (independent POD)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Community Rec Coordinator	Middle	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Economic Development	Middle	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Community Relations Coordinator	Middle	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Recreation and Facilities	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Active Living Coordinator	Middle	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Spare Workstation #1 Manager Parks and Grounds	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Spare Workstation #2	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
Planning and Development	Director	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop	1	18.9	203	

Department	Position	Spatial Position	Nature and Style	Open Area Workstations	Furniture/Fixtures	Technology	Number of Occupants	Areas		Remarks
								m ²	sf	
Fifteen (15) Employees	Administrative Assistant	Middle	Open Departmental Reception (independent POD) Common area for large table for drawings/plan review. Could be shared with Public works	Low POD	Desk, Chair	Desktop, Plotter, Scanner	1	14.7	158	
	Manager Inspection Services	Middle	Executive Office	N/A	Desk, Chair Cabinet	Desktop	1	12.2	131	
	Inspector #1	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Inspector #2	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Inspector #3	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	By-Law Officer #1	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	By-Law Officer #2	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Development Officer #1	Middle	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Development Officer #2	Middle	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Planner #1	Middle / Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Planner #2	Middle / Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Planning Tech	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	GIS Tech	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
Spare Workstation #1	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45		

Department	Position	Spatial Position	Nature and Style	Open Area Workstations	Furniture/Fixtures	Technology	Number of Occupants	Areas		Remarks	
								m ²	sf		
Public Works	Nine (9) Employees	Director	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop Large Flat Screen TV for SCADA Monitoring and Traffic Cameras	1	18.9	203		
		Administrative Assistant	Open Departmental Reception (independent POD) Common area for large table for drawings / plan review. Could be shared with Planning.	Low POD	Desk, Chair, Large Table for maps	Desktop, Plotter, Scanner	1	14.7	158		
		Manager Technical Engineering Services	Back	Isolated Area	Private POD	Desk, Chair	Desktop	1	4.2	45	
		Manager Capital Works	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
		Manager PWs Operations	Middle	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
		Engineering Tech	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
		Waste Management Services	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
		Manager Water Treatment	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
		Manager Waste Treatment	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
Finance	Fifteen (15) Employees	Director	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop	1	4.2	45		
		Administrative Assistant	Open Departmental Reception (independent POD)	Low POD	Desk, Chair	Desktop	1	4.2	45		
		IT Specialist	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
		IT Consultant	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Accounting and Financial Reporting	Back	Executive Office	N/A	Desk, Chair	Desktop	1	12.2	131		

Department	Position	Spatial Position	Nature and Style	Open Area Workstations	Furniture/Fixtures	Technology	Number of Occupants	Areas		Remarks
								m ²	sf	
	AP Coordinator	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Payroll	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Accounting & Financial Analyst	Back	Executive Office	N/A	Desk, Chair	Desktop	1	4.2	45	
	Manager Revenue and Cash	Back	Executive Office	N/A	Desk, Chair	Desktop	1	4.2	45	
	AR and Customer Service Coordinator	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Tax Clerk	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Utility Clerk	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Customer Service Clerk #1	Front	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Customer Service Clerk #2	Front	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Customer Service Clerk #3	Front	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
Governance / Mayor	Mayor's Office	Front	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop	1	20.1	216	
Governance / Council	Council x 11 individuals	Middle	Isolated Room with workstations	Private PODs x 5	Desk, Chair	N/A	5	21.0	226	
Common Summer Student Area	Student Workstations #1	Back	Inward Facing POD (circular)	Low PODs	Desk, Chair	Desktop	1	4.2	45	
	Student Workstations #2	Back	Inward Facing POD (circular)	Low PODs	Desk, Chair	Desktop	1	4.2	45	
	Student Workstations #3	Back	Inward Facing POD (circular)	Low PODs	Desk, Chair	Desktop	1	4.2	45	
	Student Workstations #4	Back	Inward Facing POD (circular)	Low PODs	Desk, Chair	Desktop	1	4.2	45	
Sub-totals Departments							64	416.3	4436	

Meeting Rooms and Other	Spatial Position	Nature and Style	# of Occupants	# of Rooms	Furniture / Fixtures	Technology	Number of Occupants	Areas		Remarks
								m ²	sf	
Small (Breakout Rooms)	Front x2	Staff to client(s) meeting Staff to staff meeting Private setting for staff	1 to 4 occupants	4	Table x 1	Video Conferencing in 1 of 4 rooms	4	11.2	120	
	Middle x 1				Chairs x 4			11.2	120	
								11.2	120	
	Back x 1							11.2	120	
Medium (Conference Rooms)	Middle	Internal Staff Group Meeting	1 to 12 occupants	2	Table x 1 Chairs x 12	Video Conferencing Treadmill Workstation	12	32.6	351	
Training Room	Middle / Back	Staff or Community Training (theatre or classroom)	50	1	Table x 2 Chairs x 50	Video Conferencing Projector and Screen	50	89.4	962	
Large (Council Chambers)	Front	Council Near entrance due to after-hours requirements	11 Councillors + 7 Staff + 100 attendees (additional capacity 100) Max 218 occupants	1 room plus spill over area	11 Council Stations plus two Staff Stations	Video Conferencing	118	195.0	2099	
					5 Workstations for staff	Audio				
					Chairs for 100 to 200 (audience)	Live Streaming Projector and Screen	100	137.5	1480	
EMO (dedicated or Training Room adaptability)	Middle / Back	Individual working stations	12 occupants	1	Low open stations	Video Conferencing	12	52.3	562	

Meeting Rooms and Other	Spatial Position	Nature and Style	# of Occupants	# of Rooms	Furniture / Fixtures	Technology	Number of Occupants	Areas		Remarks
								m ²	sf	
Staff Lunchroom (connected to Breakout Room)	Back	Full-service lunchroom	20 occupants	1	Tables, chairs, appliances (stove, dishwasher, microwave, fridge,	N/A	20	41.1	442	
Staff Breakout Room (connected to Staff Lunchroom)	Back	Lounge-like area	20 occupants	1	Couch, chairs	TV	20	31.1	335	
Staff Fitness Area	Back	Small to medium fitness area.	6 occupants	1	Treadmill, stepper, rower,	TV Sound System	6	18.0	194	
Reception Counter	Front	Counter Entrance area	3 employees Accommodation of 1 to 12 clients	1 Common area	Counter Chairs x 3	TV (message screen for public)	3	14.0	151	
Client Waiting Area	Front	Open space for clients to wait for appointment or consultation.	Accommodation of 1 to 12 clients	1 Common area	Couch Chairs Coffee Tables Community Art	IPAD	12	23.5	253	
Server / Tech Room	Back	IT office and technology storage	Workspace / counter for 1 tech	1 room	Shelving and cabinets		1	11.8	127	
Rack Room		Room for servers	Space for racks	1 room	Racks/cooling syst.	Servers	1	11.0	118	
Printer Area(s)	Front / Middle / Back	Photocopier / Scanner Common area for staff	2 to 3 areas top service printing and scanning needs	2 to 3 areas	Photocopiers, storage for stationary, paper, etc.	Printers, Scanner, plotters, laminator, etc.	1 1 1	12.4 12.4 12.4	133 133 133	
Sub-totals Common Areas							361	726.7	7822	

Meeting Rooms and Other	Spatial Position	Nature and Style	# of Occupants	# of Rooms	Furniture / Fixtures	Technology	Number of Occupants	Areas		Remarks
								m ²	sf	

							Number of Occupants	Areas		Remarks
								m ²	sf	
Sub-totals Departments		Sub-totals Departments					64	416.3	4,436	
Sub-totals Common Areas		Sub-totals Common Areas					361	726.7	7,822	
TOTAL		TOTAL					425	1,143.0	12,258	

EXISTING BUILDING AREAS										
							Number of Occupants	Areas		Remarks
								m ²	sf	
Town of Windsor Administrative Building										
Basement								0.0	0	Fire Dept. areas not incl.
Ground Floor								228.0	2,454	Fire Dept. areas not incl.
2nd Floor								865.0	9,311	
Total								1,093.0	11,765	

West Hants Municipal Complex										
Basement								725.0	7,804	
Ground Floor								725.0	7,804	
Total								1,450.0	15,608	

Appendix B

Building Name: Windsor Town Hall	Bldg Address: 100 King Street, Windsor	Building Function: Municipal Operations	Type of Construction: Concrete foundation, steel/concrete structure, masonry exterior
Construction Date: 1960	No. of Stories: 2 + Basement	Gross Area: 2839 sq.m. (30,560 sq.ft.) Approximate	
Functional Data	Occupant: Town hall, RCMP, Fire Hall, Council Chambers		Occupancy: 30 (approximately)

Capitalization/Renovation History (date/scope)

- 1) 1960: Original building construction housing Town Hall & Fire Station
- 2) 1995: addition/renovation to house elevator and clock tower.

Major Maintenance Renovation History:

- 1) Basement windows scheduled for replacement, summer of 2020.
- 2) VRF heat pump and HRV system installed for second floor, 2008.
- 3) VRF heat pump and HRV system schedules for install on first floor, winter 2019.
- 4) Windows replaced on first/second floors, several years ago.
- 5) IT room AC installed within last 8 years
- 6) Gas-fired instantaneous hot water heater installed.
- 7) Diesel generator installed in 1992
- 8) Electrical upgrade in 2009

General Condition:

- 1) Fair to good overall

Problems:

- 1) Significant floor deflection and structure deterioration in fire hall. Many jack posts installed in basement to stabilize floor structure. Area in basement that houses posts only used for storage now, was bingo hall.
- 2) Hazmat assessment/report completed in 2005 identifying asbestos types and locations
- 3) First floor offices still utilizing window AC units
- 4) Radon testing should be carried out to ensure that radon levels are within acceptable limits.



Architectural Systems	Type / Age	Condition	P	F	G	Recap Period					Recap \$
						0-5	5-10	10-15	15-20	20-25	
Roof	Observed as bitumen built-up roofing on steel deck roof.	Appears to be in good condition. No leaks reported.			√		√				\$98,000 to replace roofing and upgrade insulation to R20.
Exterior Walls Original	Brick cladding. Exact system composition not known.	Appear to be in good condition.			√				√		\$10,000 for possible repointing and repairs.

Exterior Doors / Windows	Observed different types of doors and windows, curtain wall, continuous windows and punch windows	Mostly in good condition. Basement windows scheduled to be replaced in the Summer of 2020.		√		√						\$12,000 estimated basement window replacement.
•												
Ceiling Finishes	Lay-in acoustical tiles in t-bar framing system	In fair condition but aged. Acoustical value of existing lay-in tiles is low.		√		√						\$10,000 estimated cost of acoustical tile replacement.
•												
Walls	Mostly gypsum board on stud framing	Mostly in good condition.			√			√				\$5,000 estimated repairs and painting.
•												
Life Safety	No sprinkler system. Generator installed. Fire Alarm with pull stations/smoke detectors installed per NFPA.	In fair to good condition. Revisions only if re-design work is undertaken.			√				√			\$5,000 estimated cost of maintenance.
•												
Exiting	2 existing exit stairs, one stair is not compliant with current building code.	In good condition but upgrades will be required to exiting if re-design work is undertaken.			√			√				\$25,000 estimated cost to upgrade exit stairs.
•												

Structural Systems	Type / Age	Condition	P	F	G	Recap Period					Recap \$	
						0-5	5-10	10-15	15-20	20-25		
Foundation	Reinforced concrete – original to various construction periods	Good condition, minimal leaks			√					√		
•												
Floor Structure (Basement)	Concrete slab on grade	Good condition			√					√		
•												
Floor Structure (1 st)	Steel/Reinforced	Fair condition		√						√		

	concrete – original to various construction periods									
•										
Floor Structure (2 nd)	Steel/concrete slab – original to various construction periods	Good condition			√					√
•										
Roof Structure	Steel/metal deck – original to various construction periods	Good condition			√					√
•										
Stairs	Steel original	Good condition			√					√
•										
Support Structure	Steel – original to various construction periods	Good condition			√					√
•										

Mechanical Systems

Plumbing	Type / Age	Condition	P	F	G	Recap Period					Recap \$
						0-5	5-10	10-15	15-20	20-25	
Domestic Water	Copper - original to construction period with upgrades as necessary	Fair in original building		√			√				
•											
Sanitary Drains	Cast iron in original, ABS/PVC used during reno's	Fair in original building		√				√			
• No sign of oil interceptor serving the Fire Hall vehicle storage area.											
Storm Drains	Cast iron	Fair condition		√				√			
• Roof drain domes appear to have been replaced when roof was re-done											
Fixtures	Vitreous china/stainless steel – age unknown	Fair condition		√				√			

•											
Backflow Preventor	None										\$4000.00 to meet code
• Required by code ASAP at domestic water entrance, boiler make-up and commercial washing machine											
Water Heaters	1-Gas-fired instantaneous heater. 1- tank	Good condition			√					√	\$2000.00 to meet code
• Installations do not meet Plumbing Code: they require expansion tanks and vacuum relief valves											
Valves	Combination of bronze ball/gate/check valves – age unknown	Fair in original building		√				√			
• We suspect that the older gate valves will not re-open once they are closed to service equipment/fixtures											

HVAC	Type / Age	Condition	P	F	G	Recap Period					Recap \$
						0-5	5-10	10-15	15-20	20-25	
Ductwork	Galvanized sheet metal - original to various construction periods	Fair in original building. Good where reno's have occurred on 2 nd floor and where new reno's are happening now		√	√			√		√	
•											
Diffusers / Grilles	Steel – original, new on second floor	Good condition			√				√		
•											
Terminal Units	Hot water baseboard/unit heaters/cabinet heaters - original to various construction periods	Fair in original building		√				√			\$100,000 to replace existing terminal heating units
•											
Piping	Schedule 40 steel with treaded and Victaulic -	Fair in original building		√				√			\$90,000 to replace piping in building

	original to various construction periods										
•											
AHU / RTU	HRV installed in 2008	Good condition			√			√			
•											
Humidifiers	None										
• Measured RH: 17.7% in reception, 18.1% on second floor											
Insulation	Fibre - original to various construction periods.	poor in original building distribution piping, some replaced over the years	√		√	√			√		\$10,000 for asbestos abatement and reinsulating
• Hazmat report identifies type and location of asbestos insulation											
Controls	Dedicated per system	VRF system has new DDC controls, boilers have manual lead/lag system, rad's have older dedicated t'stats		√	√		√		√		
• The building does have an outdated pneumatic control system but no DDC Building Management system that integrates all mechanical systems											
AC Units (VRF System)	VRF Heat Pumps	Good condition			√				√		
• The window AC units will no longer be used once the new VRF system is completed on first floor.											
Condensing Units	VRF roof-top condensing units installed in 2008 for 2 nd floor. Additional units being installed now for first floor VRF.	Good condition			√				√		
•											
Heat Exchangers	Not Applicable										
•											
Boilers	2 oil-fired Weil-McLain hot water cast iron sectional boilers	good condition			√				√		
•											
Pumps	centrifugal pumps – re-built	Good condition			√				√		
•											
Oil Storage Tank	Aboveground	Good condition		√				√			\$20,000 tank replacement cost
•											

Fire Protection	Type / Age	Condition	P	F	G	Recap Period					Recap \$
						0-5	5-10	10-15	15-20	20-25	
Sprinklers	No sprinkler system										New wet pipe sprinkler system would cost \$150,000
<ul style="list-style-type: none"> Sprinkler system may be required should major renovation of building take place 											
Fire Pumps	Not Applicable										
<ul style="list-style-type: none"> 											
Piping	No sprinkler system										
<ul style="list-style-type: none"> 											
Valves	No sprinkler system										
<ul style="list-style-type: none"> 											
Fire Extinguishers	Type ABC throughout – age unknown	Good condition, tests up to date			√			√			
<ul style="list-style-type: none"> Must be tested annually 											
Electrical Systems	Type / Age	Condition	P	F	G	Recap Period					Recap \$
						0-5	5-10	10-15	15-20	20-25	
Transformers	Pole mount 3 phase/NSPower	Good condition			√				√		
<ul style="list-style-type: none"> 											
Service Entrance											
<ul style="list-style-type: none"> Upgraded in 2009 											
Fire Alarm		Fair to Good			√			√			
<ul style="list-style-type: none"> Pull stations/smoke detectors installed per NFPA 											
Emergency Lights		Good condition			√				√		
<ul style="list-style-type: none"> Genset 											
APU – generator, 75 kW, 208/120	Generac diesel genset/1992	Good condition			√				√		
<ul style="list-style-type: none"> 											
UPS	N/A										
<ul style="list-style-type: none"> 											
Switches	Mix of newer and older	Good condition			√				√		

	as changes have been made over the years										
•											
Main Distribution Panels	Upgraded in 2009	Good condition			√				√		
• Checked with infrared camera, no overheated circuits											
Main Distribution System	Mix of newer and older as changes have been made over the years	Good condition			√				√		
• Mix of EMT and BX											
Branch Panels	Mix of newer and older as changes have been made over the years	Good condition			√				√		
• Checked with infrared camera, no overheated circuits											
Branch Distribution System	Mix of newer and older as changes have been made over the years	Good condition			√				√		
• Mix of EMT and BX											
Grounding	Unknown	Good condition			√				√		
• What could be seen appears to be in good condition											
Lightning Protection	N/A										
•											
Surge Protection	N/A										
•											
Interior Lighting	Mix of older T8 and new LED	Good condition			√				√		
• T8 fluorescent strips in office areas, new LED in fire hall											
Exterior Lighting	Wall packs, newer	Good condition			√				√		
•											


Communications and Security Systems	Type / Age	Condition	P	F	G	Recap Period					Recap \$
						0-5	5-10	10-15	15-20	20-25	
Telephone	By service provider										
•											

Data	By service provider											
•												
Intrusion Alarm	By service provider											
•												
Public Address	N/A											
•												

Building Name: West Hants Municipal Building	Bldg Address: 76 Morrison Dr., Windsor	Building Function: Municipal Operations	Type of Construction: Concrete foundation, steel/concrete floor structure, wood roof trusses, masonry exterior
--	--	---	---

Construction Date: 1988	No. of Stories: 1 + Basement	Gross Area: 1482 sq.m. (15,947sq.ft.) Approximate
--------------------------------	-------------------------------------	--

Functional Data	Occupant: Town hall, Council Chambers, Public Works & Parks/Recreation	Occupancy: 20 (approximately)
-----------------	---	--------------------------------------

Capitalization/Renovation History (date/scope) 1) 1988: Original building construction housing Town Hall & municipal operations Major Maintenance Renovation History: 1) Basement windows/wells upgraded last year. 2) Carrier Geothermal to DX refrigerant heat pumps installed 10 years ago. 3) Carrier zone VRF heat pumps and HRV system installed 10 years ago. 4) Olympian diesel generator installed approximately 25 years ago. 5) IT room and basement office area mini-splits added within last 5 years 6) Public Works/Parks area to have mini-splits installed next summer. 7) Existing humidifiers removed during heat pump upgrade.		
General Condition: 1) Good overall		
Problems: 1) Radon testing should be carried out to ensure that radon levels are within acceptable limits. 2) No CO/NOx detection/exhaust in garage. There is a CO detector in basement office area.		

Architectural Systems	Type / Age	Condition	P	F	G	Recap Period					Recap \$
						0-5	5-10	10-15	15-20	20-25	
Roof	Pitched roof with asphalt tiles on plywood on wood trusses.	Appear to be in good condition.			√				√		\$37,000 estimated cost to replace tiles.
Exterior Walls Original	Brick exterior cladding	Appear to be in good condition.			√				√		\$5,000 estimated cost for repointing and repairs
Exterior Doors / Windows	Aluminum and steel doors and windows.	Appear to be in good condition.			√				√		\$5,000 estimated cost for repairs and maintenance.

•											
Ceiling Finishes	Acoustical lay-in tiles	Good condition			√				√		\$15,000 estimated cost to replace lay-in tiles.
•											
Walls	Gypsum board on stud framing.	Good condition			√				√		\$5,000 estimated cost to repair and paint.
•											
Life Safety	No sprinkler system. Fire alarm and pull stations/smoke detectors installed. Diesel generator installed	Good condition			√				√		
•											
Exiting	Stairs and exit doors in compliance with NBC.	Good condition			√				√		
•											

Structural Systems	Type / Age	Condition	P	F	G	Recap Period					Recap \$
						0-5	5-10	10-15	15-20	20-25	
Foundation	Reinforced concrete – original to various construction periods	Good condition, minimal leaks			√					√	
•											
Floor Structure (Basement)	Concrete slab on grade	Good condition			√					√	
•											
Floor Structure (1 st)	Steel/concrete – original to construction period	Good condition			√					√	
•											
Floor Structure (2 nd)	N/A										
•											
Roof Structure	Wood trusses – original to construction period	Good condition			√					√	

•										
Stairs	Steel original	Good condition			√					√
•										
Support Structure	Steel – original to construction period	Good condition			√					√
•										

Mechanical Systems

Plumbing	Type / Age	Condition	P	F	G	Recap Period					Recap \$
						0-5	5-10	10-15	15-20	20-25	
Domestic Water	Copper - original to construction period	Good condition			√				√		
•											
Sanitary Drains	ABS/PVC original to construction period	Good condition			√				√		
• No sign of oil interceptor serving the Fire Hall vehicle storage area.											
Storm Drains	N/A										
• Pitched roof											
Fixtures	Vitreous china/stainless steel – original to construction	Good condition			√				√		
•											
Backflow Preventor	None										\$4000.00 to meet code
• Required by code ASAP at domestic water entrance											
Water Heaters	60 gallon electric	Good condition			√				√		\$2000.00 to meet code

• Installation does not meet Plumbing Code: requires expansion tanks and vacuum relief valves										
Valves	bronze ball/gate/check valves – original	Good condition			√				√	
•										

HVAC	Type / Age	Condition	P	F	G	Recap Period					Recap \$
						0-5	5-10	10-15	15-20	20-25	
Ductwork	Galvanized sheet metal - original to construction periods	Good condition			√				√		
• Much of the ductwork was re-used/or modified during the geothermal system upgrade											
Diffusers / Grilles	Steel – original	Good condition			√				√		
•											
Terminal Units	Electric baseboard/unit and cabinet heaters - original to construction period	Good condition			√				√		
• With the geothermal system, many BB heaters likely never come on.											
Piping	Copper Refrigerant tubing – 10 years old	Good condition			√				√		
•											
AHU / RTU	HRV's – 10 years old on main floor. 2 HRV's in basement original and fair condition	Good condition			√			√			Basement HRV replacement: \$8000
•											
Humidifiers	None										
• Humidifiers removed when geothermal system installed. Measured RH: 23.2% in reception area.											
Insulation	Armaflex foam on refrigerant tubing	Good condition			√				√		
•											
Controls	Dedicated heat pump controllers, dedicated electric heat controls	Good condition			√				√		

<ul style="list-style-type: none"> The building does not have a DDC Building Management system that integrates all mechanical systems 										
AC Units (heat pumps)	Carrier Heat Pumps/10 years old. Mini-split HP's in basement	Good condition			√			√		
<ul style="list-style-type: none"> The window AC units will no longer be used once the new VRF system is completed on first floor. 										
Condensing Units	Mini-split condensing units/approx. 5 years old	Good condition			√			√		
<ul style="list-style-type: none"> 										
Heat Exchangers	Not Applicable									
<ul style="list-style-type: none"> 										
Boilers	Not Applicable									
<ul style="list-style-type: none"> 										
Pumps	centrifugal inline pumps – new 10 years ago	Good condition			√			√		
<ul style="list-style-type: none"> 										
Oil Storage Tank	Not Applicable									
<ul style="list-style-type: none"> 										

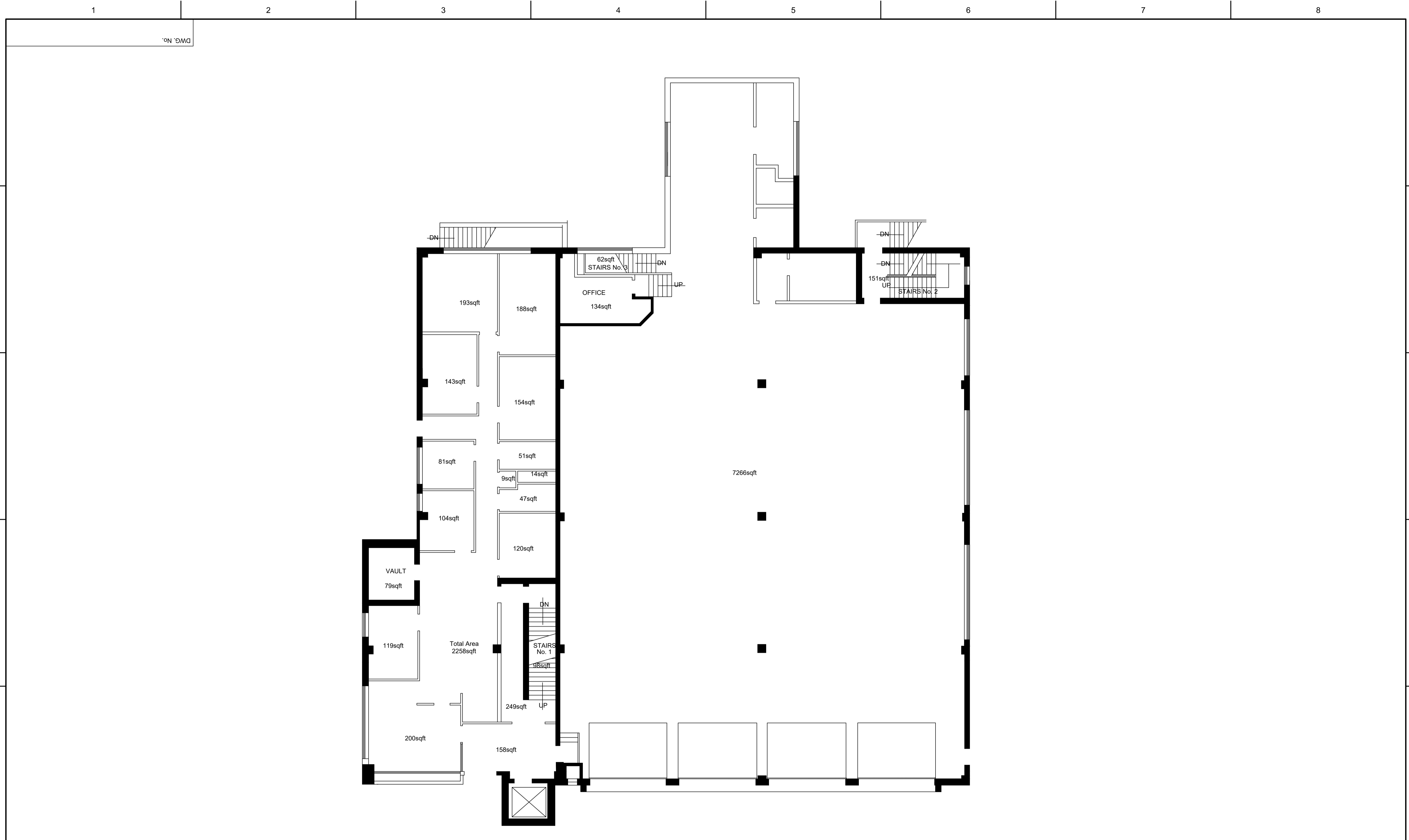
Fire Protection	Type / Age	Condition	P	F	G	Recap Period					Recap \$
						0-5	5-10	10-15	15-20	20-25	
Sprinklers	No sprinkler system										New wet pipe sprinkler system would cost \$90,000
<ul style="list-style-type: none"> Sprinkler system may be required should major renovation of building take place 											
Fire Pumps	Not Applicable										
<ul style="list-style-type: none"> 											
Piping	No sprinkler system										
<ul style="list-style-type: none"> 											
Valves	No sprinkler system										
<ul style="list-style-type: none"> 											
Fire Extinguishers	Type ABC throughout – age unknown	Good condition, tests up to date			√			√			
<ul style="list-style-type: none"> Must be tested annually 											

Electrical Systems	Type / Age	Condition	P	F	G	Recap Period					Recap \$
						0-5	5-10	10-15	15-20	20-25	
Transformers	Pole mount 3 phase/NSPower	Good condition			√				√		
•											
Service Entrance	Westinghouse 400A, 120/208, 3ph, 60	Good condition			√				√		
•											
Fire Alarm		Good condition			√				√		
• Pull stations/smoke detectors installed per NFPA											
Emergency Lights		Good condition			√				√		
• Genset											
APU – diesel generator, 208/120	Olympian diesel genset/mid 1990's	Good condition			√				√		
•											
UPS	N/A										
•											
Switches	Mostly new for the Geothermal conversion (Cutler Hammer), Westinghouse original	Good condition			√				√		
•											
Main Distribution Panels	Westinghouse, original	Good condition			√				√		
• Checked with infrared camera, no overheated circuits											
Main Distribution System	Mix of newer and older as changes have been made	Good condition			√				√		
• Mix of EMT and BX											
Branch Panels	Mix of Westinghouse, original. Cutler hammer for geothermal upgrade	Good condition			√				√		
• Checked with infrared camera, no overheated circuits											
Branch Distribution System	Mix of newer and older as changes have been	Good condition			√				√		

	made										
• Mix of EMT and BX											
Grounding	Unknown	Good condition			√				√		
• What could be seen appears to be in good condition											
Lightning Protection	N/A										
•											
Surge Protection	N/A										
•											
Interior Lighting	T8 original	Good condition			√				√		
• Occupancy sensors installed in most areas.											
Exterior Lighting	Wall packs and light standrd	Good condition			√				√		
•											

Communications and Security Systems	Type / Age	Condition	P	F	G	Recap Period					Recap \$
						0-5	5-10	10-15	15-20	20-25	
Telephone	By service provider										
•											
Data	By service provider										
•											
Intrusion Alarm	By service provider										
•											
Public Address	N/A										
•											

Appendix C



1 EXISTING FIRST FLOOR PLAN
 A-02 SCALE: 1:100

ISSUED FOR INFORMATION

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RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

WINDSOR - WEST HANTS
 MUNICIPAL COMPLEX RENOVATION

WINDSOR
 EXISTING FIRST FLOOR PLAN

DRAWING No.	DRAWING TITLE	REGISTERED PROFESSIONAL
1	REFERENCE DRAWINGS	

No.	DESCRIPTION	BY	CHK'D	DATE

ROLE	NAME	SIGNATURE	DATE

SCALE	DWG. No.	REV
AS NOTED	A-02	A



EXISTING SECOND FLOOR

1 EXISTING SECOND FLOOR PLAN
A-03 SCALE: 1:100

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PROJ. MANAGER			

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WINDSOR
EXISTING SECOND FLOOR PLAN

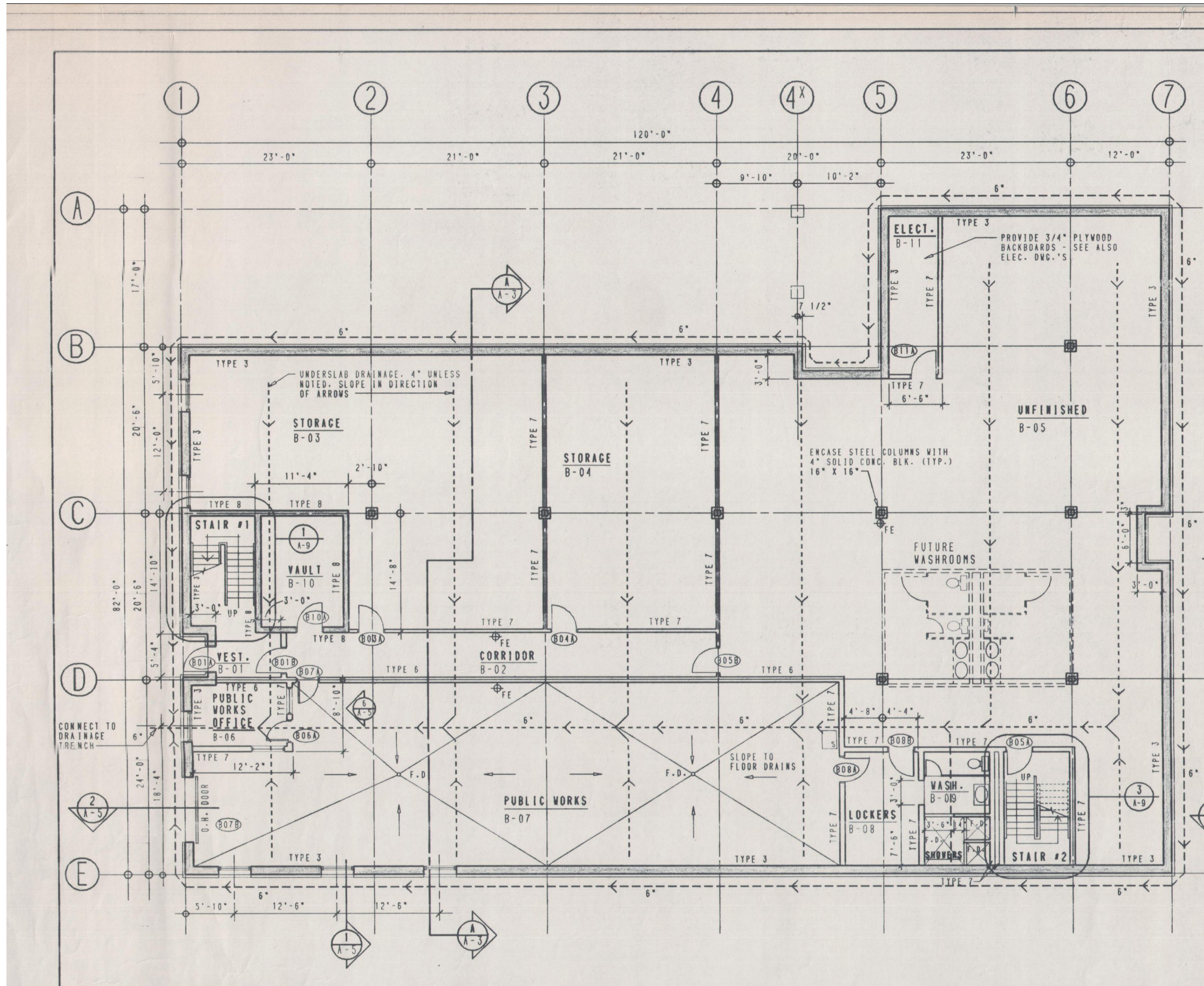
DRAWING No.	DRAWING TITLE	REGISTERED PROFESSIONAL
1	REFERENCE DRAWINGS	

No.	DESCRIPTION	BY	CHK'D	DATE

ROLE	NAME	SIGNATURE	DATE

SCALE	DWG. No.	REV
OR AS NOTED	A-03	A

LORBERER, ANNA 5017 AV. C:\P\WORKING\HATCH\GLOBAL_LORBERER-1410664231\W.B. STEPHENS - PROPOSED_GOOD.DWG



1 EXISTING BASEMENT FLOOR PLAN
 A-01 SCALE: 1:100

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ENG. MANAGER			
PROJ. MANAGER			

WINDSOR - WEST HANTS
 MUNICIPAL COMPLEX RENOVATION

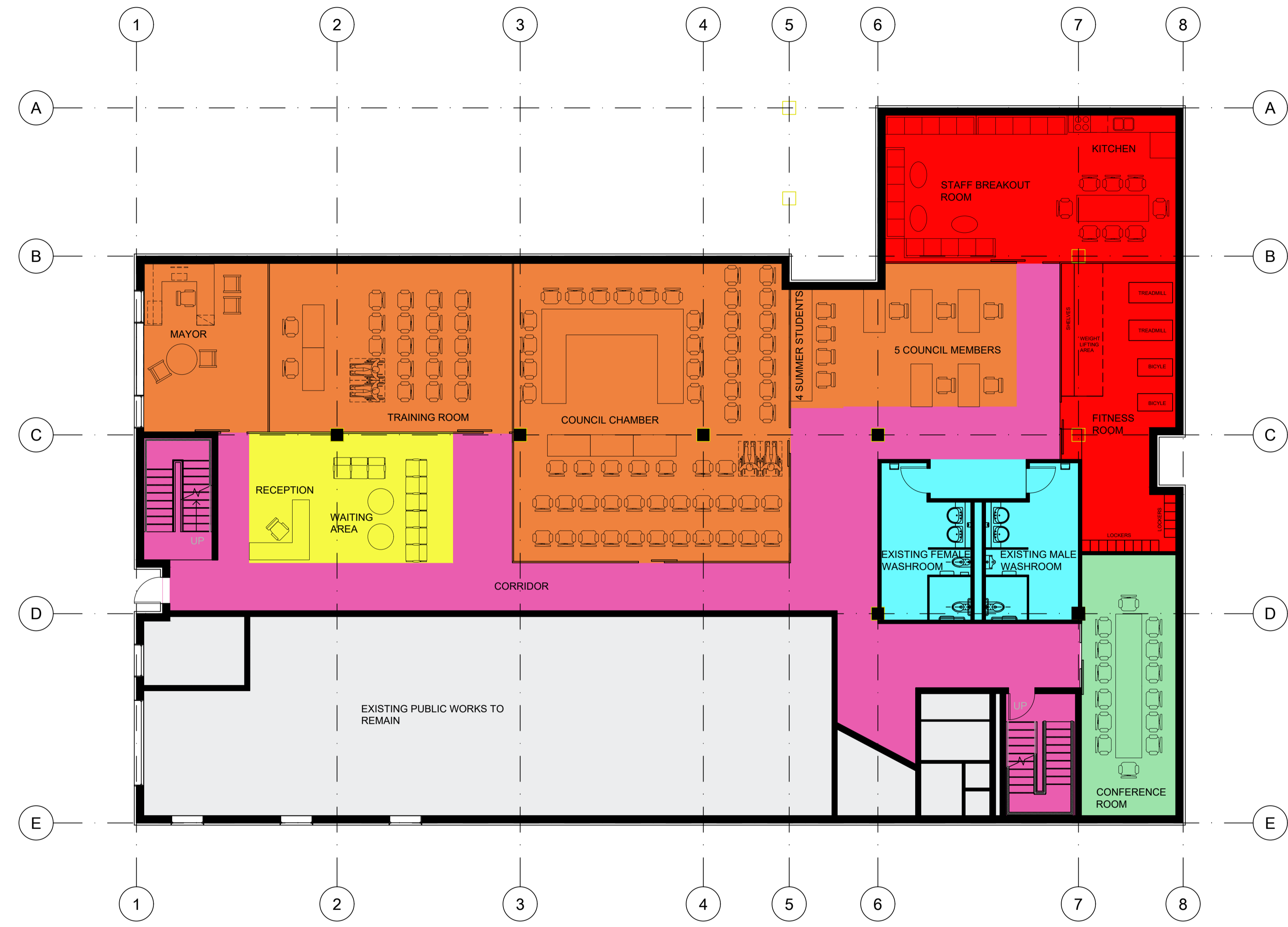
WEST HANTS
 EXISTING BASEMENT PLAN

DRAWING No.	DRAWING TITLE	REGISTERED PROFESSIONAL
1	REFERENCE DRAWINGS	
2		
3		
4		
5		
6		
7		

No.	DESCRIPTION	BY	CHK'D	DATE

ROLE	NAME	SIGNATURE	DATE

SCALE	DWG. No.	REV
OR AS NOTED	A-01	A



MULTIFUNCTIONAL SPACE

LEGEND ALL

- MAYOR/COUNCIL/TRAINING/EMO
- STAFF BREAK OUT AREAS
- COMMON AREAS
- CIRCULATION
- RECEPTION / WAITING AREA
- WASHROOMS
- EXISTING TO REMAIN

1 PROPOSED BASEMENT FLOOR PLAN
A-01 SCALE: 1:100

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CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WEST HANTS
PROPOSED BASEMENT FLOOR PLAN

DRAWING No.	DRAWING TITLE	REGISTERED PROFESSIONAL
1	REFERENCE DRAWINGS	

No.	DESCRIPTION	BY	CHK'D	DATE

ROLE	NAME	SIGNATURE	DATE

SCALE	DWG. No.	REV
OR AS NOTED	A-01	A

A
B
C
D
E



- LEGEND**
- PUBLIC WORKS
 - COMMUNITY DEVELOPMENT
 - FINANCE
 - CAO
 - PLANNING AND DEVELOPMENT
 - COMMON AREAS
 - CIRCULATION
 - RECEPTION & STAFF/CLIENT INTERVIEW ROOM
 - WASHROOMS

1 PROPOSED FIRST FLOOR PLAN
 SCALE: 1:100

ISSUED FOR INFORMATION

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DRAFTSPERSON	A.L.	NR	2020/01/10
DESIGNER		NR	
CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

WINDSOR - WEST HANTS
 MUNICIPAL COMPLEX RENOVATION

WEST HANTS
 PROPOSED FIRST FLOOR PLAN

DRAWING No.	DRAWING TITLE	REGISTERED PROFESSIONAL
1	REFERENCE DRAWINGS	

No.	DESCRIPTION	BY	CHK'D	DATE

ROLE	NAME	SIGNATURE	DATE

SCALE	DWG. No.	REV
AS NOTED	A-02	A

Appendix D



**CO-ORDINATING COMMITTEE
REGION OF WINDSOR AND WEST HANTS MUNICIPALITY (WWH)
INFORMATION REPORT**

To: Members of the Co-ordinating Committee

Submitted by:

Shelleena Thornton, Administrative Supervisor, Region of Windsor and West Hants Municipality (WWH)

Date: March 09, 2020

Subject: Employee Training Information Report

LEGISLATIVE AUTHORITY

Bill 55 - Region of Windsor and West Hants Municipality Act

7 (1) 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.

(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.

BACKGROUND

For the value of both internal and external relationships and the merging of two unique workforces, learning and being trained together with respect to customer service, including conflict resolution, is beneficial for all. Following the training, staff will develop formal written standards to be administratively adopted.

Customer service in the municipal environment is not as evident as perhaps in the private sector that may be sales driven. In the public service sector, employees are often providing service and/or responses within legislated framework which residents may not understand (or perhaps even a co-worker who may not be as familiar with legislation). For staff to be aware and trained in providing a consistent standard but to unique situations, will benefit Council, staff, residents, businesses, and visitors;

while building a new foundation of confidence; especially as the two independent units become one...consistency will be vital.

DISCUSSION

A Request for Proposals for Customer Service Training was issued February 15, 2020 and closed February 27, 2020. Seven RFPs were received. Following West Hants' Procurement and Tendering Policy, and after reviewing evaluation criteria, three progressed to the second phase, Price Criteria. After review of all considering factors, a successful proponent was selected and within budget.

NEXT STEPS

Training is expected to be provided to all staff before the end of April 2020. Following training, staff will establish formal administrative procedures identifying standards. Administrative policies/procedures do not require the approval of Council.

FINANCIAL IMPLICATIONS

The associated training cost is \$14,300 + HST. Staff are managing this expense for change management and awarding it within the capacity of the overall budget.

Report Prepared by:

Shelleena Thornton, Administrative Supervisor,
Region of Windsor and West Hants Municipality

Report Reviewed & Approved by:

Mark Phillips, CAO Region of Windsor and West
Hants Municipality



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

To: Members of the Co-ordinating Committee

Submitted by: _____
Shelleena Thornton, Administrative Supervisor, WWH and
Rhonda Brown, Municipal Clerk, WWH

Date: March 09, 2020

Subject: Notice to Consider for Policies - Recommendation Report
(Procurement and Tendering Policy; Meeting Procedural Policy;
Code of Conduct for Elected Municipal Officials)

LEGISLATIVE AUTHORITY

General Authority

Region of Windsor and West Hants Municipality Act

7 (1) 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.

(3) 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.

17 (3) The by-laws, orders, policies and resolutions in force in a municipal government immediately prior to the incorporation of the Regional Municipality continue in force in the area over which that municipal government had jurisdiction to the extent that they are authorized by this or another Act, until amended or repealed by the Council.

Procurement and Tendering Policy Legislative Authority

- Municipal Government Act, Part IV, Finance
- Atlantic Procurement Agreement (APA)
- Canadian Free Trade Agreement (CFTA)

***Meeting Procedural Policy* Legislative Authority**

- Municipal Government Act NS
- Municipal Conflict of Interest Act NS
- Freedom of Information and Protection of Privacy Act NS
- Protection of Property Act NS
- Robert's Rules of Order NS

***Code of Conduct for Elected Municipal Officials* Legislative Authority**

- Municipal Government Act
- Human Rights Act NS
- Municipal Conflict of Interest Act NS
- Municipal Elections Act NS
- Intimate Images and Cyber-protection Act NS

RECOMMENDATION

... that the Procurement and Tendering Policy RCOFN-003.00 for the Region of Windsor and West Hants Municipality be approved.

RECOMMENDATION

... that the Meeting Procedural Policy RCOGE-003.00 for the Region of Windsor and West Hants Municipality be approved.

RECOMMENDATION

... that the Code of Conduct for Elected Municipal Officials Policy RCOHR-002.00 for the Region of Windsor and West Hants Municipality be approved.

BACKGROUND

Over the years, both the Municipality of the District of West Hants and Town of Windsor have established various by-laws and policies to address appropriate items/matters. In some cases where the Town of Windsor may have a by-law, the Municipality of the District of West Hants may have a policy or vice versa.

Part of the by-laws/policies review process included the Windsor Town Council repealing irrelevant by-laws and/or rescinding policies (cleaning-up) in anticipation of the establishment of Regional Municipality bylaws and/or policies.

Staff of both municipal units continue reviewing all documents and are working to align those deemed necessary prior to April 1, 2020.

DISCUSSION

As per Bill 55, Section 17(3), having two separate sets of by-laws and/or policies will be a reality for both residents and staff until such time as all are addressed. Staff continue to review and prioritize those deemed more critical prior to April 1, 2020.

Procurement and Tendering Policy

The purpose of the Procurement and Tendering Policy is to provide guidelines for the procurement of all goods and services for the Municipality. Procurement methods shall be open, fair, transparent, and consistent while being both efficient and effective. Procurement methods should reflect the need to make timely decisions and make best use of staff time to reach defensible procurement decisions. Further, this proposed policy includes section(s) relevant to credit cards and account cards (which was previously separate for West Hants).

When evaluating a bid, the Municipality shall obtain "best value" which means evaluating bids not only on purchase price and life cycle cost considerations, but also taking into account items such as environmental and social considerations from time to time, delivery, servicing and the capacity of the supplier to meet other criteria as stated in the tender document.

The Canadian Free Trade Agreement (CFTA) took effect in 2017, with new Alternative Procurement Practices and Public Posting rules effective November 1, 2017 and new CFTA thresholds effective July 1, 2017.

This policy has been updated by assessing the new Canadian Free Trade Agreement (2017) and the new Alternative Procurement Practices for Municipal Governments in Nova Scotia.

This policy streamlines the submission process, by having all tenders and RFPs be delivered to one office; ensuring wording in the policy matches wording in the templates; and to ensure the policy follows the same formatting as other policies by alphabetizing definitions and updating wording throughout to ensure consistency with other policy language.

Meeting Procedural Policy

Both the Municipality of West Hants and the Town of Windsor have documents which govern how meetings are conducted. The proposed Meeting Procedural Policy outlines all aspects of Council and Committees of Council meetings. The Policy outlines the logistics of Council and Committee of the Whole meetings, requirements for quorums, communication between Council and various groups,

election of chairs, establishment of committees, motions and voting, conflict of interest and setting directions.

While many of the items in the Policy would be similar to the former policies and by-laws, there are some differences from either how the former Municipality or Town may or may not have done things. Some key items include (but not limited to):

1. Committees of Council authorized by the Co-ordinating Committee are formally established in the Policy, with specifics of each Committee's formation in an appendix. Each Committee may also have Administrative Terms of References approved by the Committee for specific information such as regular meeting times and quorum which may be different from the Meeting Procedural Policy.
2. Councillors will be required to complete a monthly report on their activities on behalf of Council.
3. Motions and voting will be in accordance with Robert's Rules of Order, this is easier to understand than Bourinot Rules of Order.
4. Members of Council and Committees of Council would signify their vote by show of hand, or other acceptable system. It is often difficult to determine who voted against a motion when using just a verbal vote.
5. Although a member of Council or Committee of Council is not allowed to abstain, if they fail to vote then it would be deemed a vote in favour of the motion (rather than the negative as defined in the Municipal Government Act). This said, the MGA permits this to be changed by policy, which is what is being proposed.
6. There are details on various aspects for considerations when making decisions, "The Decision Wheel", such as property, environment, economics, social and public opinion.
7. Councillor and resident members of Committees of Council are expected to disclose membership in other outside committees. This is to aid in full transparency and conflict of interest issues.

The Meeting Procedural Policy would be a key piece of training for new and returning Councillors in order to conduct orderly meetings and make decisions in the best interest of the Regional Municipality.

Code of Conduct for Elected Municipal Officials

A Code of Conduct is a set of rules outlining the norms, and responsibilities of, or proper practices for individuals or a group of individuals, which protects the Municipality and informs its members of expectations.

The *Code of Conduct for Elected Municipal Officials* is not inclusive as there are other Municipal policies and Provincial/Federal legislation in place that may provide more details with respect to particular matters and situations (i.e. Meeting Procedural Policy, Municipal Conflict of Interest Act, etc). All Council members and

resident members on Committees of Council are required to familiarize themselves with the policies of the Municipality and other pieces of legislation.

Councillors are required to sign a "Statement of Commitment to the Code" (Attachment A of the *Code of Conduct for Elected Municipal Officials*) within seven (7) days of taking the Councillors' Oath pursuant to section 147 of the Municipal Elections Act, R.S.N.S 1989, c. 300. Resident members appointed to Committees of Council are also required to sign the "Statement of Committee to the Code" when appointed or within two weeks thereafter.

Failure to comply with a Code of Conduct can have negative consequences.

NEXT STEPS

These policies will come back before the Committee at the March 23, 2020 Co-ordinating Committee meeting for adoption.

Staff will continue to review both Windsor and West Hants' policies and by-laws and draft new ones (where necessary) for the Regional Municipality.

FINANCIAL IMPLICATIONS

None at this time; however, there may be discrepancies with pre-existing by-laws and policies that present different financial implications. Discrepancies will attempt to be addressed prior to April 1st. Further, with respect to the Meeting Procedures Policy, resident members appointed to Committees of Council are eligible for meeting attendance remuneration.

ALTERNATIVES

The Co-ordinating Committee could choose to not move forward with the recommendation; however, effective April 1, 2020, each municipal units' effective by-laws and policies will remain with each municipal unit and in some cases create a substantial difference in administering.

ATTACHMENTS

- Proposed Procurement and Tendering Policy RCOFN-003.00
- Proposed Meeting Procedural Policy RCOGE-003.00
- Proposed Code of Conduct for Elected Municipal Officials RCOHR-002.00

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Mark Phillips, CAO Region of Windsor and
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REGION OF WINDSOR AND WEST HANTS MUNICIPALITY
Meeting and Committee Procedural Policy

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1. General

- 1.1. This Policy will be known and cited as the "Meeting and Committee Procedural Policy".
- 1.2. The purpose of this Procedural Policy is to:
- a) provide direction to Council and Staff members on conducting Council and Committees of Council meetings. This Policy does not apply to boards, commissions and committees of which the Municipality may be a member but which was not established solely by the Municipality;
 - b) establish the Committee of the Whole as a Committee of Council; and
 - c) establish various other Committees of Council.
- 1.3. In this Policy:
- a) "Act" means the Municipal Government Act, Stats. N.S. 1998, C. 18
 - b) "Business day(s)" means a day which the administrative offices of the Municipality are open for business;
 - c) "Chair" means the presiding officer of Council or a Committee of Council;
 - d) "Chief Administrative Officer" or "CAO" means the Chief Administrative Officer of the Municipality;
 - e) "Clerk" means the Clerk of the Municipality;
 - f) "Closed Meeting" means a meeting which is not open to the public and may be known as in-camera.
 - g) "Committee of Council" means a committee formed pursuant to a resolution or policy of Council;
 - h) "Council" means all Council members of the Municipality;
 - i) "Councillor" means a Council member and includes the Mayor and Deputy Mayor unless the context indicates otherwise;
 - j) "Majority" means more than one-half of those present
 - k) "Meeting Package" means the package prepared for a meeting consisting of the agenda and associated agenda item material;

- l) "Motion" means the formal mode in which a Council member submits a proposed measure or resolve for the consideration and action of Council or Committee of Council;
- m) "Municipal or Municipality" means the Region of Windsor and West Hants Municipality (or name of the Regional Municipality given as per Section 11 of the Region of Windsor and West Hants Municipality Act), effective April 1, 2020.
- n) "Pecuniary interest" means a situation where there is a reasonable likelihood or expectation of appreciable financial loss or gain to the person, or to other persons;
- o) "Planning document" means a Municipal Planning Strategy, Land Use By-law, or Subdivision By-law;
- p) "Question" means the subject matter of a motion; when the question is called, the motion is put to a vote without further debate;
- q) "Quorum" means the majority of members required to hold a meeting.
- r) "Resolution" means a formal expression of the opinion or the will of the Council or a Committee of Council adopted by vote, and is a result of an approved motion;
- s) "Staff" means a person employed by the Municipality;
- t) "Two-thirds vote" means a vote where at least two-thirds of the members present and entitled to vote at the meeting vote in favor of the motion.

2. Mandate of Council and Committee of the Whole

2.1. The mandate of Council is:

- a) to exercise the powers of the Municipality as set out in the *Act* through the approval of motions, policies and by-laws;
- b) to provide strategic planning for the Municipality with the goals:
 - i. to provide good government;
 - ii. to provide services, facilities and other things that in the opinion of Council are necessary or desirable for all parts of the Municipality;
 - iii. to develop and maintain safe and viable communities;
 - iv. to work with other municipal units for the best interests of the Municipality within the province;
 - v. to provide active programs of training and upgrading of staff and Council; and
 - vi. such other goals as from time to time are determined;
- c) to conduct the official business of the Municipality;

- d) to carry out any statutory public hearings as required by the *Act* and other legislation;
- e) to provide strategic direction to the CAO through resolutions, policies and by-laws.

2.2. The mandate of the Committee of the Whole is:

- a) to discuss, consider, advise and make recommendation to Council for approval concerning the affairs of the Municipality in advance of Council making decisions or taking actions on such matters, except where Council has determined that consideration by Committee of the Whole is unnecessary or inadvisable, and except that the following matters will normally be dealt with by Council without having to be forwarded to the Committee of the Whole for its recommendations:
 - i. first and second readings of a by-law enactment, amendment or repeal; and
 - ii. matters which are the subject of statutory hearing of Council;
- b) to carry out the duties and responsibilities of Council set forth in Part XV Dangerous and Unsightly Premises of the *Act*;
- c) to carry out the duties of the Regional Emergency Management Advisory Committee as set forth the Regional Emergency Management By-law of the Municipality;
- d) to take such steps not inconsistent with this Policy that the Committee of the Whole reasonably deems necessary to carry out this mandate;
- e) except for an Order under the Act for Dangerous and Unsightly Premises and specific tasks or matters assigned by Council from time to time to the Committee, all resolutions of the Committee of the Whole will be recommendations to Council for Council's approval.

3. Time, Place, Date and Notice of Meetings

3.1. All meetings of Council and Committees of Council will be public meetings, except as provided for under Sections 22 (2) and 203(1) of the Act and Section 14 of this Policy.

3.2. Unless otherwise specified pursuant to Section 3.5 of this Policy a regular meeting of the Committee of the Whole will be held:

- a) at the location set by the Committee of the Whole,

- b) on the second Tuesday of each month, except for August and December,
 - c) commencing at 6:00 p.m.
- 3.3. Unless otherwise specified pursuant to Section 3.5 of this Policy, a regular meeting of Council will be held:
- a) at the location set by Council,
 - b) on the fourth Tuesday of each month except for August and December,
 - c) commencing at 6:00 p.m.
- 3.4. Unless otherwise specified pursuant to Section 3.5 of this Policy, regular meetings of other Committees of Council will be determined in the Administrative Terms of Reference for the Committee.
- 3.5. Meetings may be rescheduled, relocated or cancelled:
- a) by resolution or consensus, including a contingent resolution or consensus of Council or a Committee of Council at a previous meeting three (3) or more business days in advance of the meeting;
 - b) at the request of majority of the members of Council or Committee of Council;
 - c) by the Clerk or CAO on behalf of the Mayor, Deputy Mayor or Chair, due to inclement weather or unforeseen circumstances provided the Mayor, Deputy Mayor, or Chair believes the majority of members would support such a step.
- 3.6. Additional or special meetings of Council or a Committee of Council may be convened:
- a) by resolution or consensus, including contingent resolution or consensus of Council or Committee of Council at a meeting three (3) or more business days in advance of the additional or special meeting;
 - b) at the request of the Chair;
 - c) at the request of the majority of members;
 - d) by the Clerk or CAO on behalf of the Mayor, Deputy Mayor or Chair, due to unforeseen circumstances, provided the Mayor, Deputy Mayor or Chair believes that the majority of members would support such a step; or
 - e) where the Mayor determines there is an emergency, Council may meet without notice or with such notice as is possible in the circumstances.

- 3.7. Notice to Councillors and the Public of meetings:
- a) subject to any statutory relaxation of the notice requirements, at least three (3) business days' notice to Councillors will be provided for additional or special meetings by telephone, the email address provided by the Municipality or other email address, fax number or messaging service;
 - b) subject to any statutory relaxation of the notice requirements, at least two (2) business days' notice to the public will be provided for additional or special meetings by posting a notice of the meeting on the Municipal website and social media pages;
 - c) Councillors and the public will be deemed to have received any notice within one (1) day of being notified pursuant to this section;
 - d) meeting notice need not be provided of:
 - i. regular meetings held pursuant to Sections 3.2 and 3.3 of this Policy;
 - ii. regular meetings of a Committee of Council whose regular meeting date is contained in a policy or by-law of Council or posted on the Municipal website; or
 - iii. meetings held pursuant to Sections 3.5 (a) and Section 3.6 (a) of this Policy;
 - e) notice of meeting cancellations will be provided to Council and the public as soon as possible in the same manner;
- 3.8. In accordance with Section 19 (7)(a)(b) of the Act no meeting of Council or Committee of Council is illegal or invalid by failure to give notice or by meeting elsewhere than provided in this Policy or the notice of meeting.
- 3.9. Within thirty (30) days following the first meeting of Council after an election or by-election each Councillor will provide the Clerk the following:
- a) a telephone number with answering machine/voicemail which the Councillor has and will maintain and will check at least once per day;
 - b) the unique email address provided by the Municipality, where all municipal notices and correspondence will be forwarded and which the Councillor will check at least once per day;
 - c) any other email address, fax number, or messaging service which the Councillor has and will maintain and will check at least once per day.

4. Communications

- 4.1. The Mayor is the official spokesperson of Council and the CAO is the official spokesperson of staff.
- 4.2. Council communication to the public is:
- a) through the Mayor, as the official spokesperson for the Municipality regarding decisions approved by Council unless another Councillor is designated;
 - b) through Councillors as chief spokespersons for explaining policies, priorities and decisions; and
 - c) through Committee Chairs as chief spokesperson for matters dealt with under the authority of their committee, unless another Councillor is designated;
 - d) media interview requests will be referred to the Mayor or the CAO to determine who is the most appropriate spokesperson for the interview.
- 4.3. Council communication to staff is:
- a) through email or other electronic systems, phone, or in person for questions and information of a general nature;
 - b) through a resolution of Council or Committee of Council for advice, information or recommendations on matters which require thoughtful research and review. Staff will normally provide their response through written information and recommendation reports like that in Appendix A;
 - c) through resolutions from Council to the CAO.
- 4.4. Committees will communicate to Council:
- a) through written information and recommendation reports by Chairs to Committee of the Whole like that found in Appendix A.
 - b) where all Councillors are members; may communicate using excerpts sheets of the motions being recommended to go straight to Council with the previous committee report (referred to in the excerpt), is attached as a supporting document.
- 4.5. All Councillors are expected to provide a monthly report to Council stating the Municipal business they were involved in over the previous month. A template for such reports may be found in Appendix A.

- 4.6. The CAO or Clerk may, on behalf of Council or Committee of Council, receive correspondence from the public and deliver a copy of the correspondence to all Councillors within a reasonable time provided:
- a) the correspondence is directed to a Councillor or Committee of Council member;
 - b) is in writing and received by mail or email;
 - c) is legible;
 - d) is not libelous, irrelevant, offensive or improper; and
 - e) is signed by the writer's name.

5. Meeting Attendance and Quorum

- 5.1. Councillors are expected to attend all meetings of Council and Committees of Council to which they are appointed.
- 5.2. Subject to changes of the Act Section 17 (4), Councillors who without leave of Council are absent from three (3) consecutive regular meetings of Council ceases to be qualified to serve as a Councillor.
- 5.3. Councillors who without leave of a Committee of Council and are absent from three consecutive regular meetings of a Committee of Council to which they are appointed, may be removed from the Committee. This also applies to resident members appointed to a Committee of Council.
- 5.4. Council or a Committee of Council will not refuse the leave of a Councillor if such leave is due to employment issues, illness, other Municipal business, or an unforeseen event needing immediate attention.
- 5.5. Sections 5.1, 5.2 and 5.3 do not apply to Councillors on a parental accommodation leave of absence in accordance with Section 17 (4A) of the Act.
- 5.6. Quorum for meetings of Council and Committee of the Whole will be the majority of elected Councillors, or seven (7) Councillors.
- 5.7. Quorum of other Committees of Council will be the majority of the voting members unless otherwise stated in a policy or by-law of Council or administrative terms of reference.

- 5.8. Councillors or resident members of Committees of Council may participate in meetings by electronic means such as teleconference or video conference and will be considered present for purposes of quorum and voting, provided:
- a) the Councillor or resident members physically present at the meeting location are at minimum one less than quorum;
 - b) a maximum of two Councillors, resident members or combination may use electronic means during a meeting at one time;
 - c) the Chair will be physically present at the meeting location;
 - d) the Councillor or resident member notifies the Chair and appropriate staff at least 24 hours in advance of their intent to use electronic means, to ensure provision of the electronic means at the meeting location;
 - e) it is the responsibility of the Councillor or resident member to ensure provision of electronic means at their location;
 - f) if used during a closed meeting, the member will ensure confidentiality is maintained at all times;
 - g) no Councillor or resident member will participate by electronic means in more than three (3) meetings of any kind per year;
 - h) the Councillor or resident member does not interfere and/or disrupt the meeting, and if such occurs the Chair has the right to end the electronic participation;
 - i) the Chair will ensure those participating by electronic means have an opportunity to verbally declare any conflicts of interest;
 - j) the Councillor or resident member will notify the Chair of their intended departure (either temporary or permanent) from the meeting before leaving the meeting;
 - k) the Councillor or resident member will be marked as absent if electronic connection is not made or if it is lost and is unable to be reconnected.
- 5.9. If a quorum is not present fifteen (15) minutes following the scheduled start time of a meeting and it is not reasonable that quorum will be present within a reasonable time, the meeting will be deemed cancelled and a record of the cancellation along with the names of the members present will be recorded in the minutes.
- 5.10. Where there is a vacancy on the Council or a Committee of Council, Council or the Committee of Council may make a decision if a quorum is present at the meeting.

- 5.11. If the number of Council members is reduced to below the number required for a quorum due to vacancies in Council, Council may not pass a by-law or policy, borrow money, set a tax rate, acquire or sell property, for make any other decision that has an effect after or for a term extending beyond the date of the election to fill a vacancy on Council

6. Election Process for Deputy Mayor, Chair or Vice-Chair

- 6.1. At the first meeting of Council after an ordinary election, all Councillors will be sworn in and the Deputy Mayor will be elected as follows:
- a) the Mayor will call the meeting to order and call for nominations for the position of Deputy Mayor three times;
 - b) Councillors may nominate a fellow Councillor for the position of Deputy Mayor, but may not nominate themselves; nominations do not have to be seconded;
 - c) after the third and final call for nominations, the Mayor will declare nominations closed;
 - d) the Mayor will ask each nominee if they accept the nomination for Deputy Mayor;
 - e) if only one Councillor was nominated and accepted the nomination, that Councillor is declared the Deputy Mayor;
 - f) if there is more than one nominee, the Mayor will provide each of the nominees an opportunity to speak and Councillors will elect the Deputy Mayor by secret ballot;
 - g) two volunteers are asked to be scrutineers, one of which must be a staff member. Ballots are distributed to Councillors, votes will be cast, then the scrutineers will collect and count the ballots;
 - h) the scrutineers announce the overall result of the election (not the number of votes for each Councillor). The Deputy Mayor is determined by majority of the number of Councillors present;
 - i) if there is not a winner by majority and there are three (3) or more nominees, another vote will occur by dropping the nominee with the lowest votes and voting again until only two (2) nominees remain. If there is not a winner by majority and there are only two (2) nominees, the Deputy Mayor will be determined by a draw by the Clerk or designated staff member.
 - j) once the Deputy Mayor has been declared elected, a motion will be made to destroy the ballots.

- 6.2. The term of office for the Deputy Mayor will be two (2) years; the very first term being April 1, 2020 - October 31, 2022 and the nomination process be held again for a term of November 2022 – October 2024, at which time it will re-align with municipal elections in Nova Scotia
- 6.3. The election of a Chair for a Committee of Council will be completed in a similar manner to the election of the Deputy Mayor except that a staff member will perform the duties of the Chair until the Chair of the Committee of Council is elected. Nominees for Chair will be given an opportunity to speak to the members of the Committee of Council before the vote is held.
- 6.4. Once a Chair of a Committee of Council is elected they may perform the election in the same manner for a Vice-Chair.
- 6.5. The term of office for a Chair or Vice Chair will be two years unless otherwise stated in a policy of Council or administrative terms of reference.

7. Meeting Agendas and Packages

- 7.1. At Council meetings, unless a majority consents to a different order for that meeting, business will be conducted in the following order:
 - a) Call to Order
 - b) Roll Call
 - c) Declaration(s) of Conflict of Interest
 - d) Announcements
 - e) Approval of Agenda, including additions or deletions
 - f) Approval of previous meeting's minutes
 - g) Public Hearings
 - h) Unfinished Business/Postponed Motions
 - i) Mayor's Report
 - j) Committees of Council Recommendations
 - k) Councillor Municipal Business Reports
 - l) Reconsiderations or Rescission of Resolutions of which notice has been given a previous day
 - m) New Business
 - n) Correspondence
 - o) In-Camera
 - p) Next Meeting Date / Adjournment

- 7.2. At Committee of the Whole, unless a majority consents to a different order for that meeting, business will be conducted in the following order:
- a) Call to Order
 - b) Roll Call
 - c) Declaration(s) of Conflict of Interest
 - d) Announcements
 - e) Approval of Agenda, including additions and deletions
 - f) Approval of the Minutes
 - g) Presentations
 - h) Dangerous and Unsightly Hearings
 - i) Unfinished Business/Postponed Motions
 - j) Reports of the CAO
 - k) Reports – Other Committees
 - l) New Business
 - m) Correspondence
 - n) Public Participation Period
 - o) In-Camera
 - p) Next Meeting Date / Adjournment
- 7.3. Agendas of other Committees of Council and Public Hearings will be determined as needed or detailed in the Committee's Administrative terms of reference.
- 7.4. All items to be placed on the agenda will be submitted to the staff member preparing the agenda by 12:00 noon five (5) business days before a regular scheduled meeting. Councillors will be required to submit a "Request for Decision Form" (Appendix M) to be included in the agenda package.
- 7.5. All agendas will be approved by the Mayor or Chair of the Committee of Council and the CAO or designate.
- 7.6. All items on the agenda should have an associated report, excerpt sheet, and/or other material outlining the purpose and background of the agenda item put together in one PDF document. All associated items will be submitted to the staff member preparing the agenda four (4) business days before a regular scheduled meeting. Councillors are required to submit a "Request for Decision Form" as noted in 7.4.

- 7.7. Meeting packages will be provided to Councillors and resident members of Committees of Council by 12:00 noon three (3) business days before the meeting by internal communication systems or email.
- 7.8. Meeting packages will be provided to the public by 4:00 pm two (2) business days before a meeting by posting the meeting package to the Municipal website.
- 7.9. Meeting packages for a special meeting of Council or a Committee of Council will be provided to Councillors, resident members and the public in accordance with Sections 7.7 and 7.8 should time permit, or by 12:00 noon one (1) business day before the special meeting.
- 7.10. If an agenda item's associated material is not distributed in the meeting package it will be added and received at the meeting.
- 7.11. Late additions to the agenda will be accepted for consideration until 12:00 noon two (2) business days before the meeting. No late additions will be accepted for special meetings.
- 7.12. Agenda items may also be added at the meeting if it is time sensitive or concerning a matter where life, property or the environment is at immediate risk and cannot be dealt with at a later meeting. All meeting package material for these items will be distributed in hard copy at the meeting, received by motion at the meeting and added to the electronic meeting package after the meeting.
- 7.13. For instances when a requested agenda item may be outside the jurisdiction of the Municipality, require more research, or should be dealt with in a different forum or meeting, the Mayor or Chair will have the authority to delete, defer, or refer the agenda item. The Mayor or Chair will advise the person requesting the agenda item of the action taken.
- 7.14. All material in a meeting package which is posted to the public will be deemed received at the time of agenda approval during the meeting. All material or added agenda items received after the meeting package was posted to the public will required a motion from Council or the Committee of Council to add the agenda item and receive the material.
- 7.15. Once an agenda item has been dealt with it should not be put on the agenda again for at least six (6) months unless there is a follow up

report on actions taken, or a proper motion is made to reconsider, rescind or amend something previously adopted.

8. Council and Committee Chair Duties

- 8.1. The Chair of Council and Committee of the Whole will be the Mayor except:
- a) in the absence of the Mayor, the Deputy Mayor will be the Chair
 - b) in the temporary absence of both the Mayor and Deputy Mayor, a Chair will be appointed from the Councillors present at the meeting.
- 8.2. The Chair of a Committee of Council will be the Councillor or resident member elected and, in their absence, the Vice-Chair elected.
- 8.3. It will be the duty of the Chair to:
- a) open the meeting by taking the chair and calling the members to order and announcing the business before Council or the Committee of Council;
 - b) ask members to declare any Conflicts of Interest;
 - c) receive and put to a vote all motions presented and announce the results;
 - d) decline to put to a vote a motion which infringes upon rules of procedure established by this Policy;
 - e) restrain Councillors when engaged in debate, within the rules of conduct established by this Policy or Robert's Rules of Order;
 - f) protect the rights of those attending the meeting and enforce the rules of order; preserve order, and decide on point of order;
 - g) call by name any Councillor or resident member persisting in a breach of this Policy, and thereby ordering them to vacate the meeting room;
 - h) permit the CAO to speak on any point upon request;
 - i) permit staff and invited guests to speak when appropriate on the agenda and at the request of Councillors and/or CAO;
 - j) permit proper questions to be asked through the Chair of any Councillor, CAO, staff member, or invited guest in attendance relevant to the issue under discussion in order to provide information to assist debate;
 - k) declare a meeting dissolved if no quorum has been achieved;
 - l) adjourn to another place and/or time without ending the meeting with the consent of Council;

- m) adjourn the meeting when the business is concluded and a motion to adjourn has been approved by the majority vote; or
 - i. adjourn the meeting when an adjournment time has been set and approved by majority vote or consensus, when the time has been reached except when it is extended by unanimous consent; or
 - ii. adjourn the meeting at the Chair's sole discretion due to inclement weather conditions to a time and date set by the Chair.

9. Minutes and Recordings

- 9.1. Written minutes of Council and all Committee of Council meetings, including in-camera meetings, will be kept providing a permanent and historical record of the Municipality's business. When required, these minutes may be recognized in court as evidence of decisions made and actions taken.

- 9.2. Written minutes kept will:
 - a) record the names of the members or participants and the time when any member joins or leaves a meeting which is in progress;
 - b) contain all motions and decisions by consensus and will record the outcome of each vote;
 - c) record the names of all Councillors or resident members who voted "Nay" to a motion put to a vote;
 - d) summarize key points of a discussion and mention reports, petitions, correspondence, presentations and other papers submitted only by their respective title, or a brief description of the content;
 - e) be clear, accurate, concise, and formatted to be readable;
 - f) be written in past-tense;
 - g) flow logically in accordance with the agenda, even if the meeting itself had been fragmented and confusing.

- 9.3. To assist with accurate composition of draft minutes, public meetings of Council or Committees of Council will be recorded using audio recording equipment. Once minutes are approved, the audio recording will be kept for at least seven (7) years after which it may be destroyed in accordance with the Records Management Policy of the Municipality.

- 9.4. Draft minutes of Council and Committee of the Whole will be reviewed by the Clerk and CAO.
- 9.5. Draft minutes of other Committees of Council will be reviewed in accordance with the Committee of Council's Administrative Terms of Reference.
- 9.6. Minutes of all meetings will be posted in draft electronic form on the Municipality's website for the public and to the internal communication system for Councillors and staff for information.
- 9.7. The minutes of the last preceding regular meeting and subsequent special meetings will be reviewed at the next meeting of Council or Committee of Council and after all necessary corrections and amendments have been noted, be approved and signed by the Mayor or Chair.
- 9.8. To correct the minutes at the time of approval, the word or words will be crossed out and the corrections written in and initialed before being signed by the Chair. The digital form of the minutes posted to the Municipality's website and internal communication system will be changed accordingly in red font and a footnote of the changes will be added to the electronic minutes stating "Amended".
- 9.9. The press will be allowed to only use audio recording equipment during public meetings.
- 9.10. A request for copies of the audio recordings of public meetings may be submitted in writing or electronic mail to the Clerk of the Municipality and will be provided, if available, for a prescribed fee.
- 9.11. Council and Committees of Council may choose to live-stream video on the internet of any or all meetings, with no obligation to live-stream video of a meeting. There will be no audience participation using the live-streamed video, but residents may leave messages; however, staff will be unable to address said messages. All live-streamed videos will be available on the Municipality's website for two (2) years.
- 9.12. Except for Section 9.3, 9.9 and 9.11 of this Policy, audio and video recordings and the taking of photos by any device will not be allowed during meetings except by permission of the Chair.

10.Meeting Decorum and Rules of Debate

- 10.1. Robert's Rules of Order will govern the proceedings of Council and Committees of Council in all cases not provided for in this Policy or an Administrative Terms of Reference.
- 10.2. Members of the public present in the meeting room will maintain order and quiet and will not address the Council or Committee of Council except with permission of the Chair.
- 10.3. All cellular phones and electronic devices which emits a sound will be set to silent or turned off during a meeting, with the exception of equipment required for specific use related to the matter (i.e. issued tablets that would contain the agenda and related documents).
- 10.4. No one may bring any sign, poster, placard, banner or other like device into a meeting place without the prior permission of the Chair, subject to an objection by a majority of the members of Council or Committee of Council present.
- 10.5. All Councillors, resident members, or other persons presenting to Council or a Committee of Council will not:
 - a) speak disrespectfully of any person;
 - b) use offensive language
 - c) speak on any subject other than the subject for which they received approval to speak;
 - d) disobey any decision of the Chair;
 - e) enter a cross debate with another member; or
 - f) willfully distract the member speaking, unless it is regarding a point of order or to raise a question of privilege.
- 10.6. A Council or a Committee of Council member or other persons may speak to a subject or motion at a meeting only if that member first addresses the Chair.
- 10.7. The Chair may ask questions and speak on a matter in the same manner as all Council or Committee of Council members without leaving the seat of the Chair.
- 10.8. Every Council or Committee of Council member or other person, prior to speaking on any question or motion, will signal their desire to speak

by raising their hand or other acceptable manner and wait to be recognized by the Chair. When two or more members signal to speak, the Chair will designate who has the floor based on the opinion of the Chair as to who signaled first.

- 10.9. No Council or Committee of Council member or other person will speak more than twice (and the second time only to raise new information), for a maximum of five (5) minutes each time, without permission of Council on any motion except to explain misconception of his remarks. When a member wishes to explain a misconception, the member will signal to the Chair and ask permission of the Chair, without further comment, and if permitted by the Chair, will explain only an actual misunderstanding of language.
- 10.10. A Council or Committee of Council member may request the motion under consideration be read at any time during debate but may not interrupt while another member is speaking.
- 10.11. The mover of a motion will have the right to reply and sum up in closing the debate.
- 10.12. The Chair, after having called attention of Council or Committee of Council to the conduct of a member who persists in irrelevant or repetition of an argument during debate, may direct a member to discontinue speaking.
- 10.13. A Council or Committee of Council member, member of the public or other person willfully disregarding the meeting decorum or rules of debate or obstructing the business of the Council or Committee of Council meeting, may be ordered by majority vote of the members present, to leave the meeting, which for clarity means leaving the property of the meeting location.
- 10.14. Formal presentations will be made at any meeting of Council or Committee of Council meeting, with no individual presentation exceeding ten (10) minutes including a period for questions.
- 10.15. When a report, by-law, petition or other document is read or received, including those deemed received upon approval of the agenda, the Clerk or appropriate staff member will endorse upon it:
 - a) a note of the reading;

- b) the date;
- c) the way it was dealt with.

10.16. A meeting of Council or a Committee of Council will adjourn at 10:00 pm unless otherwise determined by a majority vote of the members present. If the meeting agenda is not completed as of 10:00 pm, the members may vote to adjourn to another date and time to complete the meeting.

11. Conflict of Interest

- 11.1. In accordance with the Municipal Conflict of Interest Act each Councillor and resident member must self-identify and disclose any pecuniary interest in any item before Council, Committee of Council or external committee or board.
- 11.2. Where a Councillor or resident member, either on their own behalf or while acting for, by or with and/or through, another person has any pecuniary interest, direct or indirect on a subject they will:
- a) prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof;
 - b) leave their seat and sit in the gallery or exit the meeting room for the duration of the discussions pertaining to the matter;
 - c) not take part in the discussion of or vote on any question with respect to the matter;
 - d) not in any way before, during and/or after the meeting influence the voting on any question pertaining to the matter.
- 11.3. If the meeting is a closed meeting, in addition to complying with the requirements in Section 11.2, the Councillor or resident member will leave the meeting place for the part of the meeting during which the matter is under consideration.
- 11.4. Where the interest of a member has not been disclosed by reason of their absence from the particular meeting, the member will disclose the interest and otherwise comply at the next meeting they attend of Council, Committee of Council or external committee or board where the matter was discussed.
- 11.5. The Clerk or responsible staff member will record the name of the member, the meeting, the time they left their seat and returned, and

the nature of the conflict of interest in the minutes of the meeting and a central registry of disclosure.

12. Motions and Voting

12.1. The types of motions which may be made at a Council or Committee of Council meeting are:

- a) Main motions – reflects the proposed decision or action to be taken regarding a subject;
- b) Subsidiary motions – facilitates or modifies the main motion;
- c) Incidental motions – relates to a question of procedure regarding a main motion;
- d) Privileged Motions – a motion which does not relate to the main motion but takes immediate priority.

12.2. The following are common but not all Subsidiary motions:

- a) Postpone indefinitely – if approved this motion stops the main motion without a vote;
- b) Amend – changes something within the main motion;
- c) Postpone definitely – sets the main motion aside until a specified time;
- d) Refer – sends the main motion to a specific committee or staff for further investigation and report back;
- e) Limit or extend debate – shortens or lengthens the time for debate;
- f) Previous Question – closes debate and brings the main motion to a vote;
- g) Lay on the Table – puts the main motion aside temporarily for more urgent business and is taken up after the urgent business is dealt with.

12.3. The following are common but not all incidental motions:

- a) Point of Order – asked the Chair to enforce the rules; more details in Section 13;
- b) Appeal – takes the decision of the Chair away and gives it to members of Council or Committee of Council;
- c) Suspend the rules – allow Council or Committee of Council to do something it normally cannot do without breaking the rules;
- d) Objection to consideration of the question – avoids the main motion if Council or Committee of Council thinks the motion should never have been made or is outside the its mandate;

- e) Division of a question – separate parts of a main motion into separate motions that can stand on their own for consideration.
- 12.4. The following are common but not all privilege motions:
- a) Raising a question of privilege – is an emergency motion which deals with the rights and privileges of members;
 - b) Recess – provides a short break in the meeting;
 - c) Fix the time to adjourn – sets a time to adjourn the meeting;
 - d) Adjourn – closes the meeting.
- 12.5. All business before Council or Committee of Council for consideration will be made in the form of main motions which proposes specific action be taken.
- 12.6. All main motions will be provided to the Chair or Clerk in writing before being debated.
- 12.7. A motion must be seconded, and when requested read by the Chair or Clerk, before it is debated; except a motion raising a question of privilege or point of order.
- 12.8. Council or a Committee of Council may have informal discussions on a subject prior to making a main motion for consideration.
- 12.9. A motion may at any time after it is seconded and before the Council or Committee of Council has voted on it, be withdrawn or modified by the mover with consent of Council or Committee of Council.
- 12.10. When any main motion is being considered, the only motions in order will be:
- a) to amend;
 - b) to refer;
 - c) to postpone either definitely or indefinitely; or
 - d) to limit or extend debate;
 - e) the previous question.
- 12.11. Amendments will be put in the reverse order of which they are made. Only one amendment will be allowed at a time and one sub-amendment will be allowed to an amendment. Every amendment submitted will be decided on or withdrawn before the main question is put to a vote.

- 12.12. A motion to adjourn will always be in order except in the following cases:
- a) when a Council or Committee of Council member is in possession of the floor;
 - b) when the “yeas” and “nays” are being called;
 - c) while the Council or Committee of Council members are voting; or
 - d) when the motion to adjourn was the last preceding motion.
- 12.13. The following motions will be decided without debate:
- a) a motion to reconsider;
 - b) all motions as to priority of business or as the suspension of the order of the day;
 - c) applications to speak more than the prescribed number of times;
 - d) a motion to allow any person other than a Council member to address the Council;
 - e) a motion to postpone definitely;
 - f) a motion to lay on the table when claiming a privilege over another person; and
 - g) a motion to adjourn.
- 12.14. Before putting the motion to a vote, the Chair will ask “Are you ready for the question” and if no member offers to speak on the motion or they make a motion for the Previous Question, the Chair will put the question, after which no member will be permitted to speak upon it.
- 12.15. The usual form of voting on any motion will be by the Chair calling for “yeas” and “nays”, and members indicating their choice by show of hands or, if provided, by electronic means; but any Council or Committee of Council member, before or after the vote can call for, a recorded vote with each members vote entered into the minutes.
- 12.16. No motion committing the Municipality to the expenditure of funds will be accepted by the Chair for the consideration of Council, unless there is unanimous consent of Council members present, except for matters arising from correspondence, Committee of Council or other reports, agenda items, notices of motions or other material circulated to Council members on or before the day before the meeting, and except for matters arising from a closed meeting.

- 12.17. A majority vote of those present will determine all questions arising in Council and a Committee of Council, except motions to approve a planning document and those requiring a two-thirds (2/3) vote.
- 12.18. The adoption of planning documents or amendment thereof by Council at Second Reading requires a majority vote of number of Council members elected, regardless of number present to achieve quorum. And only those members present during a public hearing are permitted to vote on the matter at which a public hearing was held.
- 12.19. The following motions require a two-thirds vote:
- a) to suspend the rules;
 - b) to limit or extend debate;
 - c) to amend or rescind something previously adopted;
 - d) to object to the consideration of the question; or
 - e) to close nominations.
- 12.20. Subject to the *Municipal Conflict of Interest Act*, all Council or Committee of Council members present including the Chair will vote on a motion and may not abstain.
- 12.21. A member of Council or Committee of Council who fails or refuses to vote on a motion is deemed to have voted in the positive.
- 12.22. In the event of a tie in a vote on a motion, the motion is determined in the negative.
- 12.23. Any notice of motion given by a Council or Committee of Council member for a subsequent meeting may, in the absence of the member giving such notice, be taken up by another member.
- 12.24. The following motions may bring a motion for consideration again:
- a) Take from the table – takes up the motion previously laid on the table;
 - b) Rescind – takes back a motion or policy; for a by-law this is called a repeal, a notice to rescind must be given at a previous meeting;
 - c) Amend something previously adopted – modifies a motion previously presented and adopted;
 - d) Discharge a committee – takes a matter sent to a committee back before a report has been presented;

- e) Reconsider – allows reconsideration due to new information or situation so the true will of the members is acted on.
- 12.25. No motion can be reconsidered if the actions cannot be undone.
- 12.26. After any main motion has been decided, any Council or Committee of Council member who voted on the winning side may, after the decision has been announced from the Chair, but before adjournment of the meeting may give notice of an intention to move reconsideration at the next meeting. The giving of such a notice operates as a stay or suspension of the decision.
- 12.27. In the event that Council or a Committee of Council member fails to give notice of reconsideration at the same meeting, the member will give notice in writing to the Clerk least 14 days prior to the next meeting but not thereafter, of Notice of Motion to reconsider the motion of a previous meeting, stating the reasons therefore, and if the motion for reconsideration is seconded, the same will be put to a vote after debate (unless it is an undebatable motion) and if carried, the question for reconsideration will then be read and disposed of.
- 12.28. No discussion of the main question will be allowed during the motion for reconsideration.
- 12.29. The following matters are not eligible for reconsideration:
- a) a motion approving the first or second reading of a by-law enactment, amendment or repeal;
 - b) a motion to decide on a matter which was the subject of a statutory hearing by Council;
 - c) a motion which is or was considered by the Committee of the Whole or the Planning Advisory Committee in substantially the same form in which it is being or will be considered by Council, irrespective of whether Council has adopted or rejected or may adopt or reject, the recommendation;
 - d) a matter which has already been reconsidered once;
 - e) a vote to reconsider; and
 - f) a motion to reconsider or rescind a motion approving the annual budget of the Municipality or a motion authorizing any legal proceedings.
- 12.30. Any rule concerning motions and voting may be suspended for a specific matter with a motion, passed by two-thirds (2/3) vote of

Council or Committee of Council members present, stating the specific rule to suspend and the matter for which it is suspended.

- 12.31. A summary of the rules for common motions can be found in Appendix B.

13. Points of Order (also refer to Code of Conduct Policy)

- 13.1. A point of order asks the Chair to rule on or enforce the rules if a Council or Committee of Council member thinks the rules of this Policy have been broken.
- 13.2. A point of order does not need to be seconded but must specify which rule is being broken and must be decided upon before the subject under consideration is proceeded with.
- 13.3. When a Council or Committee of Council member is called to order, the member will be seated and remain silent until the point is determined or until called upon by the Chair to be heard on the point of order.
- 13.4. A point of order is not debatable amongst other Council or Committee of Council members, unless the Chair invites discussion to assist in making a ruling. Where the Chair permits discussion on a point of order, no member will speak more than once.
- 13.5. Decisions of the Chair on points of order or procedure, including an order expelling and excluding a person from the meeting room pursuant to Sections 13.6 and 13.8, are not debatable but are appealable to Council or Committee of Council by any member. When an appeal is made of the decision of the Chair, the Chair will simply put the question, "Will the decision of the Chair be sustained?"
- 13.6. If a Council or Committee of Council member resists:
- a) the rules contained in this Policy;
 - b) willfully obstructs the business of Council or the Committee of Council;
 - c) disobeys the decision of the Chair, or of Council or Committee of Council on appeal, on any question of order or practice or upon the interpretation of the rules after being called to order by the Chair; or otherwise disrupts the meeting proceedings;
- the member may be ordered by the Chair to leave their seat.

- 13.7. If the Council or Committee of Council member refuses to leave the Council members seat, the Chair may, after majority vote is made to support the expulsion, order the member to be expelled and removed from the meeting room.
- 13.8. Such Council or Committee of Council member may, by vote of the members, later in the meeting or at a subsequent meeting be permitted to re-enter the meeting room and to resume participation in Council or Committee of Council business with or without conditions.
- 13.9. Persons who are not Council or Committee of Council members, staff, or invited guests of the Municipality will observe silence and order in the meeting room, unless given permission to speak. Any such persons disturbing the proceedings of Council or Committee of Council will be called to order by the Chair and, if they fail to comply, will be expelled and excluded from the meeting room by the Chair, provided that a majority vote will be required to sustain the expulsion.
- 13.10. Such members of the public, by vote of the members, later in the meeting or at a subsequent meeting, may be permitted to re-enter the Council Chambers with or without conditions.
- 13.11. An order of the Chair to expel a person from the meeting room pursuant to Sections 13.6 and 13.8 of this Policy constitutes a direction from the Municipality to leave the premises for the purpose of the Protection of Property Act and other applicable laws.

14. In-Camera Meetings

- 14.1. Notwithstanding Section 3.1, Council or a Committee of Council may meet in-camera as per Section 22(2) of the Act, for the following reasons:
- a) acquisitions, sale, lease and security of municipal property;
 - b) setting minimum price to be accepted by the municipality at a tax sale;
 - c) personnel matters;
 - d) labour relations;
 - e) contract negotiations;
 - f) litigation or potential litigation;
 - g) legal advice eligible for solicitor-client privilege;
 - h) public security.

- 14.2. No decision will be made while in-camera except decisions on matters of procedure or to give direction to the CAO or Solicitor. All other decisions will be made during a public meeting.
- 14.3. The meeting decorum and rules of debate of Section 10 apply during an in-camera meeting.
- 14.4. A record which is open to the public will be made, noting the fact that Council or Committee of Council had met in-camera, the type of matter as set out in Section 22(2) of the Act, and the date, but no other information.
- 14.5. Discussions held by those in attendance of an in-camera meeting are confidential unless required for Municipal, legal purposes pursuant to other regulatory requirements or released by motion of Council or the Committee of Council.
- 14.6. An agenda and documentation for the in-camera meeting will be provided to Council or Committee of Council members only, in a manner similar to Section 7 of this Policy or may be handed out during the in-camera meeting. Such material will be deleted from the internal communication system or collected after the meeting.
- 14.7. Minutes of the in-camera meeting will be taken by the Clerk, or other responsible staff member, and approved at the next in-camera meeting of Council or Committee of Council. Such minutes and meeting packages will be securely kept and will not be subject to mandatory public disclosure unless required for Municipal, legal purposes pursuant to other regulatory requirements, or released by motion of Council or the Committee of Council.
- 14.8. The Mayor, Deputy Mayor, Chair, Solicitor, CAO or designate, or Clerk will have authority to brief one another or any member of Council or Committee of Council who is absent from the closed session.

15. Setting Direction

- 15.1. To practice good governance and ensure that decisions are made in the best interest of the Municipality, businesses and residents; decisions should be assessed through the lenses of property, environment, economics, social and public opinion before

recommending an action or making a decision. Appendix C has further details on the decision-making lenses.

- 15.2. Council may set direction and make decisions through resolutions, policies and by-laws. Committees of Council may make motions recommending a direction, policy, or by-law to Council.
- 15.3. The process to approve a resolution at a Council meeting does not require notice or public consultation. A motion becomes a resolution upon approval.
- 15.4. Approval of Policies:
 - a) The process for Council to approve a policy requires seven (7) days notice to all Council members but does not require public consultation. Notice may be given in one of the following manners:
 - i. Through a notice of motion regarding the policy at a Council meeting for approval at the next Council meeting, provided there are at least seven (7) days between meetings;
 - ii. Through a recommendation from Committee of the Whole or Planning Advisory Committee to Council, provided there at least seven (7) days between the meetings.
- 15.5. Approval of By-laws and Planning Documents:
 - a) The process for Council to approve a by-law, other than a planning document, requires a First Reading at a Council meeting, a Public Hearing and a Second Reading at a subsequent Council meeting. A notice regarding the Public Hearing must be published in accordance with Section 168 (2) of the Act.
 - b) The process for Council to approve a planning document or amendment there of, after the requirements of the public participation program for planning documents have been met, requires a First Reading at a Council meeting, a Public Hearing and a Second Reading at a subsequent Council meeting. A notice regarding the Public Hearing must be published in accordance with Section 206 of the Act.
 - c) Council will receive no new information regarding the by-law or planning matter once a public hearing is complete.

- d) Only the Council members present at the Public Hearing may vote on the Second Reading of the by-law and planning document.
- 15.6. Public Hearings are separate meetings which are held immediately before the Council meeting at which the Second Reading of the by-law or planning document is held. The agenda for the Public Hearing will be similar to the following:
- a) Overview of by-law or planning document to be approved – by staff
 - b) Owner or Developer Presentations (if applicable)
 - c) Written Submissions in Favour or Against
 - d) Questions or Comments from the Public in Favour or Against
 - e) Concluding Remarks
- 15.7. Council may reverse a resolution or policy through a motion to rescind or repeal in the same manner it was created. The process to reverse a by-law is to create a new by-law stating the repeal.
- 15.8. The resolution, policy or by-law to be rescinded or repealed:
- a) will have been approved at a previous Council meeting, and
 - b) will not have been carried out to the extent that it is too late to undo for the future.

16. Receiving Public Input

- 16.1. Council and Committees of Council members may obtain public input and opinions from residents in the following manner:
- a) speaking with a resident directly;
 - b) at public consultation and information meetings;
 - c) during Public Hearings;
 - d) through formal presentation during meetings, requests which have been received by staff may be placed on the meeting agenda and approved by the Chair, prior to the meeting;
 - e) during the allotted twenty (20) minutes of Public Participation on the Committee of the Whole Agenda. A member of the public may speak for a maximum of five (5) minutes each during this period;
 - f) through formal petitions and written applications to Council.
- 16.2. Petitions and applications to Council will be:
- a) legibly written or printed on paper;

- b) will have endorsed upon it the name, address and signature of one or more petitioners, applicants or required persons, and the substance of the matter contained in it.
- c) be presented by a Council member or staff member who will inform Council of the contents and ask permission of Council for it to be read on behalf of petitioners;
- d) Council may decide to hear a summary of a petition or written application in lieu of hearing the reading of the entire petition or written application.

17. Committees

- 17.1. The Council of the Municipality may establish Committees of Council for various matters.
- 17.2. Committees of Council are advisory in purpose and may only make recommendations to Council for final approval and action; unless otherwise enabled under this Policy or by Provincial Legislation.
- 17.3. In addition to the Committee of the Whole, the following Committees of Council are here by established and details of the establishment can be found in the respective appendix to this Policy:
 - a) Accessibility Advisory Committee – Appendix D
 - b) Audit Committee – Appendix E
 - c) Davidson Lake Watershed Committee - F
 - d) French Mill Brook Watershed Advisory Committee – Appendix G
 - e) Fences Arbitration Committee – Appendix H
 - f) Hantsport Area Advisory Committee – Appendix I
 - g) Windsor Area Advisory Committee – Appendix I
 - h) Mill Lakes Watershed Advisory Committee – Appendix J
 - i) Planning Advisory Committee – Appendix K
 - j) Municipal Climate Change Action Plan Committee – Appendix L
- 17.4. Council may also form Committees of Council as required under a by-law or agreement approved by Council.
- 17.5. Council may agree to participate in external boards and committees which are established by the Province, legal agreement or is of significant interest to the Municipality.

- 17.6. Council will not be bound by the by-laws or articles of incorporation adopted by an external committee or board providing for the appointment of a member to the committee or board.
- 17.7. Council agrees to participate in the following external boards and committees:
- a) Annapolis Valley Regional Library Board
 - b) Hants County Residence for Senior Citizens Board
 - c) Landfill Liaison Committee
 - d) Region 6 Solid Waste Management Board
 - e) Valley Communication Fibre Network
 - f) Valley Regional Enterprise Network
- 17.8. Councillors are elected to various committees and boards every two (2) years, or as required by other legislation, policies or agreement, at the November Council meeting. For clarification, the first appointment after April 1, 2020 will be in November 2022. The number of Councillors to be elected:
- a) for Committees of Council one (1) or more Councillors may be elected in accordance with the Committee structure set by Council;
 - b) for external boards and committees, one (1) Councillor and one (1) alternate Councillor may be elected.
- 17.9. The election of Councillors to various committees and boards will be conducted in similar manner as the election of Deputy Mayor in Section 6.
- 17.10. Councillors not elected to a Committee of Council or external committee or board will not be permitted to participate in the committee debate or the vote; but are authorized to make comments, presentations, and participate in the committee meeting, to the extent authorized by the Chair.
- 17.11. A Councillor ceases to be a member of a Committee of Council or external committee or board when they cease to be a Councillor or as per poor conduct as per the Code of Conduct Policy.
- 17.12. Council may appoint residents to serve on Committees of Council or to represent the Municipality on external board and committees.

- 17.13. All resident appointments will be advertised publicly with a request for those interested to submit a letter of interest for a committee. The letter of interest will be reviewed by the CAO or designate and staff who will then submit a recommendation to Council for appointment.
- 17.14. Committees of Council will be governed in accordance with this Policy, unless this Policy states that an alternate arrangement may be provided in the Administrative Terms of Reference of the Committee of Council.
- 17.15. Each member of a Committee of Council is to receive a copy of this Policy and the Committee of Council's Administrative Terms of Reference at the first duly called meeting of the Committee of Council after the regular election or appointment of members.
- 17.16. The Clerk will keep a record of all Councillor and resident appointments to Committees of Council and external committees and boards.
- 17.17. Councillors and resident members who sit on an external committee and board that has not been a result of an appointment by Council, will disclose the name of the external committee or board to the Clerk. The Clerk will keep a public record and will update the information in November of each year.
- 17.18. Council may by majority vote remove any Councillor or resident member of a Committee of Council or external committee or board who was elected or appointed by Council.
- 17.19. Council will fill any vacancy on a Committee of Council or external committee or board as soon as practicable after the vacancy occurs.

18. Conferences and Training

- 18.1. Up to six (6) Council members plus Mayor (and their spouses), and the CAO (or delegate) may attend the Spring conference held by the Nova Scotia Federation of Municipalities (NSFM). And, up to six (6) Council members plus Mayor (and their spouses), and the CAO (or delegate) may attend the Fall conference held by the NSFM; however, will be based on opportunity. The schedule of attendance will be revisited annually to promote fairness.

- 18.2. Annually, Council will approve participation in a conference held by the Federation of Canadian Municipalities (FCM), including the number of Council and staff members to participate through the provision of funding during budget deliberations.
- 18.3. Councillors may attend and be reimbursed for other related training opportunities with prior approval of Council.
- 18.4. Remuneration for conferences and training will be in accordance with the Remuneration Policy.
- 18.5. There will be an annual budgeted amount for Committees of Council members to attend conferences relevant to the committee in which they are appointed. This may include up to one resident member per Committee of Council.
- 18.6. The CAO will be responsible for promoting conference and professional development opportunities and for devising a system ensuring overall fairness for the opportunity to attend.

19. Repeal

- 19.1. The following policies of the former Municipality of the District of West Hants are hereby repealed effective April 1, 2020:
 - a) The Council Procedural Policy, COGE-003.00, dated February 14, 2017 as amended to September 10, 2019;
 - b) Audit Committee Policy, COFN-007.00, dated May 8, 2018;
 - c) Policy Establishing Davidson Lake Watershed Advisory Committee, COPW-003.00, dated December 8, 2015 as amended to June 12, 2018;
 - d) Establishment of the Falmouth Watershed Advisory Committee Policy COPW-002.00, dated February 13, 2018 as amended to June 12, 2018;
 - e) Policy to Establish the Fences Arbitration Committee, COGE-008.00, dated June 12, 2018; and
 - f) Policy Establishing West Hants Planning Advisory Committee, COPL-006.00, dated December 11, 2018.
- 19.2. The following policies of the former Town of Windsor are hereby repealed effective April 1, 2020:
 - a) Meeting Attendance via Video/Virtual Policy dated September 26, 2017;

- b) Appointment of Deputy Mayor Policy dated November 25, 2014;
and
- c) Audit Committee Policy dated November 28, 2017.

20. Related Legislation, Policies, Procedures

20.1. The following is a list of related legislation, policies and procedures:

- a) Municipal Government Act
- b) Municipal Conflict of Interest Act
- c) Freedom of Information and Protection of Privacy Act
- d) Protection of Property Act
- e) Robert's Rules of Order

APPENDIX A
Samples of Report Forms

1. Councillor Municipal Business Report

Name: _____

Date: _____

Date of Last Council Meeting Attended: _____

Committee Meeting Attendance

Date	Committee	Summary

Event or Conference Attendance

Date	Event or Conference	Summary

Committee’s Chair or Designate Detailed Committee Meeting Summary

Detail	Summary		
Committee Name		Meeting Date	
Meeting Highlights:			
Budget:			
New Projects:			
Policy Changes:			

2. Information Report

**REGION OF WINDSOR AND WEST HANTS MUNICIPALITY
INFORMATION REPORT**

To: (Name of Committee)

Submitted by: _____
(Name and Title)

Date: (Date)

Subject: (Title or Subject of Report)

LEGISLATIVE AUTHORITY

(State where ability for consideration comes from if applicable)

BACKGROUND

(Provide some background information on the subject including why the subject is bringing the matter before Council or a Committee of Council)

DISCUSSION

(Provide new information about the subject or answer the reason for the report)

NEXT STEPS

(State what will be done next if anything)

FINANCIAL IMPLICATIONS

(Inform of any financial implications it may have on current or future budgets of the Municipality, or to residents)

ATTACHMENTS

(List any attachment to the report)

Report Prepared by: _____
(Name and Title)

Report Reviewed by: _____
(Name and Title)

Report Approved by: _____
(Name and Title)

3. Recommendation Report

**REGION OF WINDSOR AND WEST HANTS MUNICIPALITY
RECOMMENDATION REPORT**

To: (Name of Committee)

Submitted by: _____
(Name and Title)

Date: (Date)

Subject: (Title or Subject of Report)

LEGISLATIVE AUTHORITY

(State where ability for consideration come from if applicable)

RECOMMENDATION

(State the recommendation in the form of a motion)

BACKGROUND

(Provide some background information on the subject including why the subject is bringing the matter before Council or a Committee of Council)

DISCUSSION

(Provide new information about the subject or answer the reason for the report)

NEXT STEPS

(State what will be done next if anything)

FINANCIAL IMPLICATIONS

(Inform of any financial implications it may have on current or future budgets of the Municipality, or to residents)

ALTERNATIVES

(State any option to the recommendation and implication of the options)

ATTACHMENTS

(List any attachment to the report)

Report Prepared by: _____
(Name and Title)

Report Reviewed by: _____
(Name and Title)

Report Approved by: _____
(Name and Title)

APPENDIX B

Rules of Common Motions

Privilege and Subsidiary motions are listed in the order of their precedence, with the highest ranking at the top. After the Chair states a motion, higher ranking motions are in order but not lower ranking motions, except to Amend and Previous Question can be applied to amendable and debateable motions of higher rank than themselves. Incidental Motions have no ranking order. These are the general rules relating to motions, special rules may apply in accordance with Roberts Rules of Order.

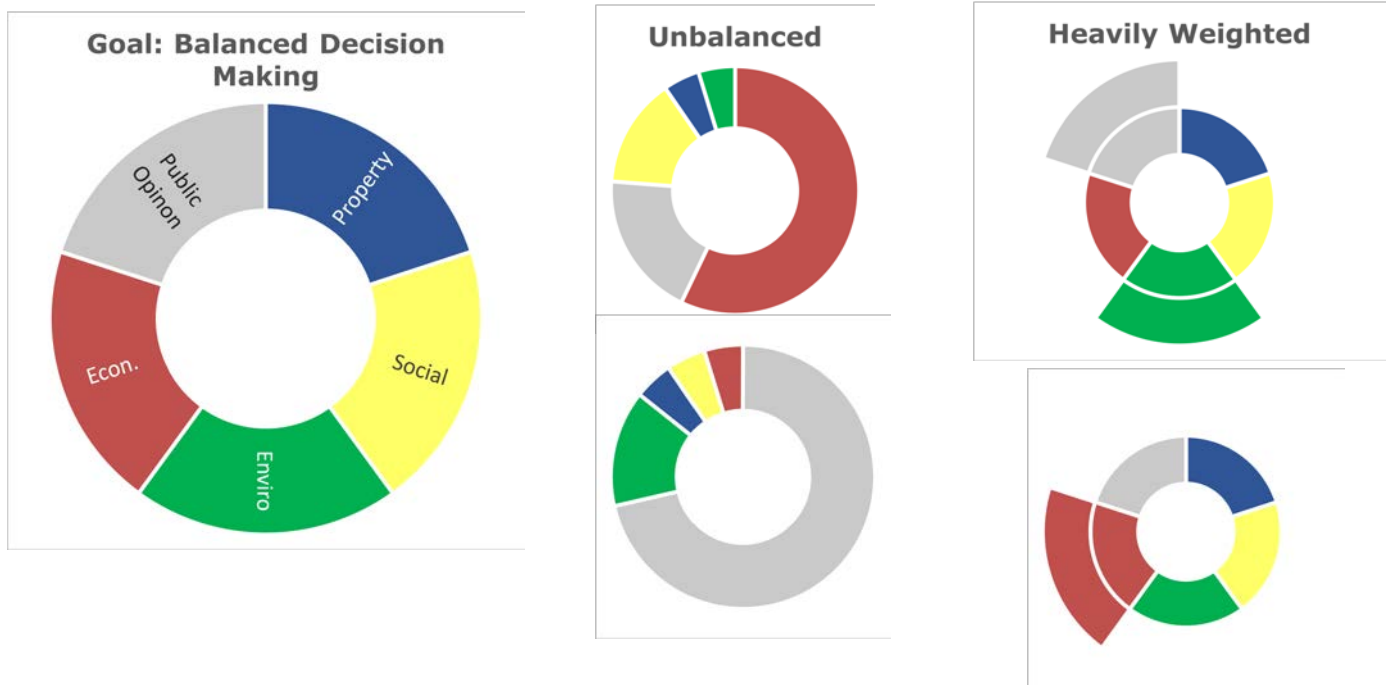
Type Of Motion	Motion in Order of Precedence	Seconded Needed?	Amendable?	Debatable?	Decided by?	Reconsider?	Interrupt?
Incidental Motions	Point of Order	No	No	No (unless Chair Permits)	Chair	No	Yes
	Appeal	Yes	No	Yes	Majority (Nays)	Yes	Yes (at time of ruling)
	Suspend the Rules	Yes	No	No	2/3	No	No
	Objection to the Consideration of the Question	No	No	No	2/3 (Nays)	Yes (Nays Only)	Yes (unless debate has begun)
	Division of the Question	Yes	Yes	No	Majority	No	No
Privilege Motions	Fixing the Time to Adjourn	Yes	Yes	No	Majority	Yes	No
	Adjourn	Yes	No	No	Majority	No	No
	Recess	Yes	Yes	No	Majority	No	No
	Raise a question of Privilege	No	No	No	Chair	No	Yes
Subsidiary Motion	Lay on the Table	Yes	No	No	Majority	No	No
	Previous Question	Yes	No	No	2/3	Yes	No
	Limit or Extend Debate	Yes	Yes	No	2/3	Yes	No
	Postpone to a Definite Time	Yes	Yes	Yes	Majority	Yes	No
	Refer	Yes	Yes	Yes	Majority	Yes	No
	Amend	Yes	Yes	Yes	Majority	Yes	No
	Postpone Indefinitely	Yes	No	Yes	Majority	Yes	No
Main	Original Motion	Yes	Yes	Yes	Majority	Yes	No

APPENDIX C

Decision Making by Council and Committee of Council

Council and resident members should assess every issue presented through the lenses of property, environment, economics, social, and public opinion before making a decision or recommendation for action. Council and residents have the responsibility to research all lenses in order to make a balanced and respectful decision. Information on an issue can become heavily weighted around a single lens, leaving out other factors that will influence the community as a whole. Council and resident members strive to make recommendations that are balanced and unbiased, without emotion, which reflect all lenses, to protect the best interests of the Municipality and the people it serves.

- **Property:** "something at the disposal of a person, a group of persons, or the community or public". Examples: single use, shared use, noise, beautification, traffic, zoning, regulations
- **Environment:** "the air, water, minerals, organisms, and all other external factors surrounding and affecting a given organism at any time". Examples include regulatory requirements and land use.
- **Economic:** "pertaining to the production, distribution, and use of income, wealth, and commodities". Examples: cost savings or expense with decision, property taxation, spending in community, tourism, assessments, market impacts
- **Social:** "of or relating to human society". Examples: Acceptance, limited available or benefit, values
- **Public Opinion:** "the collective opinion of many people on some issue, problem, etc., especially as a guide to action, decision, or the like". Examples: feedback, communication, media, other municipal units
- **Other:** In some cases, other lenses may be required to fully understand an issue. Examples: chance of success, innovation.



APPENDIX D

Accessibility Advisory Committee

1. PURPOSE

- 1.1. The Accessibility Advisory Committee provides advice to Council on identifying, preventing and eliminating barriers to people with disabilities in municipal programs, services, initiatives and facilities. The Committee plays a pivotal role in helping the Region of Windsor and West Hants Municipality become a barrier-free community and ensuring obligations under “An Act Respecting Accessibility in Nova Scotia (2017)” are met.

2. SCOPE

- 2.1. This Policy is applicable to all members appointed to the Municipality’s Accessibility Advisory Committee.

3. DEFINITIONS

- 3.1. In Appendix D,
- a) “AAC” means the Accessibility Advisory Committee of the Municipality;
 - b) “Act” means the *Accessibility Act*;
 - c) “Barrier” means anything that hinders or challenges the full and effective participation in society of persons with disabilities including a physical barrier, an architectural barrier, an information or communication barrier, an attitudinal barrier, a technological barrier, a policy or a practice;
 - d) “Council” means the Council for the Municipality;
 - e) “Disability” includes a physical, mental, intellectual, learning or sensory impairment, including an episodic disability; that, in interaction with a barrier, hinders an individual’s full and effective participation in society;
 - f) “Municipality” means the Region of Windsor and West Hants Municipality (or name of the Regional Municipality given as per Section 11 of the Region of Windsor and West Hants Municipality Act), effective April 1, 2020.

4. COMMITTEE COMPOSITION

- 4.1. The AAC will consist of seven (7) members as follows:
- To a two-year term – One (1) members of Council
 - To a two-year term – four (4) Resident members
 - To a three-year term – two (2) Resident members.

- 4.2. Resident members will not be members of Council or employees of the Municipality.
- 4.3. At least one half of the members of the AAC must be persons with disabilities or representatives from organizations representing persons with disabilities.
- 4.4. If a member vacates AAC for any reason at any time before that member's term would normally expire, Council will promptly appoint a new member to the Committee to hold office for the unexpired term.
- 4.5. The Chair and Vice-Chair will be appointed annually by the members of AAC.

5. MANDATE AND RESPONSIBILITIES

- 5.1. AAC has the following responsibilities:
 - a) Advise Council in the preparation, implementation and effectiveness of its accessibility plan. In accordance with the Act, the plan must include:
 - A report on measures the Municipality has taken and intends to take to identify, remove and prevent barriers;
 - Information on procedures the Municipality has in place to assess the following for their effect on accessibility for persons with disabilities:
 - i. Any of its proposed policies, programs, practices and services, and
 - ii. Any proposed enactments or bylaws it will be administering; and
 - Any other prescribed information.
 - b) Advise Council on the impact of the Municipality's policies, programs and services on persons with disabilities;
 - c) Review and monitor existing and proposed Municipal by-laws to promote full participation of persons with disabilities, in accordance with the Act;
 - d) Identify and advise on the accessibility of existing and proposed municipal services and facilities;
 - e) Advise and make recommendations about strategies designed to achieve the objectives of the Municipality's Accessibility Plan;
 - f) Receive and review information directed to it by Council and its committees, and to make recommendations as requested;
 - g) Monitor Federal and Provincial government directives and regulations; and,
 - h) Host community consultations related to accessibility in the Municipality.

6. ADMINISTRATION

- 6.1. AAC will meet no less than six times per year, or otherwise as required to fulfill the duties as outlined.
- 6.2. A quorum for AAC will be a majority, four (4) members.
- 6.3. The AAC may receive presentations from the public upon approval of the Chair.
- 6.4. The AAC may establish Working Groups to explore specific issues related to the accessibility plan and/or to other responsibilities. Members of the Working Group may consist of additional members of the community. A member of the AAC shall chair the Working Group.

APPENDIX E

Audit Committee

1. PURPOSE

- 1.1. The primary purpose of the Audit Committee (the "Committee") is to provide advice to Council on all matters relating to audit and finance. The objective of the Committee is to:
- a) fulfil the requirements outlined in Section 44 of the *Municipal Government Act*; and
 - b) assist Council in meeting its oversight responsibilities by ensuring the adequacy and effectiveness of financial report, risk management and internal controls.

2. SCOPE

- 2.1. This Policy is applicable to all serving members Audit Committee.

3. DEFINITIONS

- 3.1. In Appendix E,
- a) "Auditor" means the External Auditor conducting the audit of the Municipality;
 - b) "CAO" means the Chief Administrative Officer for the Municipality;
 - c) "Director of Finance" means the Director of Financial Services for the Municipality;
 - d) "Municipality" means the Region of Windsor and West Hants Municipality (or name of the Regional Municipality given as per Section 11 of the Region of Windsor and West Hants Municipality Act), effective April 1, 2020.

4. COMMITTEE COMPOSITION

- 4.1. Council will annually appoint members to an Audit Committee.
- 4.2. The Audit Committee will consist of five (5) members: the Mayor, two Council members, and two resident members who are not members of Council or Municipal Staff.
- a) Resident members should be sufficiently versed in financial matters to understand the Municipality's account practices and policies and the major judgements involved in preparing the financial statements.
 - b) Where an audit committee does not include any resident members, the audit committee will continue to meet and perform its duties and may exercise its powers. The

Municipality will advertise to recruit resident members at least once every six months until the requirement is met.

- c) The Mayor will chair the Audit Committee meetings, and in their absence, another appointed Council member will chair.
- d) The CAO and/or Director of Financial Services will provide staff support to the Committee. They are not voting members of the Committee.
- e) The Council Remuneration Policy will be followed regarding any remuneration for the two resident members.
- f) All members must abide by the Administrative Terms of Reference set out by the Committee and reviewed the by CAO.

5. DUTIES AND RESPONSIBILITIES

5.1. Audit:

- a) Review the qualifications, independence, quality of service, performance, and fees of the auditors and recommend the appointment of an auditor to Council.
- b) Carry out the responsibilities of the Audit Committee contained in Section 44 of the *Municipal Government Act*, in consultation with Management.

5.2. Finance and Risk Management

- a) Review with Management the quarterly financial updates and recommend to Council to be received.
- b) Management will give a presentation on all financial policies used in the preparation of the external financial statements; at the first annually meeting of the year.
- c) Review with Management the adequacy of internal controls.
- d) Review with Management annually risk management practices including insurance coverage.

6. ADMINISTRATION

- 6.1. Meetings of the Audit Committee will be held at least quarterly. Additional meetings may be necessary to review items relating to the audit and will be called by the Chair.

APPENDIX F

Davidson Lake Watershed Advisory Committee

1. PREAMBLE

- 1.1. The Davidson Lake Watershed Advisory Committee was established in 2007 in response to the requirement of Nova Scotia Environment (NSE) to develop and prescribe regulations for the Protected Water Area, as well as a Source Water Protection Plan (SWPP). The SWPP was adopted by the former Hantsport Town Council on July 4, 2013. The draft Regulations were submitted to Nova Scotia Environment and at this time awaits Provincial review and approval.

2. DEFINITIONS

- 2.1. In Appendix F,
- a) "Committee" means the Davidson Lake Watershed Advisory Committee;
 - b) "Councillor" means an elected member of the Council of the Municipality;
 - c) "Municipality" means the Region of Windsor and West Hants Municipality (or name of the Regional Municipality given as per Section 11 of the Region of Windsor and West Hants Municipality Act), effective April 1, 2020.

3. PURPOSE

- 3.1. The primary objective of the Davidson Lake Watershed Advisory Committee is to provide a forum for the Landowners, the Municipality and other stakeholders to work cooperatively to maintain the water quality and quantity in the Davidson Lake Watershed. The Committee acts to protect source water as the first step to clean, safe drinking water.
- 3.2. The mandate of the Davidson Lake Watershed Advisory Committee is to advise and make recommendations to Council concerning issues of the management and protection of the Davidson Lake Watershed.

4. ROLE OF THE DAVIDSON WATERSHED ADVISORY COMMITTEE

- 4.1. The Committee advises the Municipality and Director of Public Works on issues pertaining to the Davidson Lake Watershed.
- 4.2. In addition, the Committee will:
- a) assist in the development and implementation of a Source Water Protection Plan, which will be reviewed periodically;

- b) assist with revisions of the regulations for the Protected Water Area as required;
- c) review the details of the establishment of the Committee and make recommendation of changes to the Council of the Municipality;
- d) provide a forum for the involvement of landowners and exchange of information in matters regarding the watershed and water resources;
- e) provide a forum to deal with issues and concerns in the watershed and address problems and solutions on matters of concern, as they arise;
- f) advise on forest matters and other land use issues;
- g) develop Best Management Practices (BMP) for activities in the Davidson Watershed. These Best Management Practices will also be used to guide any approval processes for activities;
- h) review and make recommendations on activities affecting the Protected Water Area, as requested by the Municipality;
- i) provide and develop information and education about the Protected Water Area for residents, landowners, and users of the Davidson Watershed;
- j) liaise with government agencies and other resources not represented on the committee on matters affecting the Protected Water Area, such as the Provincial Department of Agriculture and Fisheries (DAF) and the Federal Department of Fisheries and Oceans (DFO).
- k) provide information on the Committee's activities to landowners in the Protected Water Area.

5. COMMITTEE COMPOSITION

- 5.1. The Committee members will be comprised of:
 - One (1) Landowner Representative
 - One (1) Councillor and one alternates
 - One (1) Department of Natural Resources Representative
 - One (1) Water Utility Representative
 - One (1) Planning Department Representative
 - One (1) Nova Scotia Environment Representative

- 5.2. The Landowner Representative must own land in the Davidson Lake Watershed and will not include the Municipality.

6. ADMINISTRATION

- 6.1. A quorum for the Committee will be four (4) members; of which one (1) must be a Councillor.
- 6.2. The Chair of the Committee will be elected by and from the Committee. The Chair will be responsible for reporting the activities of the Davidson Lake Watershed Advisory Committee to Committee of the Whole.
- 6.3. The Committee will meet semi-annually. The Chair may call additional meetings as required.
- 6.4. Administrative services for the Committee will be provided by the Municipality.
- 6.5. All members must abide by the Administrative Terms of Reference set out by the Committee and reviewed the by Chief Administrative Officer.

APPENDIX G

French Mill Brook Watershed Advisory Committee

1. PREAMBLE

- 1.1. In 1983, the area surrounding French Mill Brook, Hants County was designated as a Protected Water Area at the request of the former Municipality of the District of West Hants. Regulations were also enacted for the designated area to protect the water supply. The French Mill Brook Watershed Protected Area supplies potable water to the community of Falmouth and covers approximately 2814 acres of land (1139 hectares), according to the plan prepared in 1974.
- 1.2. The former Falmouth Watershed Advisory Committee was established in 1992 to manage the French Mill Brook Watershed through the involvement of all stakeholders, including landowners, municipal staff and government representatives.

2. DEFINITIONS

- 2.1. In Appendix G,
 - a) "Committee" means the Falmouth Watershed Advisory Committee;
 - b) "Councillor" means an elected member of the Council of the Municipality;
 - c) "Municipality" means the Region of Windsor and West Hants Municipality (or name of the Regional Municipality given as per Section 11 of the Region of Windsor and West Hants Municipality Act), effective April 1, 2020.

3. PURPOSE

- 3.1. The primary objective of the French Mill Brook Watershed Committee is to provide a forum for the Landowners, the Municipality, and other stakeholders to work cooperatively to maintain the water quality and quantity in the French Mill Brook Watershed. The Committee acts to protect source water as the first step to clean, safe drinking water.
- 3.2. The mandate of the Committee is to advise and make recommendations to Council concerning issues of the management and protection of the French Mill Brook Watershed.

4. ROLE OF THE FRENCH MILL BROOK WATERSHED ADVISORY COMMITTEE

- 4.1. The Committee advises the Municipality and Director of Public Works on issues pertaining to the French Mill Brook Watershed.

- 4.2. In addition, the Committee will:
- a) assist in the development and implementation of a Source Water Protection Plan, which will be reviewed periodically;
 - b) assist with revisions of the regulations for the Protected Water Area as required;
 - c) review the details of the establishment of the Committee and make recommendation of changes to the Council of the Municipality;
 - d) provide a forum for the involvement of landowners and exchange of information in matters regarding the watershed and water resources;
 - e) provide a forum to deal with issues and concerns in the watershed and address problems and solutions on matters of concern, as they arise;
 - f) advise on forest matters and other land use issues;
 - g) develop Best Management Practices (BMP) for activities in the French Mill Brook Watershed. These Best Management Practices will also be used to guide any approval processes for activities;
 - h) review and make recommendations on activities affecting the Protected Water Area, as requested by the Municipality;
 - i) provide and develop information and education about the Protected Water Area for residents, landowners, and users of the French Mill Brook Watershed;
 - j) liaise with government agencies and other resources not represented on the committee on matters affecting the Protected Water Area, such as the Provincial Department of Agriculture and Fisheries (DAF) and the Federal Department of Fisheries and Oceans (DFO).
 - k) provide information on the Committee's activities to landowners in the Protected Water Area.

5. COMMITTEE COMPOSITION

- 5.1. The Committee members will be comprised of:
- Three (3) Landowners Representatives
 - One (1) Councillor and one (1) alternate
 - One (1) Water Utility Representative
 - One (1) Planning Department Representative
 - One (1) Natural Resources Representative
 - One (1) Nova Scotia Transportation and Infrastructure Renewal Representative

- One (1) Nova Scotia Environment Representative

5.2. The Landowner Representatives must own land in the French Mill Brook Watershed and will not include the Municipality.

6. ADMINISTRATION

- 6.1. A quorum for the Committee will be six (6) members; of which one (1) must be Councillor and two (2) Landowner Representatives.
- 6.2. The Chair of the Committee will be elected by and from the Committee. The Chair will be responsible for reporting the activities of the Falmouth Watershed Advisory Committee to the Committee of the Whole.
- 6.3. The Committee will meet semi-annually. The Chair may call for additional meetings as required.
- 6.4. Administrative services for the Committee will be provided by the Municipality.
- 6.5. All members must abide by the Administrative Terms of Reference, set out by the Committee and reviewed the by Chief Administrative Officer.

APPENDIX H

Fences Arbitration Committee

1. PURPOSE

- 1.1. The purpose is to establish the Fences Arbitration Committee in accordance with the Fences and Detention of Stray Livestock Act.

2. DEFINITIONS

- 2.1. In Appendix H,
- a) "Act" means the Fences and Detention of Stray Livestock Act, as amended from time to time;
 - b) "Clerk" means the Municipal Clerk of the Municipality;
 - c) "Committee" means the Fences Arbitration Committee of the Municipality;
 - d) "Council" means the Council of the Municipality;
 - e) "Livestock" means cattle, sheep, swine, goats, horses, ponies, mules, ratites, farmed deer and game farm animals and other livestock designated by the Minister;
 - f) "Minister" means the Minister of Agriculture;
 - g) "Municipality" means the Region of Windsor and West Hants Municipality (or name of the Regional Municipality given as per Section 11 of the Region of Windsor and West Hants Municipality Act), effective April 1, 2020;
 - h) "Non-livestock farm" means land upon which no livestock is maintained.
 - i) "Owner" includes
 - i. With respect to livestock, any person who has lawful custody of the livestock
 - ii. With respect to a farm, the person occupying or operating a farm.

3. FORMATION OF THE FENCES ARBITRATION COMMITTEE

- 3.1. The Committee will consist of two (2) members, of which one member is appointed by Council and one member of the Municipality appointed by the Nova Scotia Federation of Agriculture.
- 3.2. The member appointed by Council will be the Chair of the Committee and may be an employee of the Municipality.
- 3.3. Alternate members of the Committee may be appointed at the request of the member appointed by the Municipality or the Nova Scotia Federation of Agriculture.

- 3.4. All members or alternates will be residents of the Municipality.
- 3.5. Non-Council members will be paid remuneration in accordance with the Council Remuneration Policy.
- 3.6. The Committee will meet on an as needed basis.
- 3.7. Two (2) members of the Committee will form a quorum.
- 3.8. All members must abide by the Administrative Terms of Reference, set out by the Committee and reviewed the by Chief Administrative Officer.

4. DUTIES

- 4.1. The Committee will perform the duties as required by and in accordance with the Act, which include but not limited to:
 - a) Hearing fencing disputes between the owners of a livestock farm(s) or between the owner of a livestock farm and a non-livestock farm; who have notified the Clerk in writing and paid the accompanied fee. With respect to the matter referred to the Committee, the Committee may, by written order,
 - i. Determine the location, height and material of construction of any fence;
 - ii. Determine the manner of maintenance of a fence;
 - iii. Direct the owner of a farm to construct or maintain any fence in accordance with the Act;
 - iv. Determine the proportion of costs of building and maintaining any fences and common boundaries to be borne by each of the adjoining livestock farm owners pursuant to the Act;
 - v. Take any immediate action necessary including, but not limited to, the removal and boarding of livestock if it is determined there is a risk to the public, the livestock or property.
 - b) Directing a sale or other disposition of stray livestock, provided subsections (2), (3), and (4) of Section 9 of the Act have been complied with.
 - c) Disposing of stray livestock in such as manner as it deems fit, should no offer or reasonable offer be made at sale.
 - d) Distributing the proceeds of the sale or disposal of stray livestock in accordance with the Act.

- e) Settling disputes regarding ownership and expenses of stray livestock that arise between the owner of the livestock, the person detaining it or the Municipality.

5. CONFLICT

- 5.1. Where there is a conflict between this Policy and the Act, the Act will prevail.

APPENDIX I

Windsor and Hantsport Area Advisory Committees

1. PURPOSE

- 1.1. To establish area advisory committees for the communities of Windsor and Hantsport in accordance with Sections 201 and 202 of the *Municipal Government Act*.
- 1.2. The Windsor Area Advisory Committee and Hantsport Area Advisory Committee will advise the Planning Advisory Committee of the Municipality on planning matters affecting its respective community including the preparation and amendment of planning documents and planning matters generally.

2. DEFINITIONS

- 2.1. In Appendix I,
 - a) "HAAC" means Hantsport Area Advisory Committee;
 - b) "Municipality" means the Region of Windsor and West Hants Municipality (or name of the Regional Municipality given as per Section 11 of the Region of Windsor and West Hants Municipality Act), effective April 1, 2020;
 - c) "WAAC" means Windsor Area Advisory Committee.

3. COMMITTEE COMPOSITION

- 3.1. WAAC and HAAC will each consist of a maximum of eight (8) members and a minimum of four (4) members of which one (1) is a Council member (representing the relevant community), and seven (7) are resident members who are not members of Council.
- 3.2. Resident members will be appointed to the Committee for a term of two (2) years, with the term expiring following the October meeting of the second year, and the Council member will be appointed for a term of four (4) years, with the term expiring following the October meeting.

4. ADMINISTRATION

- 4.1. A Chair and Vice-Chair will be elected annually during the November Committee meeting.
- 4.2. All non-Council members of the Committee will be provided remuneration in accordance with the Council Remuneration Policy.

- 4.3. The duties and procedures of the Area Advisory Committees will be as set out in the relevant Terms of Reference for the Advisory Committee as approved by motion of the Committee and reviewed by the Chief Administrative Officer.

APPENDIX J

Mill Lakes Watershed Advisory Committee

1. PREAMBLE

- 1.1. The Mill Lakes Watershed supplies the reservoir from which the Windsor Water Utility, operated by the Municipality, withdraws water. The Windsor Water Utility currently supplies water to the community of Windsor and the Three Mill Plains Water Utility. The Three Mile Plains Water Utility services communities of Three Mile Plains, Currys Corner, Garlands Crossing, and Wentworth Creek.

In 1964, the area surrounding Mill Lakes, Hants County, was designated a Protected Water Area. Regulations were also enacted for the designated area to protect the water supply. The regulations were updated in 1986 under the Water Act. The Mill Lakes Watershed Protected Water Area contains four thousand three hundred ninety-four and a half (4394.5) acres of land (1778.4ha).

The Mill Lakes Watershed Committee was first established in 2005 by the former Town of Windsor in response to the need to develop a Source Water Protection Plan.

2. DEFINITIONS

- 2.1. In Appendix J,
- a) "Committee" means the Mills Lakes Watershed Advisory Committee;
 - b) "Councillor" means an elected member the Council of the Municipality;
 - c) "Municipality" means the Region of Windsor and West Hants Municipality (or name of the Regional Municipality given as per Section 11 of the Region of Windsor and West Hants Municipality Act), effective April 1, 2020;
 - d) "Staff" means a person employed by the Municipality.

3. PURPOSE

- 3.1. The primary objective of the Mill Lakes Watershed Advisory Committee is to provide a forum for the Landowners, the Municipality and other Stakeholders to work cooperatively to maintain the water quality and quantity in the Mill Lakes Watershed. The Committee recognizes that the protection of source water is the first step in the multi-barrier approach to clean, safe drinking water.

4. ROLE OF THE MILL LAKES WATERSHED ADVISORY COMMITTEE

- 4.1. The Committee advises the Municipality and Director of Public Works on issues pertaining to the Mill Lakes Watershed.
- 4.2. In addition, the Committee will:
- a) assist in the development and implementation of a Source Water Protection Plan, which will be reviewed periodically;
 - b) assist with revisions of the regulations for the Protected Water Area as required;
 - c) review the details of the establishment of the Committee and make recommendation of changes to the Council of the Municipality;
 - d) provide a forum for the involvement of landowners and exchange of information in matters regarding the watershed and water resources;
 - e) provide a forum to deal with issues and concerns in the watershed and address problems and solutions on matters of concern, as they arise;
 - f) advise on forest matters and other land use issues;
 - g) develop Best Management Practices (BMP) for activities in the Mill Lakes Watershed. These Best Management Practices will also be used to guide any approval processes for activities;
 - h) review and make recommendations on activities affecting the Protected Water Area, as requested by the Municipality;
 - i) provide and develop information and education about the Protected Water Area for residents, landowners, and users of the Mill Lakes Watershed;
 - j) liaise with government agencies and other resources not represented on the committee on matters affecting the Protected Water Area, such as the Provincial Department of Agriculture and Fisheries (DAF) and the Federal Department of Fisheries and Oceans (DFO).
 - k) provide information on the Committee's activities to landowners in the Protected Water Area.

5. COMMITTEE COMPOSITION

- 5.1. The Committee members will be comprised of:
- Four (4) Landowner Representatives
 - One (1) Councillor and one (1) alternate
 - One (1) Department of Natural Resources Representative
 - One (1) Water Utility Representative
 - One (1) Planning Department Representative
 - One (1) Nova Scotia Environment Representative (voting)
- 5.2. The Landowner Representatives must own land in the Mill Lakes Watershed and will not include the Municipality.

6. ADMINISTRATION

- 6.1. A quorum for the Committee will be five (5) members; of which two (2) must be a Landowner Representatives and one (1) must be a Councillor. .
- 6.2. The Chair of the Committee will be elected by and from the Committee. The Chair will be responsible for reporting the activities of the Committee to the Committee of the Whole. The Committee Chair will be elected every two years on even numbered years by the Committee.
- 6.3. The Committee will meet semi-annually. The Chair may call for additional meetings as required.
- 6.4. All Landowners are welcome to attend Committee meetings as observers.
- 6.5. A General Meeting of landowners may be called every two (2) years at the discretion of the Committee.
- 6.6. Administrative services for the Committee will be provided by the Municipality.
- 6.7. All members must abide by the Administrative Terms of Reference set out by the Committee and reviewed the by Chief Administrative Officer.

APPENDIX K

Planning Advisory Committee

1. PURPOSE

- 1.1. To establish an advisory committee in accordance with Sections 200 and 202 of the *Municipal Government Act*.

The Planning Advisory Committee will advise the Council of the Municipality on planning matters requiring a decision of Council affecting the Municipality, including the preparation and amendment of planning documents.

2. DEFINITIONS

- 2.1. In Appendix K,
- a) "HAAC" means Hantsport Area Advisory Committee;
 - b) "Municipality" means the Region of Windsor and West Hants Municipality (or name of the Regional Municipality given as per Section 11 of the Region of Windsor and West Hants Municipality Act), effective April 1, 2020;
 - c) "PAC" means the Planning Advisory Committee of the Municipality;
 - d) "WAAC" means Windsor Area Advisory Committee.

3. COMMITTEE COMPOSITION

- 3.1. The PAC will be established under the following terms:
- a) The Committee will consist of seven (7) members as follows:
 - four (4) members of Council of which one is the Mayor
 - one (1) member of WAAC
 - one (1) member of HAAC, and
 - one (1) Resident member who is not a member of Council or a Municipal employee.
 - b) Non-Council members will be appointed to the Committee in November for a term of two (2) years and expire the following the October meeting of the second year.

4. ADMINISTRATION

- 4.1. The PAC will appoint a Chair and Vice-Chair annually from among its members at the November meeting.
- 4.2. All non-Council members of the Committee will be remunerated for attendance at meetings of the Committee in accordance with the Remuneration Policy.
- 4.3. The PAC will present recommendations directly to the Council of the Municipality.

APPENDIX L

Municipal Climate Change Action Plan Committee

1. PURPOSE

- 1.1. The Municipal Climate Change Action Plan Committee provides a forum for all municipal departments and Council representatives to work co-operatively on implementing and evaluating the adaptation and mitigation actions outlined in the Municipal Climate Change Action Plans of the Municipality hereafter referred to as “the MCCAP”. These policy and adaptation procedures help protect people, properties, special places, and municipal infrastructure from the negative impact of climate change.

2. DEFINITIONS

- 2.1. In Appendix L,
- a) “MCCAP Committee” means the Municipal Climate Change Action Plan Committee;
 - b) “Municipality” means the Region of Windsor and West Hants Municipality (or name of the Regional Municipality given as per Section 11 of the Region of Windsor and West Hants Municipality Act), effective April 1, 2020.

3. COMMITTEE COMPOSITION

- 3.1. The Committee consists of a minimum of eight members:
- Three (3) Councillors;
 - Two (2) resident members, who are not members of Council
 - Chief Administrative Officer or designate;
 - Director of Public Works or designate;
 - Director of Planning and Development or designate;
 - Director of Community Development or designate;
 - Protective Services Manager or designate.
- 3.2. Each Councillor, appointed by Council, serves on the Committee for a designated term. Members are eligible for reappointment.
- 3.3. Staff appointments and alternates are at the discretion of the Chief Administrative Officer.

4. ADMINISTRATION

- 4.1. The Chair and the Vice-Chair are elected by a majority of the members. Those persons elected hold office for a one-year term.
- 4.2. The Chair of the Committee acts as the liaison in providing recommendations to Council, as required from time to time.
- 4.3. The duties and procedures of the MCCAP Committee will be as set out in the relevant Terms of Reference for the MCCAP Committee as approved by motion of the Committee and reviewed by the Chief Administrative Officer.

APPENDIX M
Request for Decision Form

(this form is to follow; likely at the March 9, 2020 Co-ordinating Committee meeting)

I, (Municipal Clerk Name), Municipal Clerk of the Region of Windsor and West Hants Municipality, the Province of Nova Scotia, do hereby certify that this is a true copy of the policy as adopted by the Council of the Region of the Windsor and West Hants Municipality at a meeting duly called and held on the ____day of _____(month), _____(year).

(Signature of Municipal Clerk) _____
(Typed name of Municipal Clerk)

<i>Adoption</i>	
<i>Notice to Council:</i>	<i>Date</i>
<i>Approval:</i>	<i>Date</i>
<i>Description:</i>	

CODE OF CONDUCT FOR ELECTED MUNICIPAL OFFICIALS

1. PURPOSE

The public expect the highest standards of professional conduct from Councillors elected to local government. The purpose of this Code is to establish guidelines for the ethical and inter-personal conduct of Members of Council and appointed resident members of Committees of Council.

Council is answerable to the community through democratic processes and this Code will assist in providing for the good governance of the Region of Windsor and West Hants Municipality (or name of the Regional Municipality given as per Section 11 of the Region of Windsor and West Hants Municipality Act), effective April 1, 2020.

2. GENERAL

2.1 In this Policy,

- a) "Act" means the Municipal Government Act, Stats. N.S. 1998, C. 18;
- b) "Bullying" means behaviour, typically repeated, that is intended to cause or should be known to cause, whether directly or indirectly, fear, intimidation, humiliation, exclusion, distress or other harm to another person's body, emotional well-being, self-esteem, reputation or property, and includes assisting or encouraging such behaviour in any way;
- c) "Chair" means the presiding officer of Council or a Committee of Council;
- d) "CAO" means the Chief Administrative Officer of the Municipality;
- e) "Clerk" means the Clerk of the Municipality;
- f) "Code" means the *Code of Conduct for Elected Municipal Officials*;
- g) "Committee(s) of Council" means a committee formed pursuant to a resolution or policy of Council and includes all of its members;
- h) "Council" means the collective body of the elected Municipal officials;
- i) "Discrimination" refers to when a person makes a distinction, whether intentional or not, based on a characteristic, or perceived characteristic and that it has the effect of imposing burdens, obligations or disadvantages on an individual or a class of individuals not imposed upon others or which withholds or limits access to opportunities, benefits and advantages available to other individuals or classes of individuals in society.
- j) "Harassment" refers to any behaviour, act, conduct or comment, whether sexual in nature or not, whether occurring on a one-time or recurring basis, by a person to whom this Policy applies, directed at and offensive to another person, and that the person knew or ought reasonably to have known:

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- Would be unwelcome and cause offence or harm;
 - Would demean, belittle, intimidate, threaten, distress, humiliate or embarrass;
 - Would affect a person's reputation;
 - Would endanger a person's job, undermine job performance, threaten economic livelihood or interfere with one's career;
 - Would be discrimination on account of one or more factors listed in the *NS Human Rights Act*;
 - Would be bullying as defined under the *Education Act*; or
 - Would be cyberbullying as defined under the *Intimate Images and Cyber-protection Act* or under another Act;
- k) "Member" refers to all elected Council members and may also refer to any member of the public appointed to a Municipal Committee of Council;
- l) "Municipal or Municipality" means the Region of Windsor and West Hants Municipality (or name of the Regional Municipality given as per Section 11 of the Region of Windsor and West Hants Municipality Act), effective April 1, 2020;
- m) "Staff" means a person employed by the Municipality.

3. SCOPE

- 3.1 The public expects the highest standards of professional conduct from members elected to local government. This policy applies to all elected officials of the Municipality and resident members appointed to Committees of Council.

4. PROCEDURES

- 4.1 Members are agents of the public whose primary objective is to address the needs of the residents. As such, they are entrusted with upholding and adhering to the by-laws and policies of the Municipality as well as the applicable provincial and federal laws. As public servants, members must observe a high standard of morality in the conduct of their official duties and faithfully fulfill the responsibilities of their offices, regardless of their personal or financial interests. Members will endeavor to make educated decisions, by gathering information from other members, and when applicable, from individuals or groups.
- 4.2 All Members recognize the responsibility of the Mayor to accurately communicate the decisions of Council, even if they disagree with such decisions, such that respect for the decision-making process of Council is fostered.

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- 4.3 Members are committed to making decisions impartially and in the best interests of the Municipality and recognize the importance of fully observing the requirement of the Municipal Conflict of Interest Act, R.S.N.S. 1989, c. 299 with regard to the disclosure and avoidance of conflicts of interest. Members will be cognizant of issues involving a Conflict of Interest (either direct or indirect) and will declare such Conflicts of Interest when they occur.
- 4.4 Members seeking information from staff, will do so through the office of the Chief Administrative Officer (CAO).
- 4.5 With respect to conduct, members will:
- a) uphold the law and the code of conduct at all times. Where there is any conflict between the Code of Conduct for Elected Municipal Officials and the requirements of any statute of the provincial or federal government, provincial or federal statutes will take precedence;
 - b) seek to advance the common good of the Municipality as a whole while conscientiously representing the communities they serve;
 - c) treat every person, including other Members, staff, individuals providing services on a contract for service, and the public with dignity, understanding and respect and ensure that their work environment is free from discrimination, bullying and harassment. The same level of respect and consideration of differing points of view that is deemed appropriate for public discussions should be maintained in private conversations;
 - d) perform the functions of office truly, faithfully and impartially to the best of their knowledge and ability in accordance with the following core values:
 - integrity – giving the Municipality's interests absolute priority over private individual interests;
 - honesty - being truthful and open;
 - objectivity – making decisions based on careful and fair analysis of the facts;
 - accountability – being accountable to each other and the public for decisions taken; and
 - leadership – confronting challenges and providing direction on the issues of the day.
 - e) uphold this Code as a means of promoting the standards of behavior expected of Members and enhancing the credibility and

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integrity of Council in the broader community.

4.6 members are responsible for the following duties:

- a) to represent the public and to consider the well-being and interests of the Municipality;
- b) to develop and evaluate the policies and programs of the Municipality;
- c) to determine which services the Municipality provides;
- d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council;
- e) to ensure the accountability and transparency of the governance and operations of the Municipality, including the activities of the Directors of the Municipality;
- f) to maintain the financial integrity of the Municipality;
- g) to carry out the duties of Council under this or any other act;
- h) to review the Municipality's Code as required and make any amendments considered appropriate. Members acknowledge the importance of the principles contained in this Code which will be self-regulated by Members. Councillors are required to sign a "Statement of Commitment to the Code" (Attachment A) within seven (7) days of taking the Councillors' Oath pursuant to section 147 of the Municipal Elections Act, R.S.N.S 1989, c. 300;
- i) to review, consider or take other action concerning any violation of the Code which is referred to Council for consideration;
- j) to observe a high standard of professionalism when representing the Municipality and in their dealings with members of the broader community;
- k) to practice good governance and ensure that decisions are taken in the best interests of all stakeholders and to enable the Municipality to function as a good corporate citizen;
- l) to recognize the importance of working constructively with other levels of government and organizations in Nova Scotia and beyond to achieve the goals of the Municipality;
- m) to not make personal comments about other Members. It is acceptable to publicly disagree about an issue, but it is unacceptable to make derogatory comments about other Members, their opinions and actions;

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- n) to attend all scheduled Council meetings and assigned Committees of Council meetings, as required;
- o) to fully participate in Council meetings, Committees of Council Meetings, and other public forums while demonstrating respect, kindness, consideration, and courtesy to others;
- p) to prepare in-advance of meetings and be familiar with issues on the agenda;
- q) to represent the Municipality at ceremonial functions at the request of the Mayor;
- r) to be respectful of other people's time;
- s) to stay focused and act efficiently during meetings;
- t) to serve as a model of leadership and civility to the community;
- u) to inspire public confidence;
- v) to demonstrate honesty and integrity in every action and statement;
- w) to participate in scheduled activities: and
- x) to provide contact information to the Clerk/CAO in case of an emergency or an urgent situation that may arise while the Council member is out of Municipality.

4.7 Conduct at meetings, members will:

- a) respect the chair, colleagues, staff and members of the public present during meetings or other proceedings of the Municipality. Meetings will provide an environment for transparent and healthy debate on matters requiring decision-making. Council members will abide by the decisions of Council
- b) practice civility, professionalism and decorum in discussions and debate. Difficult questions, tough challenges to a particular point of view, and criticism of ideas and information are legitimate elements of a free democracy in action. This does not allow, however, Members to make belligerent, personal, impertinent, slanderous, threatening, abusive, or disparaging comments. No shouting or physical actions that could be construed as threatening will be tolerated. Members should conduct themselves in a professional manner in all times, including dress;
- c) will share any record in their possession that may be of value to other members in the performance of their duties, as deemed appropriate.
- d) avoid personal comments that could offend other Members. If a

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Member is personally offended by the remarks of another Member, the offended Member should make notes of the actual words used and "raise a question of privilege" that identifies the personal rights and privilege that was offended and request the Chair to enforce order;

- e) not overtly or implicitly promise Council action or promise Municipal Staff will do something (i.e. fix a pothole, remove a library book, plant new flowers, etc). Members will frequently be asked to explain a Council action or to give their opinion about an issue as they meet & talk with constituents in the community;
- f) not grant any special consideration, treatment, or advantage to any resident or group of residents beyond that which is accorded to all residents; and
- g) not disclose or release to any member of the public any confidential information acquired by virtue of their office, in either oral or written form except when required by law or authorized by the Municipality to do so. Members will not use confidential information for personal or private gain, or for the gain of relatives or any person or corporation. Members will not disclose information which has been shared in confidentiality. (i.e. closed sessions).

4.8 Communications

- (a) Be aware of the insecurity of written notes, voicemail messages, and email
 - (i) Technology allows words written or said without much forethought to be distributed wide and far. What would happen if this email message was forwarded to others? Written notes, voicemail messages and email should be treated as potentially "public" communication.
- (b) Even private conversations can have a public presence
 - (i) Members are always on display – their actions, mannerisms, and language are monitored by people around them that they may not know. Lunch table conversations will be eavesdropped upon, parking lot debates will be watched, and casual comments between individuals before and after public meeting noted.
- (c) Social media may include but not limited to Facebook, Twitter, Instagram, Snapchat, TikTok, Google+, MSN, and others, and are a great tool and avenue to communicate and interact with residents. While in meetings, at no time should a Member be communicating via these means. Outside of such, a member should be clear about whether their comments represent the official Municipal position or a personal

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viewpoint as well as remain respectful toward other members, staff and citizens. Words should be chosen carefully and cautiously as comments can be taken out of context and cause problems.

- (d) Make no promises on behalf of Council
 - (i) Members will frequently be asked to explain a Council action or to give their opinion about an issue as they meet & talk with residents in the community. It is inappropriate to overtly or implicitly promise Council action, or to promise that Staff will do something (i.e. fix a pothole, remove a library book, plant new flowers, etc).
- (e) Make no personal comments about other Council members
 - (i) It is acceptable to publicly disagree about an issue but it is unacceptable to make derogatory comments about other Members, their opinions and actions.
- (f) Correspondence should be clear about representation
 - (i) Municipal letterhead may be used when the Council member is representing the Municipality and the Municipality's official position. A copy of official correspondence will be given to the Clerk/CAO to be filed as part of the permanent public record.

4.9 Expenses

- a) Members will adhere to and comply with the provisions of any expense or hospitality policy of the Municipality, and any other relevant policies.
- b) Members are responsible and accountable for all expenses reported and reimbursed.
- c) All expenses will be reported. Only necessary, actual and reasonable travel expenses incurred by a Member for the purpose of conducting Municipal business as reported and approved in accordance with the provisions of the policy will be reported and reimbursed.

4.10 Gifts and Benefits

- a) Members will not show favoritism or bias toward any vendor, contractor or others doing business within the Municipality. Members are prohibited from accepting gifts or favours from any vendor, contractor or others doing business with the Municipality personally, or through a family member or friend, which could give rise to a reasonable suspicion of influence to show favour or disadvantage to any individual or organization.
- b) Members will not make or accept political contributions in the conduct of their duties.

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- c) For these purposes, a fee or advance, gift or benefit provided with the Member's knowledge to a Member's spouse, child, parent, brother, sister, father-in-law, mother-in-law, sister-in-law and brother-in-law or to a Member's staff that is connected directly or indirectly to the performance of the Member's duties is deemed to be a gift to that Member.
- d) No Member will accept a fee, advance, gift or personal benefit that is connected directly or indirectly with the performance of his or her duties of office, unless permitted by the exceptions listed below:
 - (i) Compensation or benefit authorized by Council;
 - (ii) Such gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation;
 - (iii) Services provided without compensation by persons volunteering their time;
 - (iv) A suitable memento of a function honouring the Member;
 - (v) Food, lodging, transportation and entertainment provided by provincial, regional and local governments or political subdivisions of them, by the federal government or by a foreign government within a foreign country;
 - (vi) Food and beverages consumed at banquets, receptions or similar events, if attendance serves a legitimate business purpose. The person extending the invitation, or a representative of the organization is in attendance. The value is reasonable and the invitations infrequent; and
 - (vii) Communication to the offices of a Member, including unpaid subscriptions to newspapers and periodicals.
- (e) Except in the case of category 4.10(d)(i) and (v), a Councillor may not accept a single gift or benefit worth in excess of \$250 or gifts and benefits from one source during a calendar year worth in excess of \$500.
- (f) If the value of the single gift or benefit exceeds \$250 or if the total value received from any one source during the course of a calendar year exceeds \$500, the Member will file a Disclosure Statement with the CAO. The disclosure statement must indicate:
 - (i) The nature of the gift or benefit;
 - (ii) Its source and date of receipt;
 - (iii) The circumstances under which it was given or received;

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- g) A disclosure statement must be filed even if the gift or benefit is immediately returned. All disclosure statements will be a matter of public record.
- h) On receiving a disclosure statement, the CAO will examine it to ascertain whether the receipt of the gift or benefit might, in the CAO's opinion, create a conflict between a private interest and the public duty of the Member. In the event that the CAO makes the preliminary determination that the receipt of the gift may create a conflict, they will call upon the Member to justify the receipt of the gift or benefit. Should the CAO determine that receipt was inappropriate, they may direct the Member to return the gift, reimburse the donor for the value of any gift or benefit already consumed, "request" or forfeit the gift or remit the value of any gift or benefit already consumed to the Municipality.
- i) A list of gifts received will be disclosed annually.

4.11 Use of Public Property

- a) Members will not request or permit the use of Municipal-owned vehicles, equipment, materials or property for personal convenience or profit, except where such privileges are granted to the general public.
- b) Members will ensure that the business of the Municipality is conducted with efficiency and will avoid waste, abuse and extravagance in the provision or use of Municipality resources.

4.12 Committees of Council

- a) Resident members appointed to Committees of Council are appointed at the pleasure of Council. They do not hold office nor do they represent a constituency within the community, nor do they represent Council or the Committee of Council unless mandated to do so.
- b) Resident members appointed to Committees of Council must respect both the word and spirit of this Code as it applies to them and also as it applies to Members of Council.
- c) Committees of Council operate only within meetings for which proper notice has been given pursuant to a set agenda unless otherwise mandated by Council.
- d) No Committee of Council member may act beyond the mandate of the Committee granted by Council. They must not undertake site visits, direct discussions with residents, communicate on social media, informal meetings or communications including emails except:

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- As granted the right to do so by Council;
 - Pursuant to the duties of a Member of Council; or
 - Otherwise if required by law.
- e) Committee of Council members acknowledge the importance of the principles contained in this Code which is regulated by Council and are required to sign a "Statement of Commitment to the Code" annually while a member of a Committee of Council.
- 4.13 Code Infractions and Discreditable Conduct
- a) Council members who intentionally and repeatedly do not follow proper conduct may be reprimanded or formally censured by the Council. Serious infractions of the Code could lead to other sanctions as deemed appropriate by Council.
- b) The Chair should point out to the offending Member, infractions of the Code. If the offences continue, then the matter should be discussed in private with the offending Member by the Chair. If the Chair is the individual whose actions are being challenged, then the matter should be referred to the Vice-Chair.
- c) It is the responsibility of the Chair to initiate action if a Member's behaviour may warrant sanction. If no action is taken by the Chair, the alleged violation(s) can be brought up with the full Council in a public meeting.
- d) All Members have a duty to treat the public, one another and staff appropriately and without abuse, bullying or intimidation. All Members will ensure that the work environment is free from discrimination and of personal and sexual harassment. The NS Human Rights Act applies, as do Municipal by-laws and policies in this regard.
- e) In accordance with the *NS Human Rights Act*, Members will not discriminate against anyone on the basis of their race, ancestry, place of origin, colour, religion, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status, or disability. Even if a person does not clearly object to harassing behaviour, or if they appear to go along with it, it is still considered harassment.
- f) Harassment which occurs in the course of, or is related to, the performance of Official Duties by Members is subject to this Code. If an employee or a member of the public brings forward a harassment complaint against a Member, the complaints will be addressed in accordance with sections below.

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4.14 Reporting Breaches

- a) Persons who have reason to believe that this Code has been breached in any way are encouraged to bring their concerns forward. No adverse action will be taken against any Member or Staff, who, acting in good faith, brings forward such information.

4.15 Corrective Action

- a) Any reported violation of the Code will be subject to investigation by the Mayor and Council. Violation of this Code by a Member may constitute a cause for corrective action. If an investigation finds a Member has breached a provision of the Code, Council may impose corrective action commensurate with the nature and severity of the breach, which may include a formal warning or reprimand to the Member. If violation of the Code is outside of the observed behaviours by the Mayor or Council members, the alleged violation should be referred to the Mayor or CAO.

The Mayor should ask the CAO and/or the Municipal solicitor to investigate the allegation and report the findings to the Mayor. It is the Mayor's responsibility to take the next appropriate action. These actions can include, but are not limited to:

- discussing and counseling the individual on the violations;
- recommending sanction to the full Council to consider in a public meeting; or,
- forming a Council ad hoc subcommittee to review the allegation; the investigation and its findings, as well as to recommend sanction options for Council consideration.

4.16 Compliance with the Code of Conduct

- a) Members of Council are accountable to the public through the four-year election process. Between elections they may, for example, become disqualified and lose their seat if convicted of an offence under the Criminal Code of Canada or for failing to declare a conflict of personal interest under the *Municipal Conflict of Interest Act*.
- b) Resident members of Committees of Council are appointed by and serve at the pleasure of Council for the term specified by Council. Should an appointed member become disqualified for the position they may be removed from the Committee by Council
- c) Members of Council who, without leave of the council, are absent from three consecutive regular meetings of the council shall thereby vacate the office, and the office shall be declared vacant by the council, whether or not the councillor has vacated the office. (Municipal Elections Act 18(6)).

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- d) In addition to any other consequence imposed by law, Members found to have breached this Code may be subject to discipline, including:
- Return of a gift or benefit;
 - Removal from a committee;
 - Loss of Committee Chair privileges;
 - Request for written or public apology;
 - Reprimand; or,
 - Where applicable, suspension from travel, for a period of up to ninety (90) days.

5.0 ASSOCIATED DOCUMENTS

- Education Act of NS
- Human Rights Act of NS
- Municipal Government Act of NS
- Municipal Conflict of Interest Act of NS
- Municipal Elections Act of NS
- Intimate Images and Cyber-protection Act of NS

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ATTACHMENT 'A'
STATEMENT OF COMMITMENT TO
CODE OF CONDUCT FOR ELECTED MUNICIPAL OFFICIALS

I, _____ declare that as a Mayor/Councillor/Committee member of the Region of Windsor and West Hants Municipality, I acknowledge and support the Code of Conduct for Elected Municipal Officials.

Signed: _____

Declared this _____ day of _____, 20_____

Before me:

Chief Administrative Officer / Clerk

REGION OF WINDSOR AND WEST HANTS MUNICIPALITY
Procurement and Tendering Policy

1. PURPOSE

The purpose of this Policy is to provide guidelines for the procurement of all goods and services for the Region of Windsor and West Hants Municipality). Procurement methods will be open, fair, transparent, and consistent while being both efficient and effective. Procurement methods should reflect the need to make timely decisions and make the best use of staff time to reach defensible procurement decisions.

When evaluating a bid, the Municipality will obtain the “best value” which means evaluating bids not only on purchase price and life cycle cost considerations, but also taking into account items such as environmental and social considerations established by Council from time to time, delivery, servicing, and the capacity of the supplier to meet other criteria as stated in the tender document.

2. DEFINITION

The following definitions are used within this policy:

- a. “Bid by Invitation” means a type of procurement where the acquisition of goods, services, construction, or facilities must be obtained through solicitation.
- b. “Chief Administrative Officer or CAO” refers to the Chief Administrative Officer of the Municipality or their appointed designate.
- c. “Construction” means construction, reconstruction, demolition, repair, or renovation of a building, structure, road or other engineering or architectural work. It does not include professional consulting services related to the construction contract, unless they are included in the procurement document.
- d. “Contract” means an enforceable binding legal agreement that is a voluntary arrangement between two or more parties, which is formally documented.
- e. “Council” means the Council of the Municipality.

- f. "Director" refers to the senior administrative officer of a department within the Municipality.
- g. "Elected Municipal Official" refers to a Council member and includes the Mayor and Deputy Mayor unless otherwise indicated.
- h. "Employee" refers to any person directly employed by Municipality.
- i. "Goods" means materials, furniture, merchandise, equipment, stationery, and other supplies required by a department for the transaction of its business and affairs and includes services that are incidental to the provision of such supplies.
- j. "Life Cycle Cost" means the total costs associated with a product or asset over its life span, including the cost of maintenance, repairs, operation, and disposal.
- k. "Local Bidder" means a Nova Scotia based supplier that is within 50 km of the Community of Windsor.
- l. "Municipality" refers to the Region of Windsor and West Hants Municipality (or the name of the Regional Municipality given as per Section 11 of the Region of Windsor and West Hants Municipality Act), effective April 1, 2020.
- m. "Public Tender" means a type of procurement where the acquisition of goods, services, construction, or facilities must be obtained through public advertisement.
- n. "Purchase Order" means a document used to finalize the purchase or bid process for goods, services, construction, and facilities.
- o. "Purchasing Authority" refers to the person with the appropriate level of signing authority.
- p. "Services" means a service required by a department for the transactions of its business and affairs but does not include services provided by an employee of the Municipality through a personal services contract.

3. APPLICATION

This Policy applies to all procurement activities of the Municipality. The CAO of the Municipality is responsible for ensuring compliance with this Policy.

All Municipal personnel who have responsibility for the procurement of goods, services, construction, or facilities must adhere to this policy. Failure to adhere may result in a temporary or permanent loss of procurement privileges or in more extreme cases disciplinary action and/or dismissal.

Elected Municipal Officials, employees of the Municipality, or their agents, will not be permitted to bid on the procurement of goods and services for the Municipality, unless their interest is declared, and they remove themselves from the decision-making process, as stated in the terms of the Municipal Conflict of Interest Act or applicable employee policy.

The CAO and Directors will have the right to establish and document measures of performance for successful bidders and to refuse to accept bids from suppliers/contractors who have failed to meet such measures in previous contracts with the Municipality.

4. PURCHASING AUTHORITY

The CAO is authorized to make purchases for the acquisition of goods, services, construction, and facilities for the purposes of carrying on the business of the Municipality, where the amount of the expenditure does not exceed the acquisition values stated below, in any one case (not including HST), and where such expenditure is included in the approved budget allocation:

- Where the value of the good or service is between \$15,000 and \$50,000; or
- Where the value of the construction project and all associated goods, services, and facilities are between \$15,000 and \$100,000.

Any purchase for the acquisition of goods, services, construction and facilities that exceeds the amounts listed above, in any one case, or are outside of the approved budget allocation authorization must be accompanied by preapproval from Council.

Nothing in this Policy precludes the CAO from seeking advice or direction from

Council in relation to the awarding of a tender or from recommending that Council itself award a tender notwithstanding that the tender could be awarded by staff.

The Directors of the Municipality are authorized to establish purchase orders for the acquisition of goods, services, construction and facilities for the purposes of carrying on the business of the Department, where the amount of the expenditure does not exceed the sum of \$14,999.99 (not including HST) in any one case, and where such expenditure has been included in the approved budget allocation.

- Directors may delegate the purchasing authority to senior management within their Department corresponding with each individual's duties and responsibilities up to \$5,499.99 (not including HST) where such expenditure has been included in the approved budget allocation.
- Directors may delegate the purchasing authority to designated staff within their Department corresponding with each individual's duties and responsibilities up to 2,499.99 (not including HST) where such expenditure has been included in the approved budget allocation.
- The person designated by the Senior Manager must be approved by the CAO.
- Upon approval, the Financial Services Department will be advised in writing of which budget account(s) the designated staff member is authorized to use.

A flow chart outlining the procurement process appears in Appendix 1.

5. GRANTS, CONTRACTS, AND PURCHASE ORDERS

Purchase Orders

A Purchase Order will be utilized for any purchase over \$500 (not including HST). It should describe the item or service to be ordered, anticipated cost, delivery date, and the account to which the purchase will be allocated in the financial records. Once signed off, changes to purchase order details, including values, will only be amended if the change in value is within the individuals purchasing authority, or a rate set by Council.

Contracts

Contracts will be utilized for any purchases over \$25,000 (not including HST). The contract is a tool used to finalize the purchase or tendering process for goods, services, construction, and facilities. The contract should include all

specific requirements, deadlines, terms, and financial commitments, and outline the responsibilities of both parties. Contracts may be in the form of tender agreements, service agreements, lease agreements, etc.

Copies of all agreements, quotations, and contracts must be kept with the Director or designate and originals filed with the Municipal Clerk.

Grants

Any community group, organization, club, or non-profit organization receiving funding of \$25,000 or higher from the Municipality for any single capital project must use procurement practices which meet or exceed those used by the Municipality. A copy of this policy will be provided to the group or organization. If the organization is following an alternative policy, the policy must be provided to the Municipality prior to initiating the financial transaction. Community groups receiving funding agree to provide documentation of expenses upon request.

Grants under the \$25,000 threshold for any single capital project will be evaluated on a per application basis. If deemed necessary for the nature of the project, the community group, organization, club, or non-profit organization will be asked to meet the minimum procurement standards either through their own policy or this policy.

6. Purchasing Method

Petty Cash

Any purchase made below \$25, can be reimbursed by the petty cash fund. Original receipts with manager's approval must be submitted for reimbursement.

Purchase Cards

Purchase Cards include Credit Cards and Account Cards. Available credit shall be approved by Council. Acquisition of financial institution credit cards and supplier account cards will be approved by the CAO or Director - Financial Services. These cards will be used in compliance with the Municipal Government Act, Section 65A – Authorized Municipal Expenditures and Section 67 – Expenditure for Municipal Purposes. These cards will be placed in a secured location when not in use. Procedure to use these cards is as follows:

- A purchase order needs to be approved before a purchase can be placed on the card. **
- Once the purchase transaction has been completed, the card will be returned to its secure location.
- A purchase order and transaction documentation supporting the transaction will be given to Directors within 2 working days of the transaction. This document should include a description of the item or service, date of transaction, department, account number to be charged and be signed by the appropriate Signing Authority.
- Each Director will verify/reconcile the monthly credit card statement with supporting documentation prior to submitting to the Manager – Accounting and Financial Reporting. Any discrepancies will be brought back to the staff member using the card.
- Supplier purchase card documentation will be verified with relevant statements or invoice copies. Any discrepancies will be brought back to the staff member using the card.
- Director – Financial Services will be informed of any transaction(s) that cannot be supported by appropriate documentation, are not approved or are not in compliance with the Municipal Government Act or Council Policies.
- Misuse of the Municipal credit cards or account cards could result in a suspension in use of these cards.

** The only exception in waiting for the purchase order approval would be in emergencies, or where timeliness of the purchase is required. At which time the Card Holder or Director – Financial Services must be notified, with the best estimate of cost and why it could not wait for purchase order approval.

Cheque/Electronic Fund Transfers

The Municipality's payment terms are net 30 days, unless other arrangements have been requested and approved by the CAO or Director – Financial Services. The Municipality will make every effort to ensure timely issuance of payment.

Further guidelines on the purchase processes can be found in the Accounts Payable Procedure.

7. METHODS OF PROCUREMENT

a. Low Value Expenditures

Directors have authority to purchase goods as approved under their annual operating budgets, on an as-needed basis.

For purchases less than \$5,000 (not including HST):

- These purchases would include such items as supplies and services required to maintain on-going and existing operations.
- In any one case, formal price comparisons are not required, although from time to time, some comparison should be done to ensure that the Municipality is getting the best value.
- Directors must approve such purchases and appropriate documentation (e.g. receipts, invoices) must be kept.
- Purchase orders are required for purchases between \$500 and \$5,000 (not including HST)

Where possible group purchasing among departments should be considered.

b. Bid by Invitation

The Bid by Invitation process should be utilized for the purchase of routine operational goods and services between \$5,000 and \$25,000. Such purchases would be approved under a Director's annual operating budget such as office or plant equipment, vehicle maintenance, preventative maintenance agreements, gravel, etc.

For purchases between \$5,000 and \$9,999.99 (not including HST):

- Three verbal quotes, faxes, or emailed bids will be sought from suppliers.
- The decision to award is with the discretion of the Director.
- The quotations are to be recorded and kept on file, in accordance with the Record Management Policy RCOGE-002.00.

For purchases between \$10,000 and \$24,999.99 (not including HST):

- Bids are solicited by invitation in writing from suppliers; a minimum of three bids will be required.
- The decision is at the discretion of the Director, as long as the purchase was approved in the budget allocation. If the amount exceeds 10% of the approved budget allocation, the decision is at the discretion of the CAO, upon review and recommendation from the Director.
- The written bids are to be kept on file, in accordance with the Records

Management Policy RCOGE-002.00.

Only the bid of the successful supplier will be disclosed to other bidders, upon request. Purchase orders are required for all purchases made under the bid by invitation process.

Exceptions to Bid by Invitation Process

The CAO can approve exceptions to the bid invitation section of this Policy for the following reasons:

- Certain good(s), services, or construction projects may only be provided by one qualified supplier or in limited cases only a few suppliers are known, in which case discretion can be given for inviting bids that normally would exceed \$25,000.
- Further phases of a similar project or service may best be completed by a supplier familiar with the service or project.
- An emergency may require immediate action; or
- Directors may recommend that the tender process should be used for goods, services, or construction projects that would qualify for the bid by invitations process.

c. Standing Offers

Standing Offers result in open Purchase Orders used to guarantee a continuous supply of various goods, services and construction required on a day to day basis, while at the same time assuring that the competitive bidding system is followed. These arrangements between the Municipality and the supplier commit the supplier to provide goods, services, or construction at a specific price for a specific period of time.

These Standing Offers reduce the number of individual bids and reduce overall cost due to the higher volume gained by combining the requirements of a number of departments. Departments can then draw supplies directly from these offers. Standing Offers are governed by the purchase guideline listed in this policy. Administrative guidelines for the approval of Standing Offers are developed by the CAO.

Standing Offers include a contract and a standing purchase order.

d. Public Tender

All procurement activity with a purchase value that exceeds \$25,000 (not including HST), in any one case, must be obtained through a public tender.

Public tenders will be solicited through public advertisement, in accordance with the “Public Procurement Process” section of this Policy.

Public tenders can be in the form of traditional tenders, request for proposals or two-phase bids. Appendix 2 of this Policy outlines various types of tender processes that can be used.

Examples of such purchases include equipment, renovations, construction projects, annual services such as snow plowing and waste collection, or anything outside of the approved annual operating budget.

Tender documents signed by all parties involved qualify as a contract, and a purchase order is set up after the tender is awarded and signed.

Pre-Qualification of Bidders

The Municipality may require, in certain circumstances, where relevant experience, capability, references, evaluation of project team members, or other criteria are deemed to be in the best interest of the Municipality, that bidders be pre-qualified. See Request for Expression of Interest in Appendix 2 for further information.

Time Frames

Multi-year contracts for goods and services will be re-tendered at least once every five years, unless an agreement prevents this action, and may be re-tendered more frequently.

Traditional Tenders

Traditional tenders are a formal invitation to suppliers to submit a bid to supply specified goods or services.

Traditional tenders are usually in the form of a Request for Quotation and should be used when the procurement requirements of the Municipality can be clearly and completely specified.

Traditional tenders do not have to be opened in public, but if they are not, the name of each bidder and the amount of their bid must be made available to each bidder after the tenders are opened.

Request for Proposals (RFP)

A request for proposals is a formal invitation to suppliers to describe how their services, methods, equipment, and products can address and/or meet the

needs of the Municipality.

An RFP may be used when the Municipality is unable to clearly or completely specify the goods or services required, and suppliers are therefore asked to provide a solution to the problem, requirement, or objective.

In order to preserve confidentiality of sensitive commercial information contained in a proposal, proposals submitted in response to an RFP, will not be opened in public, but must be opened in the presence of at least two representatives of the Municipality. After the proposals are opened a list of proponents must be made available to the public and the proponents upon request.

Negotiations may be conducted with a proponent after proposals have been opened, subject to complying with the terms of the RFP, which must be drafted to avoid unfair “bid-shopping” (that is, to avoid using the bids submitted as a negotiating tool to obtain a better price or other benefit).

The Municipality must award the procurement contract to the supplier whose proposal is determined to provide the best value to the Municipality based upon the evaluation criteria set out in the RFP and equitably applied to all proposals.

Two-Phase Bids

A Two-Phase Bid process is used where detailed specifications are not available or it is impractical to prepare a specification based on price. A two-phase bid may be issued, inviting the submission of bids as follows:

- i. Phase one: one or more steps in which bidders submit proposals, for evaluation, either with or without prices in a separate submission; and
- ii. Phase two: only those bidders whose bids were determined to be acceptable based on a preset pass mark will be entitled to submit priced bids for consideration or, where prices have been separately submitted in phase one, such bids are opened and awarded to the lowest overall cost.

This type of procurement has the advantage of a Request for Proposal in phase one and the advantage of a Traditional Tender in phase two. This is the Municipality’s preferred method of procurement, as this method achieves the best value.

e. Alternative Procurement Practices

Alternative Procurement Practices are exceptional practices that allow for deviation from the procurement processes that the value or nature of the goods, services or construction would normally require. The following circumstances provided by the Canada Free Trade Agreement (CFTA) - Alternative Procurement Awards, when applicable, are allowable exceptions to this Policy, provided they are within the budget or a result of an emergency and have CAO approval:

1. For reasons of urgency brought about by events unforeseeable by the Municipality, the goods, services, or construction could not be obtained in time using normal methods of procurement.
2. Where goods or consulting services regarding matters of a confidential or privileged nature are to be purchased and the disclosure of those matters through a public tendering process could reasonably be expected to compromise Municipal confidentiality, resulting in the waiver of privilege, cause economic disruption, or otherwise be contrary to public interest.
3. To ensure compatibility with existing products, or to maintain specialized products that must be maintained by the manufacturer or its representative.
4. To ensure the protection of patents, copyrights, or other exclusive rights.
5. Due to an absence of competition for technical reasons.
6. For the procurement of goods or services that are controlled by a supplier that has a monopoly.
7. For goods purchased on a commodity market. A commodity market is a physical or virtual marketplace for buying, selling, and trading raw or primary products.
8. For work performed on a leased building or property that may be performed only by the lessor.
9. For work to be performed on a property by a contractor according to

provisions of a warranty or guarantee held in respect of the property of the original work.

10. Where a procuring entity procures a prototype of a first good or service that is developed in the course of, and for a particular contract for research, experiment, study, or original development. This may include limited production or supply in order to incorporate the results of field testing and to demonstrate that the good and service is suitable for production or supply in quantity to acceptable quality standards, but does not include quantity production or supply to establish commercial viability or to recover research and development costs.
11. For purchases made under exceptionally advantageous conditions that only arise in the very short term in the case of unusual disposals such as those arising from liquidation, receivership, or bankruptcy but not for routine purchase from regular suppliers.
12. The requirement is for a work of art.
13. Where a contract is awarded to a winner of a design contest provided the contest has been organized in a manner consistent with the principles of the Canada Free Trade Agreement (CFTA), in particular related to the publication of notices; and the participants are judged by an independent jury with a view to a design contract being awarded to a winner.
14. For the procurement of subscriptions to newspapers, magazines, or other periodicals.
15. For additional deliveries by the original supplier of goods or services that were not included in the initial procurement where a change of supplier for sub additional goods, services, or construction cannot be made for economic or technical reasons such as requirements for interchangeability or interoperability with existing equipment, software, services, or installations procured under the initial procurement, and would cause significant inconvenience or substantial duplication of costs for the Municipality.
16. No bids were submitted, or no suppliers requested participation; no bids that conform to the essential requirements of the solicitation documentation were submitted; no suppliers satisfied the conditions for participation.

17. For the procurement or acquisition of fiscal agency or depository services, liquidation, or management services for regulated financial institutions, or services related to the sale, redemption, and distribution of public debt, including loans, government bonds, notes, and other securities.
18. For the procurement of goods and services for commercial sale or resale, or for use in the production or supply of goods or services for commercial sale or resale.
19. For the procurement of goods and services financed primarily from donations that are subject to conditions that are inconsistent with the CFTA.
20. Procurement of goods or services from another government body.
21. Procurement from philanthropic institutions, non-profit organizations, prison labour, or persons with disabilities.
22. Where compliance with the normal methods of procurement would interfere with the Province's ability to maintain security or order or to protect human, animal, or plant life or health.
23. The procurement supports a measure adopted with respect to Aboriginal peoples.

Under the Canada Free Trade Agreement (CFTA), Alternative Procurement Awards for the above circumstances 1 and 3 to 16 inclusively must be publicly posted to the Nova Scotia Procurement Web Portal within 72 hours of being awarded, if the award value is greater than the CFTA thresholds of goods or services greater than \$101,100 and construction greater than \$252,700. The posting must include the vendor name, award amount, circumstance description and number, and the project description.

8. OTHER APPLICABLE PROCUREMENT POLICIES AND AGREEMENTS

The Sustainable Procurement Policy of the Province of Nova Scotia requires all Municipalities in Atlantic Canada to issue public tenders as of June 30, 2009 for goods greater than \$25,000, services greater than \$50,000, and construction greater than \$100,000. The Municipality will also comply with the Atlantic

Procurement Agreement of Nova Scotia when issuing these tenders.

As of July 1, 2017, tenders for goods greater than \$101,100, services greater than \$101,100, and construction greater than \$252,700 the Municipality will comply with the Canada Free Trade Agreement (CFTA). All procurement activity below these amounts can be carried out in accordance with this Policy.

9. PUBLIC PROCUREMENT PROCESS

Specifications

Directors will ensure appropriate specifications are prepared for the goods, services, construction, and facilities to be acquired. Specifications should be in sufficient detail to allow bidders to prepare a clear and complete response. Where possible, all requirements should be specific rather than implied, (i.e. insurance, warranties, environmental issues, safety requirements, quality of materials, and equipment supplied). Where specifications or details are not readily available, Directors will ensure a sufficient and appropriate description of the desired outcome is included.

Procurement Documents

Procurement documents will include the following:

- Form of Instructions to bidders
- Form of Procurement (see Appendix 2 for appropriate process)
- Form of Contract Agreement
- Form of General Conditions
 - Include the method for which tender bids or proposals are evaluated, and the evaluation criteria. It will also include the set pass mark for the proposal evaluation process.
- Project drawings and/or specifications, where required.

Certain procurement methods follow prescribed processes. In addition to the above instructions, bidders may require a single sealed envelope response or a two sealed envelope response. In the case of tenders where the specification for goods or services is clearly stated the minimum instruction to bidders will include:

- the closing date and time;
- the fact that all tenders must be submitted in sealed envelopes clearly marked with the purpose of the tender; and
- all information necessary for the bidder to prepare the bid on the specific requirements for completion of the tendered project.

Other methods of procurement may require a two-envelope process. Proposal submissions must be sealed in an envelope separate from the bid. The proposal will be opened prior to the bids and evaluated. Only bidders who have passed the evaluation will have their bid reviewed.

Privilege Clause

A statement will be included in the advertisement and the tender documents that states:

“The Municipality reserves the right to reject all or any proposals, and to not necessarily accept the lowest proposal. The Municipality may accept any proposal or any portion of any proposal that may be considered in the best interests of the Municipality. The Municipality also reserves the right to waive formality, informality, or technicality in any proposal. This includes the right to accept a proposal that is not strictly compliant with the instructions in the RFP document.”

Tenderers to investigate

Tenderers are responsible to know the work sites and conditions discussed in the tender. **A statement will be included in the tender documents that states:** *“Tenderers will be deemed to have familiarized themselves with existing site and working conditions and all other conditions which may affect performance of the contract. No plea of ignorance of such conditions as a result of failure to make all necessary examinations will be accepted as a basis for any claims for extra compensation or an extension of time.”*

Procurement Advertisement

Potential participants are to be notified by posting on the Municipality's website, Nova Scotia Procurement website, and other means of soliciting potential participants, such as the use of newspaper advertising, and/or direct contact if necessary.

Single Envelope Tender Openings

- All tenders and RFPs will be received by the Municipality at the location, date and time identified in the procurement advertisement.
- Staff receiving the documents will stamp or mark the received date and time on the envelope and place the tender in a secure location.
- No tenders or RFPs will be received by fax; however, amendments will be accepted if the price is not revealed in the fax.
- At the appointed time for opening, the Director, CAO or a member of Financial Services and the Administrative Assistant of the Department will meet in the prescribed location.
- The Directors will bring the tenders or RFPs (which have been securely stored until the hour of closing) to the prescribed location for public

opening.

- The public is permitted to view the tender opening. The Municipality will record the proceedings at the opening, including the names of those persons in attendance, names of those who submitted a tender, the document submitted, and the amounts of the bids, if declared at the time of opening.
- Opened tenders will then be referred to the appropriate Director and/or staff member for review, analysis, and recommendation to the CAO who will ensure that an appropriate written report and recommendation to Council is completed, if required.
- Tenders received after the closing will be returned unopened to the bidder.
- Any information pertaining to the tender including the names and numbers of bidders will not be divulged until after the tenders are opened.

Two-Phase Envelope Openings

- During the opening process, only the proposal envelope will be opened at the appointed time.
- Price Criteria Envelopes will be opened only following an evaluation of all qualified proposals.
- Only those proposals which achieve pass mark established in the Request for Proposal documents will be opened.
- The opening of Price Criteria Envelopes will be done in the presence of the Director, CAO or a member of Financial Services and an Administrative Assistant who will record the process.
- Opened cost envelopes will then be referred to the appropriate Director and/or staff member for review, analysis, and recommendation to the CAO who will ensure that an appropriate written report and recommendation to Council is completed, if required.
- Individual bidders will only be provided with summary information of the successful bidders score as it relates to their own score. At the request of the bidder a meeting may be held to discuss the bidder's score.

Tender or Contract Awarding

Depending on the evaluation method defined in the procurement documents, it will be customary to award the tender, RFP, or contract to the bidder of the lowest price or the highest cumulative score meeting the specifications.

However, the Municipality reserves the right to accept or reject any offer; if it is in the best interest of the Municipality to reject the lowest tender and accept

another tender, this may be done. The reasons for the decision must be clearly documented.

The evaluation criteria in cases where a tender or RFP other than the lowest will be considered will be as follows:

- Relevant experience
- References
- Past performance history
- Capability to carry out the project
- Whether the bid is realistic
- Completion date of bids
- Any other criteria that the Municipality may consider necessary that will be weighted in addition to costs.

If all the bids received exceed the budgeted appropriation, the Purchasing Authority will do one of the following:

- Cancel or postpone the project;
- Recommend to the CAO (through to Council) that an additional allocation be made to the affected budget; or
- Undertake negotiations in the scope of the work with the bidder submitting the accepted tender to reduce or alter the scope and advise the CAO of the change in work scope.

In the case of a tie bid where there is no local bidder, the names of the bidders will be placed on equal size pieces of paper placed in a box. One name will be drawn, by a person chosen by the CAO, and will be the successful bidder. In the case of a tie bid where there is a local bidder, the bid will be awarded to the local bidder in compliance with the Sustainable Procurement Policy of the Province of Nova Scotia.

All bidders will be notified of the decision. The winning bidder will be notified, and the agreement will be signed. Copies of the contract will be kept with the appropriate Director and Municipal Clerk.

After the awarding of a tender, the submissions of all proponents or bidders are open for public inspection except to the extent otherwise stated in the tender and subject to the Freedom of Information and Protection of Privacy Act of Nova Scotia. All submissions must be kept in accordance with the Records Management Policy.

Amendment or Withdrawal of Tender or RFP Submissions

Tenders or RFP submissions may be amended or withdrawn by letter, e-mail, or facsimile. Amendment of individual unit prices is the only acceptable price amendment. Amendments will not disclose either original or revised total price and will be submitted in the form specified in the “Instructions to bidders” section of the contract document.

Progress Payments

All progress payments submitted on projects will be approved by the consultant (if any) and the CAO or responsible Director.

Project Completion Report

A project completion report should be prepared by the Purchasing Authority and filed with the CAO. This report is a review of the project

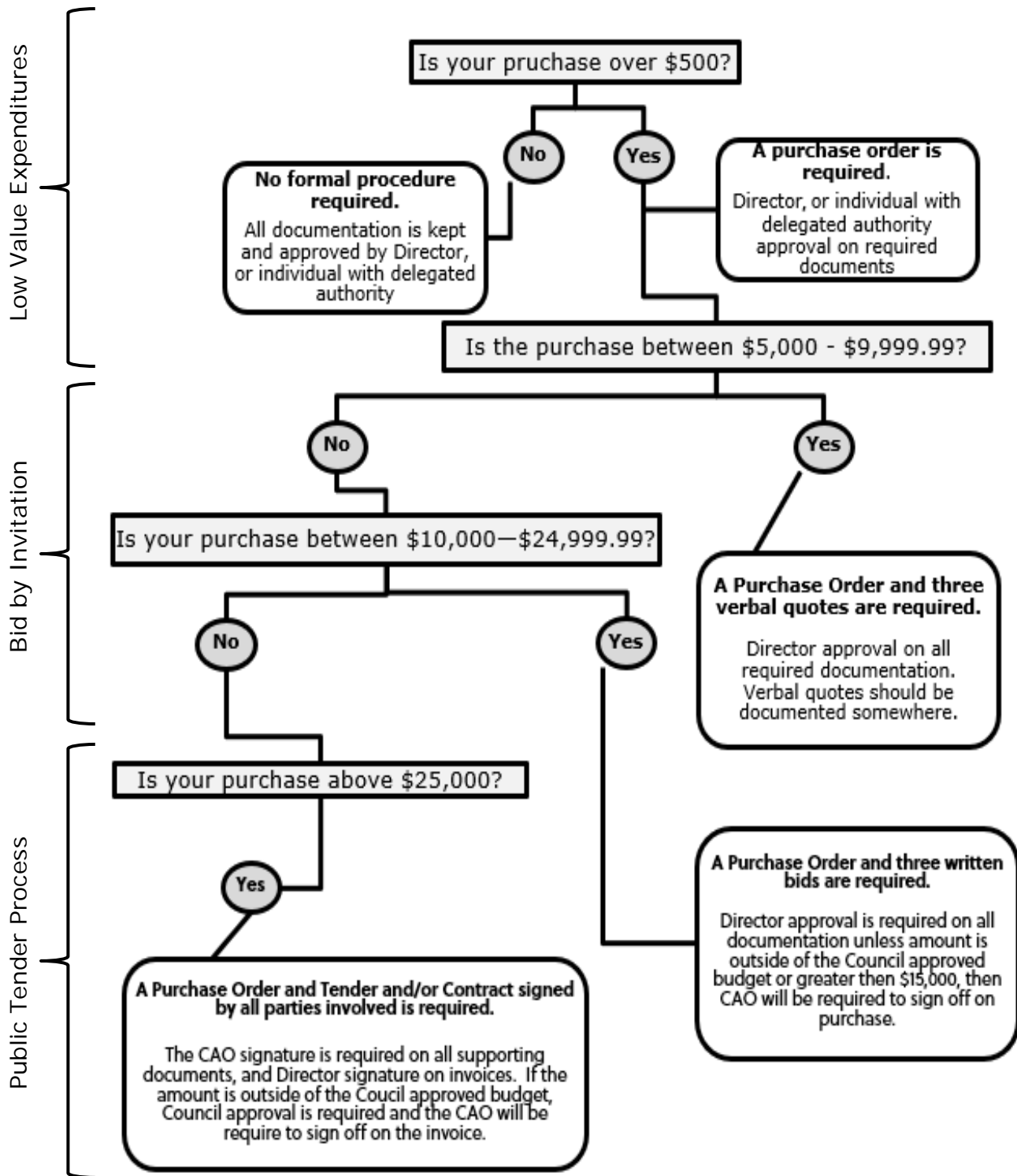
The components of the Project Completion Report:

- Assessment of overall project performance against plan
- Customer assessment of project conduct and results
- Participatory team assessment of project
- Description of project successes
- Lessons learned
- Further action to be taken

10. REPEAL

The Procurement and Tendering Policy, COFN-003.00 of the former Municipality of the District of West Hants dated August 9, 2019 as amended to October 8, 2019 and the Purchasing and Tending Policy of the former Town of Windsor dated December 16, 2014 as here by repealed effective April 1, 2020.

APPENDIX 1



APPENDIX 2

Below is an outline of some of the various tools available for use when issuing public procurement documents:

Tenders

Used when the specifications or requirements of a good or service can be clearly articulated. Where substitutions to the specifications are permitted, the document should detail those allowed. Price is usually the deciding factor where all bids meet the stated specifications. The one envelope bidding process is acceptable.

Request for Proposals (RFP)

Used when a supplier is invited to propose a solution to a problem, requirement, or objective. Suppliers are requested to submit detailed proposals (bids) in accordance with predefined evaluation criteria. The selection of the successful proposal is based on the effectiveness, value, and price of the proposed solution. Negotiations with suppliers may be required to finalize any aspect of the requirement. A two sealed envelope process will be used, separating the proposal from the cost.

Request for Construction (RFC)

Used to publicly tender for construction, reconstruction, demolition, remediation, repair, or renovation of a building, structure, road, bridge, or other engineering or architectural work. When a supplier is invited to bid on a construction project, the procurement documents usually contain a set of terms and conditions and a separate bid form that applies to that specific project. Suppliers are requested to submit a response (bid) in accordance with predefined criteria. The selection of the successful proposal is based on a number of factors as described in the procurement documents. A request for construction usually does not include professional consulting services related to the construction contract, unless they are included in the specifications. A one envelope bidding process is acceptable.

Request for Quotation (RFQ)

A request for quotation on goods or products with a minimum specification. The award is usually made based on the lowest price meeting the specification. An RFQ does not normally but may sometimes include evaluation criteria. Depending on the terms of the procurement the request for quotation can be binding or non-binding, but this must be specified. A one envelope bidding

process is acceptable.

Request for Standing Offer (RSO)

A public tender to provide commonly used goods or services. The term of the standing offer can vary in duration but will be clearly defined in the procurement documents. RSO’s may include evaluation criteria depending on the requirements. Either a one or two envelope bidding process can be used, where evaluation criteria are used to short list the submissions.

Request for Expression of Interest (REI)

The Request for the Expression of Interest is similar to the Request for Proposal and it is sometimes referred to as a Pre-Qualification, where suppliers are invited to propose a solution to a problem. The REI, however, is only the first stage in the procurement process. Bidders responding to the REI will be short-listed according to their scoring in the evaluation process. The short-listed firms will then be invited to respond to a subsequent Request for Proposal. A REI does not normally include pricing as price is a key evaluation criterion used in the second stage RFP process.

I, _____, Municipal Clerk of the Region of Windsor and West Hants Municipality, the Province of Nova Scotia, do hereby certify that this is a true copy of the policy as adopted by the Council of the Region of Windsor and West Hants Municipality at a meeting duly called and held on the ___ day of _____, _____.

Municipal Clerk

<i>Adoption</i>	
<i>Notice to Council:</i>	
<i>Approval:</i>	
<i>Description: Initial Approval of Procurement and Tendering Policy.</i>	