



## ATTENDANCE

### Co-ordinating Committee Members

Kevin Latimer	Co-ordinator, Chair
Anna Allen	Mayor, Town of Windsor
Laurie Murley	Deputy Mayor, Town of Windsor
Abraham Zebian	Warden, Municipality of the District of West Hants

### Staff/Alternate Committee Members

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

<b>Regrets</b>	Paul Morton, Councillor Municipality of the District of West Hants Martin Laycock, CAO Municipality of the District of West Hants
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### Gallery

Colin Chisholm	Reporter, Valley Journal Advertiser
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1. **CALL TO ORDER** – Co-ordinator Latimer called the meeting to order at 6:00 pm. He announced the meeting was on Facebook Live.

2. **APPROVAL OF AGENDA** – Additions and/or Deletions

**9 – Rural Representative Committee Update**

**7 (e) Moved to in camera session.**

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

3. **APPROVAL OF MINUTES** – February 25<sup>th</sup>, 2019

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

#### 4. DELEGATIONS / PRESENTATIONS (if any)

(a) **Dr. Jamie Baxter**

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

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

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

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

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

The presentation adjourned at 6:55 pm.

## 5. BUSINESS ARISING FROM PREVIOUS MINUTES

### (a) Workplan Update

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

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

### (b) Governance Review

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

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

### (c) Communications Interim Support – Update

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

#### **(d) Project Administrator – Update**

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

### **6. NEW BUSINESS**

#### **(a) NSFM Spring Workshop**

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

### **7. STAFF REPORTS**

#### **(a) HR Analysis RFP**

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

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

**Motion Carried.**

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

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

#### **(b) Executive Search RFP**

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

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

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

**Motion Carried.**

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

**(c) Communication RFP**

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

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

**Motion Carried.**

**(e) Municipal Election**

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

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

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

**Motion Carried.**

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

**(g) Management of Transition Finances**

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

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

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

**Motion Carried.**

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

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

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

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

**Motion Carried.**

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

**9. ADDITIONS TO THE AGENDA**

**Rural Representative Committee**

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

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

She stated the committee would also like a copy of the workplan so they have an idea of potential topics that will be coming forward. Co-ordinator Latimer suggested once the communications is hired and the committee is clear on what their workplan looks like going forward an update can be given on what community engagement can and

should look like for the wider area and hoped at the point the Rural Representation Committee would see opportunity to find a way to get more involved and ensure their voices are heard.

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

**10. IN CAMERA SESSION**

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

**MOVED in camera at 8:35 pm.**

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

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

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

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Chair

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Municipal Clerk