





This page, East Hants. On the cover, Sydney boardwalk, top; Yarmouth waterfront. Next page, Halifax downtown. TOURISM NS

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CEO'S MESSAGE

Juanita Spencer



I am pleased to be introducing NSFAM's first ever Annual Report. I hope you take the time to read through the pages that capture some of the highlights from the last year. A lot can happen in 12 months and I am excited to share with you the many things staff, under the direction of the board, have been working on.

In late 2018 we saw the departure of long-time Executive Director, Betty MacDonald. Betty was at the helm when the membership voted to take a more focused approach to our work, reducing the number of resolutions from 30+ down to the five we have today. She also led the Federation through a very successful rebranding - new name, new logo, new website, new look. Her efforts laid the necessary groundwork for the change that has happened over the last nine months.

When I first started, I committed to visiting each member within my first year. To date, I have managed to visit almost 40 of our 50 members. I have had the pleasure of travelling around the province meeting you in your boardrooms, in council chambers and over lunches. I've listened to your priorities and challenges, heard stories of success, and come away with an even stronger sense of pride for the communities in this great province than I had just nine months ago. I have also attended seven regional and resolutions meetings and been part of a very successful Spring Conference. I've travelled over 8700 km by car!

Like my predecessor, I have been working with the board and staff to narrow the focus of our work and to apply a more strategic lens to how we approach the resolutions you voted on. I knew coming in that the membership was looking for NSFAM to redefine our relationship with government and for the Federation to have a louder, stronger voice.

I am pleased to report that with a committed board of directors and the support and hard work of the team of professionals at NSFAM, we are responding to your desire for change and we are well on our way to achieving that stronger voice.

We have made measurable advancements on several of our top priorities and we will continue to work hard to get them over the finish line. We are building new and stronger relationships within government, and with the opposition parties. We have made significant improvements in sharing your messages. We are also working more closely with the other municipal associations in Atlantic Canada and across the country. A united voice is a stronger voice.

NSFM's transformation has not only been external facing. How we operate internally has also been going through change. We've adopted policies on when and how we engage in politically-charged debate; created a Women's Forum; restructured staff and hired our first Communications Advisor to make sure the work we do is being heard by our members, by government and the public. Next up, we are bringing forward amendments to the by-laws; reviewing our caucus structure; and forming advisory committees on each of our priorities.

The team at NSFM is lean, but they are highly skilled and committed to serving our members. I would like to thank Judy Webber, Will Brooke, Debbie Nielsen, Amy Pugsley Fraser and Amanda Bell for embracing the change and challenging themselves each and every day to work hard and represent all municipalities. Their support has been invaluable as I continue to settle into my new role. Any advancements we have made were only made possible because they helped make it happen. Our close ties to the Association of Municipal Administrators have also provided much needed support to our work. The NSFM/AMA relationship is very important and I look forward to fostering an even stronger connection.



I would like to thank the Board of the Directors and staff for their confidence in me to lead NSFM, and for their guidance and commitment to making the Federation a stronger, more relevant organization. Special mention goes to this year's president, Waye Mason, for the countless hours he has spent attending meetings alongside me and working behind the scenes to help shepherd in needed change. His vision and energy were instrumental in the successes we had this year.

It is an exciting time to be part of NSFM. A final thank you to the membership for welcoming me and helping me transition into the world of municipal-provincial government. It truly is a privilege to work along side you and be your voice to government. Together we can achieve great things.

MISSION STATEMENT

Nova Scotia Federation of Municipalities

To enable effective local government for Nova Scotia's communities by facilitating strategic **advocacy, education and collaboration.**



Q. What do you value most from NSF?

- “I value NSF for providing **one strong united voice** when it comes to dealing with the Provincial government with Municipal issues and concerns.”
- “Having an organization that can speak with **a united voice** to the provincial government, and continually improving its effectiveness.”

SOURCE: 2019 Members Survey

Vision Statement

Effective local government and strong sustainable communities.

NSFM STAFF



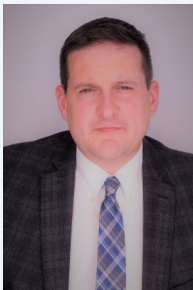
Juanita Spencer
CEO



Betty MacDonald
*Executive Director
To December 2018*



Judy Webber
*Event Planner,
Financial Officer*



Will Brooke
Policy Advisor



Debbie Nielsen
*Infrastructure and
Sustainability Officer*



Amanda Bell
*Executive Assistant
to the CEO*



Amy Pugsley Fraser
*Communications
Advisor*

"I think staff is providing **excellent service** to the members."

"It's good to know **the team** is there."

SOURCE: 2019 Members Survey

BOARD OF DIRECTORS

2018-2019

Councillor Waye Mason, Halifax
Regional Municipality, *President*

Deputy Mayor Geoff Stewart,
County of Colchester, *Past President*

Warden Timothy Habinski, County of
Annapolis, *Rural Caucus Chair*

Councillor Clarence Prince,
Cape Breton Regional Municipality,
Regional Caucus Representative

Deputy Mayor Emily Lutz, County of
Kings, *Rural Caucus Representative*

Councillor Eric Bolland, Town of Kentville,
Towns Caucus Representative

Ms. Marie Walsh, Cape Breton Regional
Municipality, *AMA Representative*

Mayor Pam Mood, Town of
Yarmouth, *Vice President*

Councillor George MacDonald,
Cape Breton Regional Municipality,
Regional Caucus Chair

Mayor Jeff Cantwell, Town of
Wolfville, *Towns Caucus Chair*

Councillor Russell Walker,
Halifax Regional Municipality,
Regional Caucus Representative

Warden Jim Smith, District of East
Hants, *Rural Caucus Representative*

Councillor Lennie White,
Town of Westville,
Towns Caucus Representative



PRESIDENT'S REPORT

Councillor Waye Mason, Halifax Regional Municipality



It is hard to believe a year is over already and my term as president is coming to a close.

This year has given me a lot of hope and confidence in our future. Our meetings are well attended, our membership engaged, and our message is getting more attention than ever. New staff and a new focus on consistent timely communication to members and stakeholders is paying off. Our new CEO brings a new energy that is driving our organization towards excellence in service for all our member municipalities. We have seen so much positive change, and I think the future can only be considered bright.

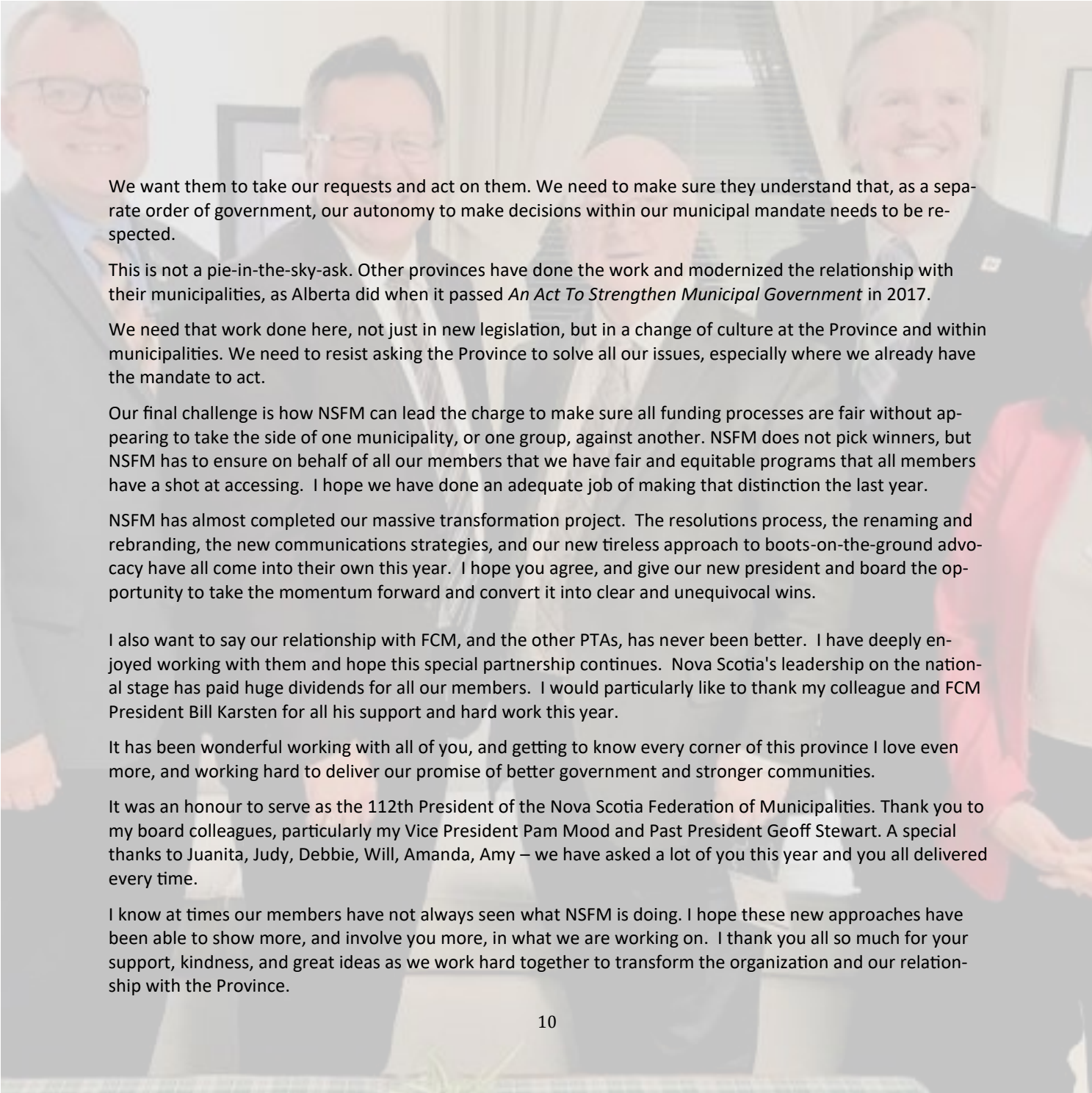
We have made significant progress advancing our members resolutions, and we have a number of challenges we need to acknowledge.

While we have made good headway and are closer to change than ever before, we were unable to secure all-party support for our resolution to remove the CAP. We have asked the Province to strike an all-party committee to discuss ways to remove the CAP. We intend to focus on addressing the capacity grant component of our funding resolution in the spring. The roads and EPR processes are well underway and should be resolved by next summer if not sooner. Modernization continues to be a question, but I feel NSFM can provide clarity and leadership here as well.

This is good progress, but we need to continue pushing until we get results.

A challenge for NSFM has been securing regular dates for the NSFM Ministers Roundtable, the key component of our Partnership Agreement. Our goal is to negotiate a strengthened agreement with clear and binding commitments for meetings.

Another challenge is to get both government and opposition more aligned with our members' needs, as expressed by our resolutions and our priorities. As I wrote in the inaugural issue of *Municipal Observer* magazine in October, "we want the parties to support our requests, rather than creating their competing solutions. Municipalities know what they need better than anyone. We need the support of all political parties to ensure immediate action."



We want them to take our requests and act on them. We need to make sure they understand that, as a separate order of government, our autonomy to make decisions within our municipal mandate needs to be respected.

This is not a pie-in-the-sky-ask. Other provinces have done the work and modernized the relationship with their municipalities, as Alberta did when it passed *An Act To Strengthen Municipal Government* in 2017.

We need that work done here, not just in new legislation, but in a change of culture at the Province and within municipalities. We need to resist asking the Province to solve all our issues, especially where we already have the mandate to act.

Our final challenge is how NSFAM can lead the charge to make sure all funding processes are fair without appearing to take the side of one municipality, or one group, against another. NSFAM does not pick winners, but NSFAM has to ensure on behalf of all our members that we have fair and equitable programs that all members have a shot at accessing. I hope we have done an adequate job of making that distinction the last year.

NSFAM has almost completed our massive transformation project. The resolutions process, the renaming and rebranding, the new communications strategies, and our new tireless approach to boots-on-the-ground advocacy have all come into their own this year. I hope you agree, and give our new president and board the opportunity to take the momentum forward and convert it into clear and unequivocal wins.

I also want to say our relationship with FCM, and the other PTAs, has never been better. I have deeply enjoyed working with them and hope this special partnership continues. Nova Scotia's leadership on the national stage has paid huge dividends for all our members. I would particularly like to thank my colleague and FCM President Bill Karsten for all his support and hard work this year.

It has been wonderful working with all of you, and getting to know every corner of this province I love even more, and working hard to deliver our promise of better government and stronger communities.

It was an honour to serve as the 112th President of the Nova Scotia Federation of Municipalities. Thank you to my board colleagues, particularly my Vice President Pam Mood and Past President Geoff Stewart. A special thanks to Juanita, Judy, Debbie, Will, Amanda, Amy – we have asked a lot of you this year and you all delivered every time.

I know at times our members have not always seen what NSFAM is doing. I hope these new approaches have been able to show more, and involve you more, in what we are working on. I thank you all so much for your support, kindness, and great ideas as we work hard together to transform the organization and our relationship with the Province.

VICE PRESIDENT'S REPORT

Mayor Pam Mood, Town of Yarmouth



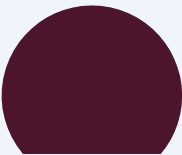
What a wild and wonderful year it's been! It's been an honour and privilege to serve as your vice president. All may appear calm and cool on the outside, but playing wing-woman to our fast-moving, Let's-get-'er-done President Wayne Mason has been nothing short of exciting. And teaming up with our equally-amazing Past President Geoff Stewart — and working with one heck of a talented and committed Board and staff — meant the year was packed with forward momentum. The stage is set for more to come.

The most impressive aspect to all of this is seeing how we – NSFM Members, Board, Staff, and AMA – come together to work hard and embrace the changes that are in our best collective interest. Change is never easy, but when we work our way through the process and can see the *why* of doing things differently, we all come out on top.

Our new resolutions process makes it easier for NSFM and the Province to focus discussions on the “Top 5,” while ensuring our statements of municipal concern are still front and centre. The doors are still wide open for individual municipal units to contact their respective MLAs on any issues.

As your vice president, I've been involved in all aspects of NSFM. Together with President Mason, Past President Stewart and CEO Juanita Spencer, I have logged record Fitbit steps going to all the meetings with the Province on your behalf. Not every meeting has gone according to *our* plan or *our* desired timeline, but that's the great thing about working together as a team: We're committed to getting the job done. We regroup and return, each time closer to closing a deal. There are highs, lows, frustrations, celebrations – all of it.

We're blessed to live in a democracy that includes a government in power *and* opposition parties. We've had quite a bit of practice this past year working towards all-party consent. At times, it's been frustrating because we want to get the job done quickly. But working diligently toward an end result will ensure everyone has a chance for input, and no surprises for our residents. It's democracy at its best and a win-win for all, even if I've bitten my nails off more than once in anticipation of getting to the next step! Your patience through it all is testament to your understanding of what's best for all of us. At times I think we should hand out popcorn as the stories unfold and we head to what we all hope are great endings to each issue we tackle. Thank you for staying 'til the credits roll.



It's easy to say we enjoy working with an individual or organization when we are getting exactly what we want. But sometimes along the way to "want" we get a "need." What we need is the ability to talk openly with the Province, forge relationships, build trust and share mutual respect. I can say without hesitation that I have found that in Minister Chuck Porter and his team at DMAH this past year. No one said any of this would be easy. It's not. And while we're so close on some of our hot-button issues that we can taste it, building a relationship of trust and respect is equally important. Folks, we're in this for the long haul, with many, many desperately important issues that need to be resolved. Together, we need to make better communities and a better province. We are the leaders who are face-to-face with our residents every single day. We know what's needed and we are committed to getting it done. Your Board is giving it everything on every issue and we are seeing results.

We are masters of our own destinies. My hope for the upcoming year is that you continue to engage with NSFM on every front. Fill out the surveys; come to the resolutions meetings; ensure your voice is heard; encourage colleagues to attend our info-packed conferences; attend caucus and regional meetings.

We can learn so much from each other. There's nothing more valuable than having the facts and understanding the issues if we are speaking on behalf of our constituents. This is the time to dig in, visit our website, ask questions, give it all we have, and be the best we can be.

A huge thank you to AMA. I've always said I wouldn't be half the mayor I am without my CAO. And NSFM and AMA working together can't be beat. Together we can accomplish so much. Thank you for all you do.

To the NSFM staff, wow. Juanita, as our new CEO, you've set a pace we're all striving to keep up with, and we are absolutely up to the task! Thank you for giving it your all. Will Brooke, I've never met anyone who can do policy like you. You've taught me much. Amy Pugsley Fraser, I think they hired communications when they saw me coming without a filter! Debbie Nielsen, we're green because of you, and Amanda Bell, your support has been amazing. Judy Webber, you do numbers and events like no other, with grace, kindness and a wealth of experience. MUCH respect and thanks for the off-the-charts job you continue to do.

Thank you to each of my elected colleagues, every staff person out there, our amazing Board and everyone else who believes in the power of municipalities to change the face of our regions, our province, and our country. Mostly, I humbly thank you for putting your trust in me. Here's to next year: Get in and hang on tight ... she's gonna be quite a ride!



PAST PRESIDENT'S REPORT

Deputy Mayor Geoff Stewart, County of Colchester



I must say it has been an absolute honour to serve as your past president this year. To be given the opportunity to work with municipal officials, both provincially and municipally, across this province has been fantastic. As a member of both the NSFM and AMANS Boards, it is clear to me we have common goals and want what's best for our residents. The two organizations have a great collaborative working relationship and we must maintain and continue to build on this.

Under the guidance of President Waye Mason we have continued to strengthen our advocacy role and build bridges with all political parties. It is my hope that the provincial government will honour our Partnership Framework Agreement, and consult with NSFM on legislative changes. With our resolution process and priorities remaining the focal point we can only become stronger as a unit.

We have seen staff changes this year and the direction we are taking under the leadership of CEO Juanita Spencer will be an exciting and well-mapped route. To the entire staff of NSFM your dedication and commitment cannot go unmentioned, each and every one of you give your all and we as an organization benefit greatly from your continued hard work.

To any member considering putting their name forward for a board position, I would encourage you to get involved. It is critical that all members take the time to read the various emails from NSFM, complete any questionnaires or surveys as these are a guide to your Board on the direction you wish to proceed. Regardless of whether you're with a Rural, Regional or Town caucus, we are one, and our goals have to be as ONE. We all serve our residents, friends and families with great cause, we are the closest to the people, we are NSFM.

I again take this opportunity to thank the board, staff and membership for this honour and privilege to have served with you. We have a strong future if we remain united as ONE. Enjoy this 2019 Conference.

• Mission: To enable effective local government
communities by facilitating strategic advocacy, education and
collaboration

ADVOCACY

The Collective Voice of 50 Municipalities

NSFM represents members ranging from small rural towns like **Clark's Harbour on Cape Sable Island** with a population of 758, to **Halifax Regional Municipality**, the provincial capital with more than 430,000 in an area the size of PEI. One of our core functions is to advocate on behalf of N.S. municipalities to the provincial and federal governments. To accomplish this, NSFM works with the Association of Municipal Administrators to identify issues that impact the residents we both serve. NSFM works to bring all the collective views together, to prioritize the areas of most concern, and develop meaningful resolutions.

Q. What do you value most from NSFM?

"You are **the pulse on municipal government** in Nova Scotia and your **advocacy** to higher government levels is **important.**"

"As a **collective voice** for the greater good, we **have some strong impact.**"

SOURCE: 2019 Members Survey

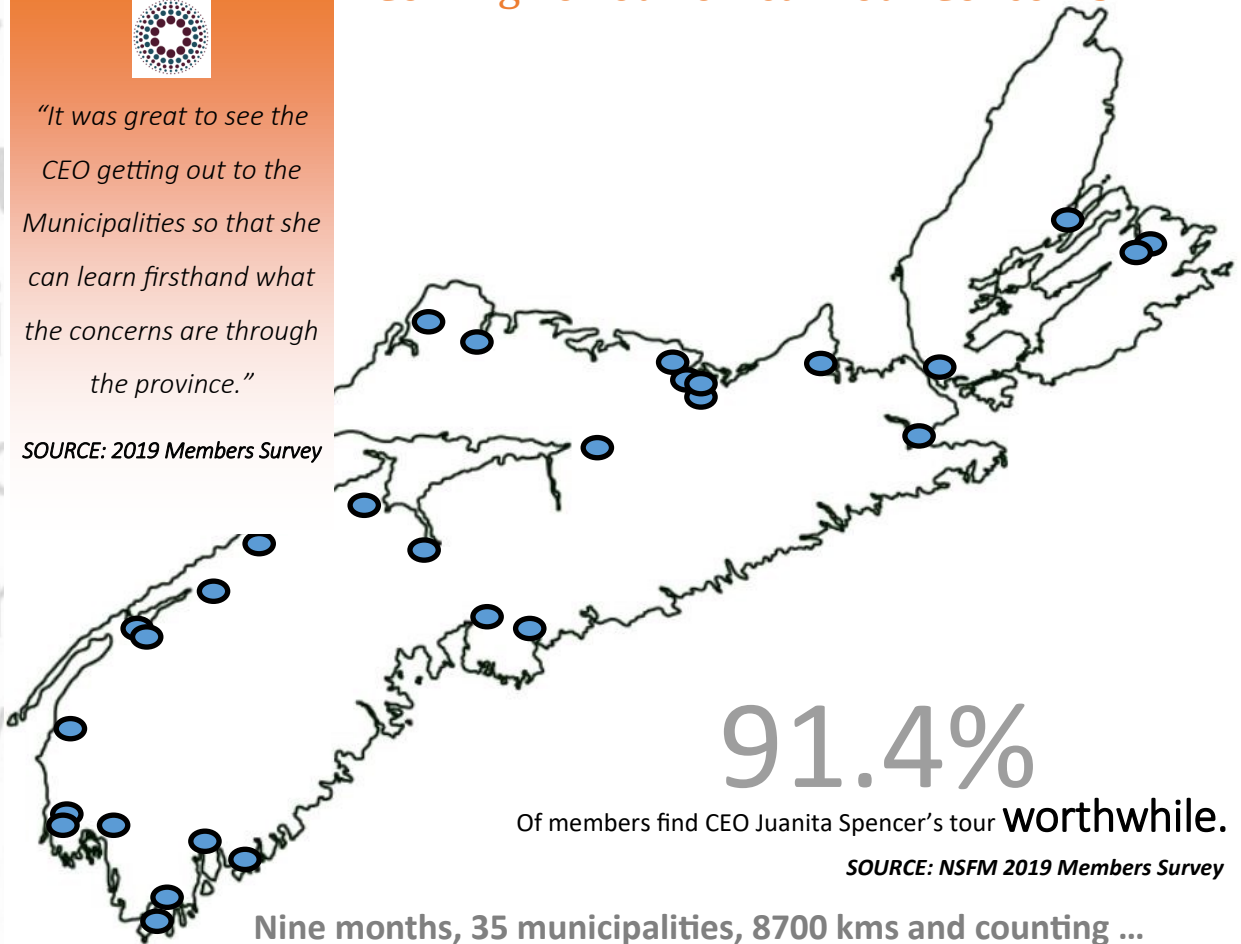
CEO'S ROADSHOW

Coming To You To Hear Your Concerns



"It was great to see the CEO getting out to the Municipalities so that she can learn firsthand what the concerns are through the province."

SOURCE: 2019 Members Survey



ADVOCACY: Learning Your Concerns

NSFM's priorities are established through Resolutions passed by the membership each fall at the AGM. The resolutions represent the most pressing issues facing our members and they develop the focus for the NSFM Board of Directors and Staff.



This year, NSFM launched a New Direction with a louder, stronger voice and a more strategic lens applied to how we approach the resolutions you voted on. **CEO Juanita Spencer** is travelling the province to meet with member municipalities and hear their concerns about priority areas, building on spring sessions in Truro.

To expand on the research and policy work done on the resolutions, NSFM plans to create **Advisory Committees**.

They will be similar to the one established in early 2019 for the CAP, to provide advice and make recommendations on the other four priority areas.

RESOLUTIONS

2019 NSFAM Priorities

NSFM's resolution process has been the subject of gradual change over the last decade. Dozens of resolutions used to be forwarded to the Province after the fall conferences, but this yielded little in the way of results.

Recently, NSFAM members adopted a more focused approach, reducing the number of resolutions to five.

This spring, regional resolutions meetings were held in Cape Breton, Yarmouth, New Glasgow, the Annapolis Valley, and HRM. In total, about 100 members attended and reiterated support to keep the number at five — and to keep the same five resolutions as last year.

That was also the message from the one-on-one member meetings held by CEO Juanita Spencer as she visited municipal councils across Nova Scotia this year and during the spring workshop in Truro.

RESOLUTIONS 2019

CAP: Request the Province work with municipalities and stakeholders to phase out the CAP program and provide better alternatives to protect from significant increases to residential and property assessments

Extended Producer Responsibility: Request the Province develop legislation and regulations and a transition program to assist those municipalities who are left with redundant facilities

Roads: Continue to address road issues with TIR and DMAH but ask the Province to increase funding of roads

Municipal Funding: Request that the Province increase its annual funding for the municipal equalization program by \$20 million over three years; freeze mandatory education payments for each municipality at 2017 levels; cost share 50/50 in all municipal projects required to comply with the Accessibility Act, if those projects do not receive other funding; and provide municipalities with a substantial share of all the related tax revenues being generated through the sale of cannabis.

Municipal Modernization: Ask the Province to continue to work, develop and support municipalities willing to work together

ADVOCACY: Removing the CAP

Throughout 2019, NSFM Staff and Board members have been working hard to get all-party support for NSFM's resolution to remove the CAP.

In January, a committee was established with membership including representatives from *Association of Municipal Administrators of Nova Scotia, Property Valuation Services Corporation*, and elected and executive members of *NSFM*.

The committee met with all three party caucuses, made presentations to members and individual councils, and met with stakeholders including Nova Scotia Association of Realtors, Canadian Home Builders' Association, Real Estate Lawyers Association, Canadian Mortgage Brokers Association, Nova Scotia Real Estate Appraisers Association and Investment Property Owners Association of Nova Scotia. During 2019, there were more than 60 meetings and presentations throughout the province and they focused on this resolution:

THEREFORE BE IT RESOLVED the Province work with municipalities and other stakeholders to phase out the CAP program and provide better alternatives to protect low-income homeowners and those experiencing significant increases in residential property assessments.

We have been negotiating an MOU that proposes the following program to remove the CAP:

Restore equity and fairness to the property tax system through programs delivered by municipalities:

- Spike protection mechanism - *Protect properties whose assessments rise dramatically*
- Low income protection mechanism (protect seniors, others) - *Targeted tax exemptions already available in nearly all municipalities*
- Differential protection – *Program for average households and below, whose market property assessment is dramatically different than CAP (50-100% or more)*

Restore equity and fairness to the property tax system through complete phase out:

- Slow Phaseout - *Transition over 13 years*
- Revenue-neutrality in implementation for both Province & municipalities – *Reduce tax rates as overall assessment rises due to the CAP removal (revenue neutrality) while allowing for normal budget adjustments to cover increases in expenses or new services*
- PVSC to do market-based assessment ONLY - *Tax relief and taxpayer protection delivered by taxing authority, the municipalities*
- Provincial seniors relief to become stackable - *Program would be stackable not applied after municipal relief*

Getting all-party support to remove the CAP has been ongoing work throughout 2019. There was eleventh hour work going on in the last week of October and NSFM Staff and Board are focused on creating a solution to this issue.

EXTENDED PRODUCER RESPONSIBILITY

At last fall's Provincial/Municipal Roundtable meeting, the Province asked NSFM to consult Nova Scotian businesses on the EPR proposal being developed in collaboration with the Solid Waste Chairs. The results of the 45-day consultation were added to a formal EPR proposal and presented to Environment Minister Gordon Wilson on June 5th, 2019.

At that time a spokesperson for the Minister of Environment stated that the department will hold off on taking any action on the EPR proposal until the efficiency study is complete. The study was released, and as of Monday, September 16th, is available to municipal officials to review.

In October, Minister Gordon Wilson introduced Legislation to ban plastic bags. The legislation left the door open for EPR and the minister was quoted to say he **"would be disappointed if we didn't see some action a year from now."**

ROADS

Roads were again a priority topic last fall, and at our conference our members asked us to work with TIR to develop a new funding agreement. The joint municipal-provincial roads committee includes participation from AMANS, DMAH, and TIR. Committee work is ongoing, and discussions about possible funding increases are taking place. The committee is working toward developing a proposed new funding agreement with respect to both J-class roads and urban arterials and collectors, and is now reviewing existing agreements.

MUNICIPAL GRANT

The Partnership Framework signed in 2018 includes a commitment to work collaboratively to address the municipal equalization and provincial grant program. NSFM will continue to take every opportunity to raise this issue with the Minister. It will be a significant focus in the coming year.

Since the 2018 resolution, NSFM and the Government of Nova Scotia worked together to rename the provincial equalization program. It is now officially called the **Municipal Financial Capacity Grant**. This renaming is a sign that the government has heard our members' concerns, and that they are willing to work with us to resolve our issues.

MUNICIPAL MODERNIZATION

As community needs evolve, and technology advances, the opportunities for municipalities to collaborate and work together could lead to enhancements in the quality of life of their citizens. Efficiencies may be found and the ability to do more could be increased. Yet the Municipal Government Act supports competition between and amongst municipalities. New tools are needed for those municipalities who want to be more innovative in growing and supporting their communities. NSFM is asking the Province to provide additional resources to the Department of Municipal Affairs and Housing in support of municipal modernization efforts.



COMMUNICATIONS

JUANITA SPENCER: Municipal infrastructure like bridges, broadband should be on election radar

NSFM has been representing the collective voice of *Nova Scotia's municipalities* since 1906.

The New Direction in 2019 has turned up the volume on that voice to reach new and broader audiences, both inside the membership and with outside stakeholders.

NSFM News has replaced the old Municipal Matters e-newsletter. It's a newspaper-format publication distributed mid-month to members with news highlighting the achievements and programs of NSFM and its member municipalities. The **Monday Memo** is the regular email update sent to members with all the news, notes, messages and reminders in one weekly package.

The new **Municipal Observer** magazine has just launched and now includes a slate of stories about the many successes of our 50 municipalities, including the proposed *Cliffs of Fundy Geopark* and *Annapolis Valley's Smart & Sustainable Rural Region*. Previous content was entirely driven by a third-party publisher.

On **twitter**, NSFM has extended social media reach through a 30% increase in followers in the last three months (from 315 to more than 400). In October, we reached 19.5K impressions — the number of times our tweets showed up in someone's timeline — a 62% increase over previous highs.

On **Facebook**, NSFM connected with new members and grabbed new audiences. Our top post reached more than 1,200 people on Aug. 21, a 50% increase over 2019's most-shared read. **LinkedIn** saw more than 330 people view our weekly posts.

Since the communications department launched in August, NSFM has been quoted, or written about, in 21 articles in N.S. media, including Cape Breton Post, The Chronicle Herald and its SaltWire network of community newspapers, Star Halifax, *allNovaScotia.com* and *CBC*. Published pieces include a pair of Op-Eds each by NSFM President Wayne Mason and CEO Juanita Spencer. Four pieces have appeared in **The Municipal Information Network**, a national online daily.

NOVA SCOTIA FEDERATION OF MUNICIPALITIES

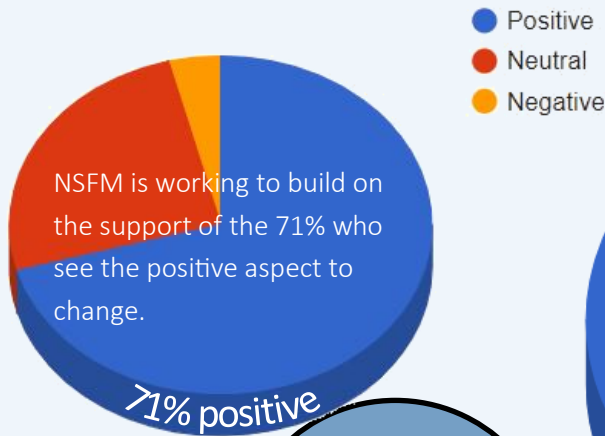
Nova Scotia Can't Runner-Up to New Brunswick On Implementing EPR

COLLABORATION

Working With Members

NSFM is proud of the fact that all 50 municipalities in Nova Scotia are members of the organization. Working together is critical to help our province grow and our communities succeed. NSFM provides resources, advice and expertise to several committees to provide municipal perspective, and collaborates with members, stakeholders and other levels of government. This year, we conducted a Members Survey over the summer months to better understand the people we represent.

What is your opinion of the new direction?

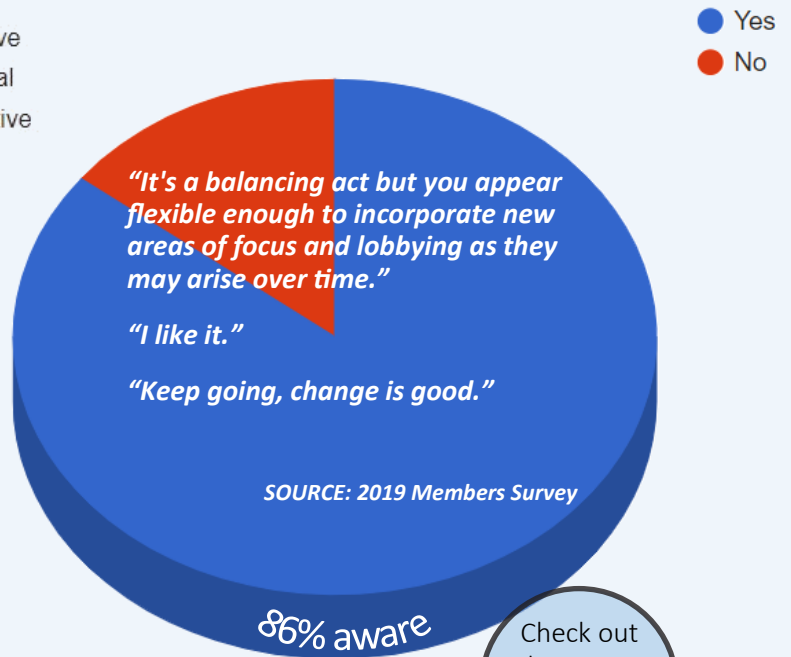


NSFM is working to build on the support of the 71% who see the positive aspect to change.

71% positive

NSFM plans to make the Members Survey an annual event so we can have a better understanding of our members.

Are you aware that NSFM is taking a new direction?



"It's a balancing act but you appear flexible enough to incorporate new areas of focus and lobbying as they may arise over time."

"I like it."

"Keep going, change is good."

SOURCE: 2019 Members Survey

86% aware

Check out the survey answers at nsfm.ca

COMMITTEE MEMBERSHIP

2018/2019

Joint Municipal Provincial Committees

Accessibility Framework Working Group

Mayor Jeff Cantwell, Town of Wolfville
 Councillor Laurie Cranton, County of Inverness
 Terry Doyle, CAO, Town of Port Hawkesbury
 Councillor George MacDonald, CBRM
 Brian Morrison, Village of Baddeck
 Trudy Payne, District of Lunenburg
 Juanita Spencer, CEO, NSFM
 John Woodford, East Hants

Cannabis Provincial Municipal Committee

Deputy Mayor Laurie Murley, Windsor
 Marie Walsh, CAO, CBRM

Fire Services Committee

Shawn Andrews, District of Guysborough
 Councillor Jennifer Daniels, West Hants
 Rob Frost, Deputy CAO, County of Kings
 Wendy Hill, District of East Hants
 Councillor Wayne Thorburne, Bridgewater

Financial Condition Index Sub-Committee

Deputy Mayor Emily Lutz, County of Kings

Housing Committee

Mayor Anna Allen, Town of Windsor
 Will Brooke, NSFM Policy Advisor
 Councillor Jack Fancy, Region of Queens
 Keith MacDonald, CAO, County of Inverness
 Maggie MacDonald, HRM

Infrastructure & Asset Management Working Group

Chris Boudreau, County of Richmond
 Councillor Ivan Doncaster, CBRM
 Councillor Gregory Heming, County of Annapolis
 Earl MacKenzie, Town of New Glasgow
 Debbie Nielsen, NSFM
 Holly Power-Garrett, HRM
 Gerry Verran, Town of Yarmouth

Roads Committee

Will Brooke, NSFM Policy Advisor
 Greg Herrett, CAO, Town of Amherst
 Deputy Mayor Emily Lutz, County of Kings
 Chris McNeill, CAO, Region of Queens
 Councillor Lennie White, Town of Westville



*Joint Municipal/Provincial Committees, Continued***Police & Community Services Safety Advisory Committee**

Will Brooke, NSFM Policy Advisor
 Deputy Mayor Emily Lutz, County of Kings
 Mayor Bill MacDonald, Town of Annapolis Royal
 Deputy Mayor Laurie Murley, Town of Windsor
 Councillor Russell Walker, HRM

Local Government RCMP Contract Management

Louis Coutinho, CAO (ret'd), Town of Windsor
 Jacques Dube, CAO, HRM
 Councillor Michael Gregory, County of Colchester
 Juanita Spencer, CEO, NSFM

Municipal Indicators Review Project Committee

Will Brooke, NSFM Policy Advisor
 Rennie Bugley, CAO, County of Cumberland
 Deborah Campbell, Municipal Clerk, CBRM
 Scott Fraser, Director, Colchester
 Leanne MacEachen, Director, Victoria
 Councillor Clarence Prince, CBRM (NSFM)

Governance Sub-Committee

Mayor Rachel Bailey, Town of Lunenburg
 Will Brooke, NSFM Policy Advisor
 Councillor Fraser Patterson, County of Victoria
 Mayor Sandra Snow, Town of Kentville
 Councillor Lennie White, Town of Westville

Solid Waste Priorities Group

Will Brooke, NSFM Policy Advisor
 Laurie Lewis, HRM
 Councillor Amanda McDougall, CBRM
 Stephen Rayworth, Cumberland
 Councillor Tom Taggart, County of Colchester

Non-Governmental Organization Committees**211 Information and Referral Service**

Deputy Mayor Heather Kelly, Region of Queens

Divert Nova Scotia

Councillor Pam MacInnis, East Hants (For NSFM)
 Councillor Tom Taggart, County of Colchester
 Deputy Mayor Phil Mooney, Town of Yarmouth

Efficiency NS Demand Side Management Group

Adam Hayter, HRM

Federation of Canadian Municipalities

Warden Timothy Habinski, County of Annapolis
 President, FCM, Councillor Bill Karsten, HRM
 Councillor Waye Mason, NSFM President
 Juanita Spencer, CEO, NSFM
 Councillor Tom Taggart, County of Colchester
 Councillor Russell Walker, HRM



Property Valuation Services Corporation

Councillor Darren Bruckschwaiger, CBRM
Mike Dolter, CAO, Truro
Councillor Joseph Feeney, Mahone Bay
Jane Fraser, CFO, HRM
Councillor Clifford Hood, Town of Yarmouth
Warden Jimmy MacAlpine, District of Digby, Chair
Connie Nolan, CAO (ret'd), East Hants
Juanita Spencer, CEO, NSFM

NSFM Committees

Active Transportation Committee

Ashley Brooker, County of Kings
Councillor Eldon MacDonald, CBRM
Rick McCready, CBRM
David MacIsaac, HRM
Debbie Nielsen, NSFM
Mark Nener, Halifax
Hilary Paquet, County of Colchester
Debra Ryan, County of Antigonish
Gord Tate, District of Chester
Councillor Mike Trinacty, Town of Berwick

2019 NSFM Fall Conference Planning Committee

Mayor Jeff Cantwell, Wolfville
Councillor Cheryl Fritz, Town of Truro
Deputy Mayor Heather Kelly, Region of Queens
Mayor Pam Mood, Yarmouth, Chair
Juanita Spencer, CEO, NSFM
Councillor Ty Walsh, Berwick
Judy Webber, NSFM

Cannabis Working Group

Councillor Shawn Cleary, HRM, Chair
Cpl. Luc Cote, RCMP Windsor Detachment
Tammy Hamlin, Truro
Councillor Jim MacLeod, Town of Yarmouth
Const. Blair MacMurtery, Wolfville RCMP
Chief David MacNeil, Truro Police Service
Chief Peter McIsaac, Cape Breton Police
Jeff Merrill, District of Lunenburg
Laura Mosher, County of Kings
Superintendent Jim Perrin, Halifax Regional Police
Kelly Rice, CAO, Kentville
Ben Sivak, HRM
Marie Walsh, CAO, CBRM

2019 Nominating Committee

Will Brooke, NSFM Policy Advisor
Mayor Jeff Cantwell, Wolfville, Towns Caucus Chair
Councillor George MacDonald, CBRM, Regional Caucus Chair
Deputy Mayor Geoff Stewart, NSFM Past President
Warden Penny Smith, District of Shelburne

Audit Committee

Councillor Russell Walker, HRM
Warden Jim Smith, District of East Hants
Councillor Jim Winsor, County of Kings
Juanita Spencer, CAO, NSFM
Judy Webber, NSFM

NSFM-Provincial Committee

Parental Accommodation Committee

Vicki Brooke, County of Kings
 Julie Gibson, Halifax
 Warden Timothy Habinski, County of Annapolis
 Don Holmesdale, Village of Kingston
 Deputy Mayor Emily Lutz, County of Kings

NSFM-AMANS Committees

CAP Committee

Juanita Spencer, CEO, NSFM
 Wayne Mason, President, NSFM
 Janice Wentzell, Executive Director, AMANS
 John MacKinnon, DCAO, CBRM
 Marie Walsh, CAO, CBRM
 Alain Muise, CAO, District of Argyle/President AMANS
 Kimberley Ramsay, CAO, East Hants

Health and Benefits Committee

Deputy Warden Linda Gregory, District of Digby
 Councillor John MacLennan, County of Inverness
 Mike Dolter, CAO, Town of Truro
 Carolyn MacIntosh, Deputy Clerk, Pictou County
 Jason Martell, Acting CAO, Richmond County
 Jeff Sunderland, Deputy CAO, District of Digby
 Britt Wilson, Manager, HRM

Nova Scotia Health Authority Committee

Physician Recruitment & Retention Committee

Will Brooke, NSFM Policy Advisor
 Councillor Jodi MacKay, Town of Wolfville
 Juanita Spencer, CEO, NSFM

NSFM-AMANS Wellness Committee

Yvonne Boudreau, Clerk, County of Richmond
 Tammy Feltmate, County of Antigonish
 Councillor Cheryl Fritz, Town of Truro
 Tammy Hamlin, Town of Truro
 Wendy Hill, East Hants
 Tammy Lerett, HRM

Provincial Committees

NS Building Advisory Committee

Councillor Ivan Doncaster, CBRM

E-911 Cost Recovery Fee Committee

Councillor Clarence Prince, CBRM

Fire Safety Advisory Committee

Councillor Fraser Patterson, County of Victoria

Minister's Roundtable on Environment/Prosperity

Councillor Dayle Eshelby, Town of Lockeport

Municipal Finance Corporation

Dawn Kaizer, DFO, Town of Bridgewater
 Councillor George MacDonald, CBRM
 Councillor Bernie Murphy, Town of Westville

Short Term Accommodations

Mayor Bill MacDonald, Annapolis Royal
 Councillor Perla MacLeod, County of Victoria

EDUCATION

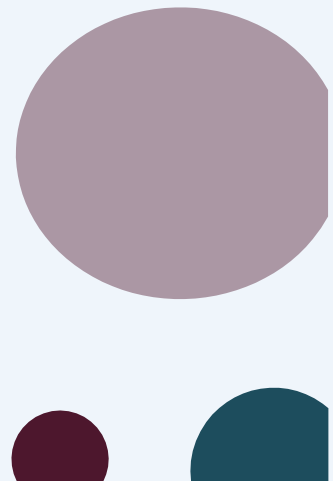
Sharing Best Practices and Success Stories

NSFM works to **help municipal councils better understand issues and opportunities** through events, connecting groups and specialists, and sharing ideas. It also does this through committee work to develop toolkits and templates, and by providing research documents and best practices.

Our spring and fall conferences offer the latest in workshops and training opportunities for municipalities, programs that are considered professional development for elected officials.

NSFM staff recognizes the time crunch for all municipal politicians. As a result, staff is flexible to ensure everyone can be accommodated. We have expanded the regular learning platforms like in-person workshops and classes to now include **Skype, Webinars** and online learning.

As well, staff is quick to respond to emerging issues and hot-button topics. In the past this has included doctor recruitment and broadband. If there is a new educational opportunity, NSFM will provide training, or search out the best partners to ensure members get the best opportunity possible.



- ◆ In the past year, NSFM partnered with *ClimAction Services Inc.* to offer two workshops in Dartmouth and Middleton on incorporating climate risks in long-term municipal infrastructure and asset management planning. The more general asset management training is also provided via online courses linked to the NSFM website that’s available **anytime, anywhere**.
- ◆ NSFM participates in the orientation program for newly-elected municipal officials. We’re prepping the next one for the new recruits coming in the fall of 2020.
- ◆ A seat at the national table is afforded to NSFM staff through membership on several FCM committees—including **Asset Management, Climate Change** and **Towards Parity Working Group**. These opportunities provide another outlet for information sharing, where NSFM is key to providing the local Nova Scotia perspective to a national body.
- ◆ NSFM facilitates workshops put on by other levels of government, like the regional training sessions held this fall through the Nova Scotia Accessibility Directorate. More than 115 staff and municipal officials attended the sessions from Yarmouth to Port Hawkesbury. In the spring, NSFM played a role in the Doctor Recruitment workshop in Kentville.
- ◆ NSFM’s spring and fall conferences offer sessions on up-to-the minute emerging issues. We achieve a balance of topics by canvassing councillors, wardens and mayors from across the province. And if we can’t directly provide the training, we link our members to existing resources to provide the best learning experience possible.



“The work done by *Sustainability Coordinator Debbie Nielsen* is the **best service** offered by NSFM.”

SOURCE: 2019 Members Survey



NOVA SCOTIA FEDERATION
OF MUNICIPALITIES



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