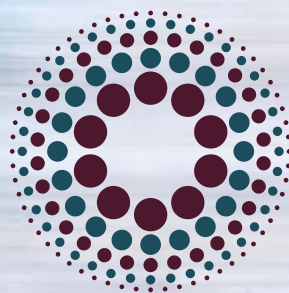




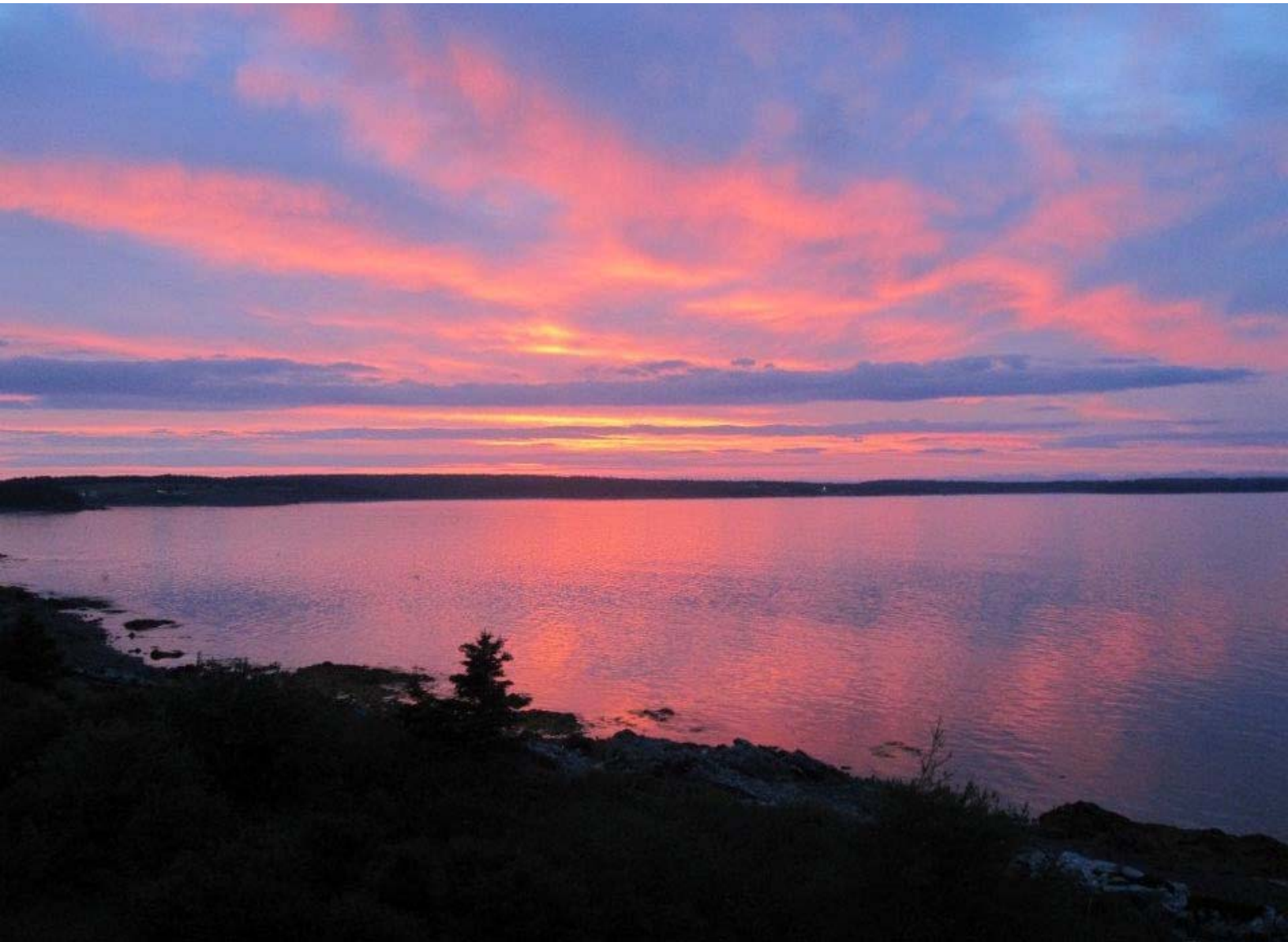
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Annual Report



NOVA SCOTIA
FEDERATION OF
MUNICIPALITIES

Rissers Boardwalk – Kas Stone



Bay of Rocks – Andre Leblanc



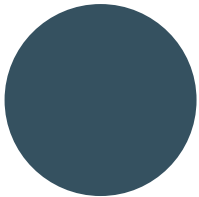
NOVA SCOTIA FEDERATION OF MUNICIPALITIES

Introduction

Welcome to the Nova Scotia Federation of Municipalities (NSFM) 2023 Annual Report. NSFM is the unified voice of the province's municipalities. Our dedicated non-profit organization champions the collective interests of all municipally elected officials and 49 vibrant municipalities.

NSFM is led by our 13-member Board of Directors, elected by our valued members, and complemented by an appointee from the Association of Municipal Administrators Nova Scotia (AMANS), we steer impactful change.

As a beacon of advocacy, NSFM engages with municipal councils, elected and senior officials at provincial and federal levels of government and communicates the diverse priorities of local government. Through strategic negotiation and consultation, we service and administer funding to empower Nova Scotia's municipalities in delivering essential services to residents.



MISSION:

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



VISION:

Effective local government and strong, sustainable communities.





Springville Church and Community Hall, Springville



Board of Directors



Mayor Brenda Chisholm-Beaton
Town of Port Hawkesbury
President



Mayor Carolyn Bolivar-Getson
Municipality of the District of Lunenburg - **Vice-President**



Mayor Amanda McDougall
Cape Breton Regional Municipality
Past-President



Mayor Sandra Snow
Town of Kentville



Warden Bruce Morrison
Victoria County



Councillor Paul Russell
Halifax Regional Municipality



Mayor Lennie White
Town of Westville



Councillor Patti Durkee
District of Yarmouth



Mayor Darlene Norman
Region of Queens



Mayor Laurie Boucher
Town of Antigonish



Councillor Martha Armstrong
County of Kings



Councillor Pamela Lovelace
Halifax Regional Municipality



Mike Dolter, CAO
Town of Truro
AMANS Representative



NSFM Staff

Juanita Spencer – Chief Executive Officer

Dani Coffey – Director of Policy and Government Relations

Judy Webber – Director of Events and Member Development

Ian Morrison – Director of Operations and Communications

Mary Claire Lake – Director of Finance

Wesley Petite – Policy Advisor

Kyle McKenzie – Infrastructure and Sustainability Officer

Charlotte Tavenor – Office Administrator

Lucy MacLeod – Fund Navigator

Charlene Fekeshazy – Communications Advisor

Debbie Nielsen – Lead Program Manager, SCCF

Brandon Durkee – Grant Coordinator, SCCF

Gab LeVert – Communications & Engagement Officer, SCCF



Cherry Hill Beach – Kas Stone



Message from the President

Brenda Chisholm-Beaton

In the 2023 Annual Report of the Nova Scotia Federation of Municipalities (NSFM), I am pleased to provide an overview of our remarkable journey over the past year. Together, we've made significant strides, advancing NSFM into a transformative period marked by progress, resilience, and strategic foresight. Our advocacy initiatives have not only influenced legislation but also reaffirmed our dedication to safeguarding municipal interests.

A notable achievement is the Service Exchange initiative, which addressed crucial municipal issues through collaboration between the Service Exchange Committee, the province, and our membership.

Inclusivity remains a priority, demonstrated by our restructuring measures, including e-voting for board elections. This election process ensures all voices are heard, fostering a sense of belonging and shared ownership.

Our partnerships with the Province, FCM, AMANS, and counterparts nationwide strengthen our collective impact and position NSFM as a resounding voice for our members.

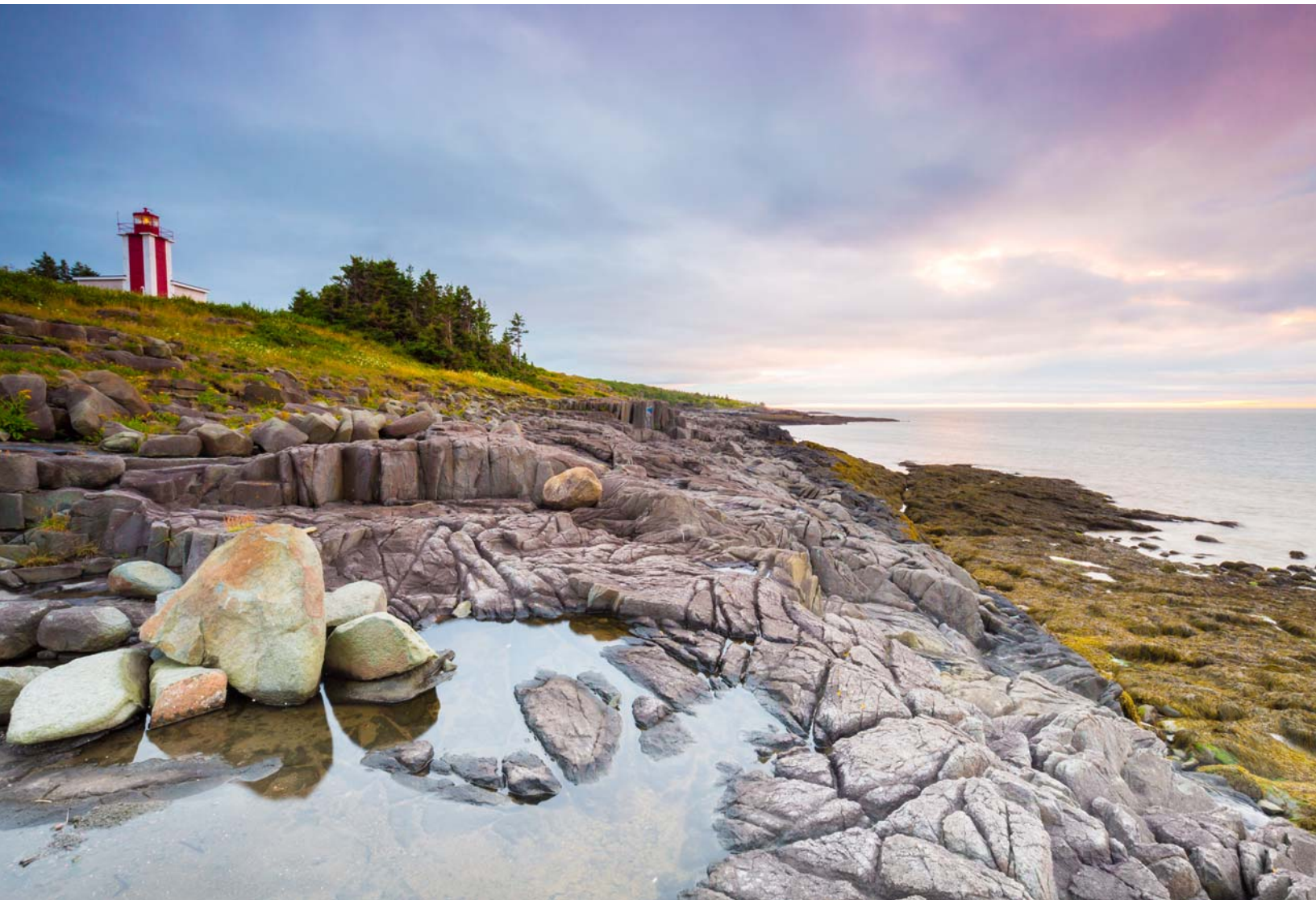
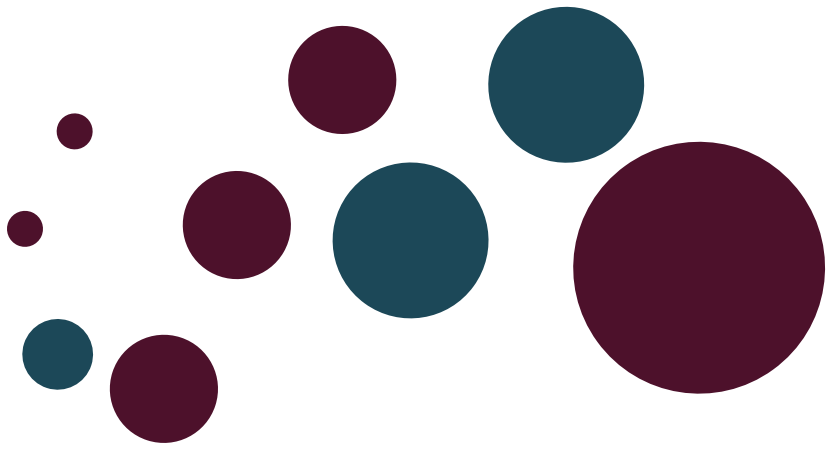
Recent organizational changes emphasize direct member engagement. We're committed to advocating for municipalities of all sizes, overcoming challenges, and seizing opportunities.

Access our empowering resources, stay informed about provincial-municipal affairs through our communications, and innovate with our support. Your membership is a gateway to a dynamic community dedicated to your growth and success.

I extend my deepest gratitude to each member and partner for contributing to NSFM's success. Together, we've navigated challenges, seized opportunities, and set the stage for continued growth and evolution.

Looking ahead with optimism, I anticipate the journey ahead with great anticipation.





Point Prim Lighthouse – Adam Cornick



Message from the CEO

Juanita Spencer, Chief Executive Officer

Reflecting on the past year, we are proud of the remarkable achievements and milestones of the Nova Scotia Federation of Municipalities (NSFM). Our members' dedication and collective efforts have significantly contributed to our mission's success, leaving a lasting impact on municipalities across Nova Scotia.

The Service Exchange initiative stands out as a pivotal achievement, realigning municipal and provincial responsibilities to empower municipalities financially. Our collective voice, notably during the swift response to the Bill #340, *Municipal Reform Act (2023)*, demonstrates the strength and unity within our Federation.

Despite challenges, such as the debate concerning Bill #329, the *Halifax Regional Municipality Charter*, our rapid and passionate response underscores our commitment to defending municipal autonomy. We advocate for collaboration and consultation, emphasizing the importance of working together to address critical issues, such as housing.

NSFM's engagement in enacting Extended Producer Responsibility regulations into legislation and developing a Municipal Code of Conduct showcases our commitment to addressing complex issues and advocating for municipal voices in policing matters.

We continue supporting the provincial government in delivering valuable grant programs like the Canada Community-Building Fund (CCBF) and the

Sustainable Communities Challenge Fund, which reflect the positive outcomes of our advocacy efforts.

Our commitment to supporting municipalities is evident through initiatives like the funding database, facilitated by the Fund Navigator position, aiding members in accessing funding opportunities.

NSFM's restructuring, marked by the first-ever e-vote for the election of the Board of Directors, emphasizes inclusivity. Advisory committees will address issues prioritized by municipal councils, and our numerous webinars and training sessions provide valuable resources to members.

We've strengthened communications with members and stakeholders through website redevelopment and improved media engagement, resulting in increased coverage and responses to our press releases.

Hosting member events, webinars, and workshops remains integral to enhancing our membership's well-being, while expanding program offerings remains a prime focus for NSFM.

I extend my appreciation to each member, elected official, and partner for their contributions. Together, we've achieved significant milestones, and I look forward to our continued collaboration in the year ahead.



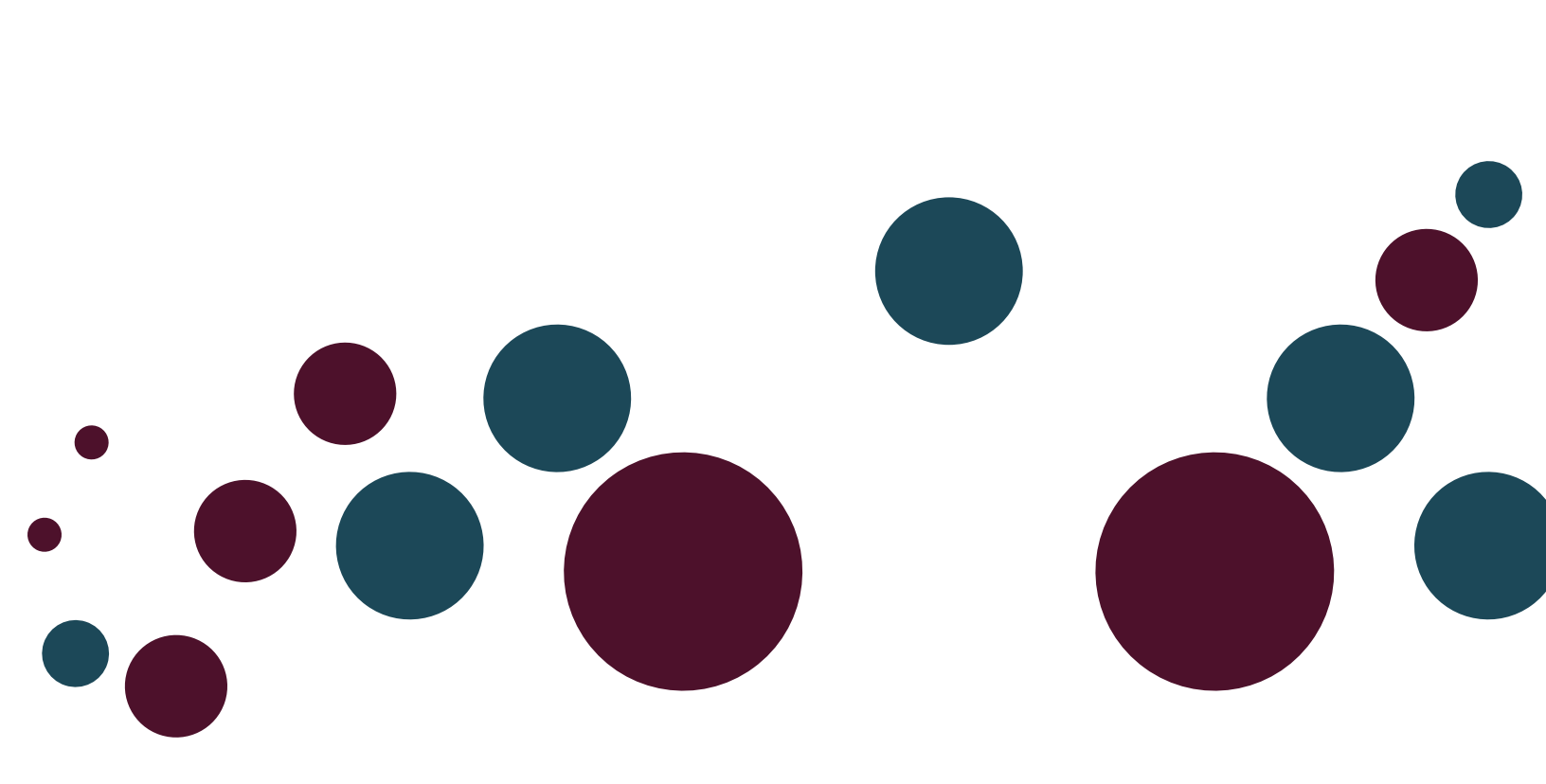


Big Mushamush Lake

Organizational Highlights

- NSFM updated its By-laws to modernize operations, allowing online business and e-voting. The addition of Regional Representative positions on the Board enhanced inclusivity and representation.
 - With these changes, NSFM established Advisory Committees on Areas of Municipal Interest.
 - Climate Change
 - Equity & Community Wellbeing
 - Municipal Autonomy
 - Public Safety
 - Municipal Infrastructure
 - These member-driven committees recommend advocacy positions to the Board of Directors on delegated issues.
 - Committees based recommendations on collective insights and the NSFM Advocacy Prioritization Policy.
 - Committees incorporated NSFM's outstanding resolutions and address new advocacy requests from members.
 - Councils are able to review the process for submitting new requests via this **overview document**.
<https://nsfm.ca/documents/advocacy/2339-advisory-committee-overview-guide/file.html>
- Work completed in 2023 included recruitment, approval of Terms of Reference, and consideration of a Municipal Statement of Interest related to each area.
- ## Advocacy Highlights
- NSFM advanced the interests of the membership by advocating for the needs of municipalities in the development of provincial legislation and regulations.
- NSFM advocated for the extension of the *Gas Distribution System Municipal Taxation Act*, securing revenue for municipalities with natural gas pipelines until January 2029.
 - The NSFM Board opposed ministerial intervention in municipal land-use planning proposed in an amendment to the *Halifax Regional Municipality Charter*. NSFM President Brenda Chisholm-Beaton spoke against Bill #329, emphasizing the need for collaborative approaches to address the housing crisis.
 - NSFM supported the efforts of the Service Exchange Renegotiation and Municipal Government Act Review (SERMGAR) Committee, advocating for improved support for road-related responsibilities in towns and endorsing the call of the Cape Breton Regional Municipality for a municipal charter. NSFM also supported Bill #340, facilitating new service exchange arrangements between the provincial government and municipalities.
 - NSFM monitored new accessibility standards, including the Built Environment Standards, disseminating relevant information to members for consultation and participation in the legislative process.
 - NSFM responded quickly to additional legislative and regulatory matters:
 - Supported federal Bill #288 for enhanced transparency in broadband internet providers via amendments to the *Telecommunications Act*.
 - Engaged members for feedback on costs associated with updated construction and demolition debris regulations.
 - Supported municipal autonomy in the merger of the Municipality of the County of Antigonish and the Town of Antigonish.
 - Delivered a presentation to members on the implications of newly introduced Extended Producer Responsibility regulations.





Hirtle's Beach - Paul H Williams

Consultation Highlights

NSFM facilitated consultations with both the federal and provincial governments to ensure municipalities were recognized as vital partners in local governance matters. NSFM acted as a liaison between its members and the government, advocating on their behalf, while also encouraging direct engagement between members and government officials.

New Service Exchange Agreement

After 18 months of collaboration between the SERMGAR Committee and DMAH, NSFM facilitated consultative meetings online, including:

- Mayors, Wardens, and CAOs meeting on July 27
- 10 all-member meetings from August 10 to August 23
- Four all-member regional meetings on August 24.

Members received presentations, a Municipal Financial Capacity Grant (MFCG) factsheet, and a summary of financial impacts, crucial for developing the new service exchange agreement between municipalities and the provincial government.

Policing

NSFM conducted thorough member engagement on policing services, including:

- Gathered member input through an online survey.
- Documented survey findings and other engagement insights in a comprehensive “What We Heard” Report.
- Hosted a meeting to review and respond to the strengths and weaknesses of existing policing models.

On November 7, preceding the annual fall conference, NSFM held a meeting focused on municipal policing. Members reviewed survey results and received educational presentations on provincial initiatives for public safety enhancement.

This engagement provided NSFM with a clear understanding of municipal policing issues and opportunities. NSFM formally communicated with Public Safety Canada and the provincial Department of Justice to express members’ needs and initiated a dialogue with the Department of Justice Policing Service and Security Division (PSSD) to seek solutions. NSFM also expressed a desire to engage with the Police Review Advisory Committee.

Additionally, NSFM conveyed disagreement with retroactive policing cost allocation to municipalities not involved in collective bargaining. NSFM engaged with the RCMP Contract Management Committee (CMC) to share advance notice on financial impacts, focused on body-worn cameras, collective bargaining, and addressed vacant police officer positions. Furthermore, NSFM participated in Public Safety Canada’s consultation on contract policing, and presented recommendations for enhanced municipal policing in Nova Scotia.

Municipal Code of Conduct

NSFM staff and members collaborated with the Joint Municipal-Provincial Code of Conduct Working Group to enhance public confidence in municipal governance through standardized professional and ethical conduct.

Membership updates were provided on the Code’s application to councils, with the Working Group influencing legislative changes, regulations, and training approaches for an effective municipal Code of Conduct.

These consultations enhanced the quality of legislation and funding programs. NSFM remains committed to fostering municipal input in decision making processes.



Infrastructure & Sustainability

NSFM's continued our commitment to municipalities, we engaged in both ongoing and short-term infrastructure and sustainability initiatives. Supported the province by administrating the Canada Community-Building Fund (CCBF) and our long-

standing partnership with local governments underscored our dedication to promoting and supporting their projects while we ensured alignment with the CCBF criteria. Additionally, we recognised the outstanding achievements within our membership through the Climate Change Leaders Award.



Town of Digby Waterfront in Winter

SERMGAR

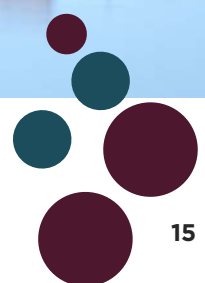
In 2023, the Service Exchange Renegotiation and Municipal Government Act Review (SERMGAR) Committee, in collaboration with the Department of Municipal Affairs and Housing (DMAH), finalized recommendations shaping Nova Scotia's municipal landscape.

After producing a report outlining recommendations, circulated to members in February 2023, the Province introduced a proposed new MOU service exchange agreement. This included eliminating municipal contributions for corrections and housing net operating losses, the establishment of a \$15 million infrastructure program, creation of two optional road programs totalling \$16.1 million, updating the Municipal Financial Capacity Grant, and a commitment to take over the costs associated with obsolete schools.

Municipalities were actively engaged in consultation, and adjustments were made based on member input, particularly regarding roads, with funding for trunks and routes retained. A majority of members supported the proposed changes, leading NSFAM to express full support in a letter to the province. The MOU and associated legislative changes moved forward, demonstrating a commitment to collaborative governance.



Dublin Shore Wharf – KasStone



Funding Navigation

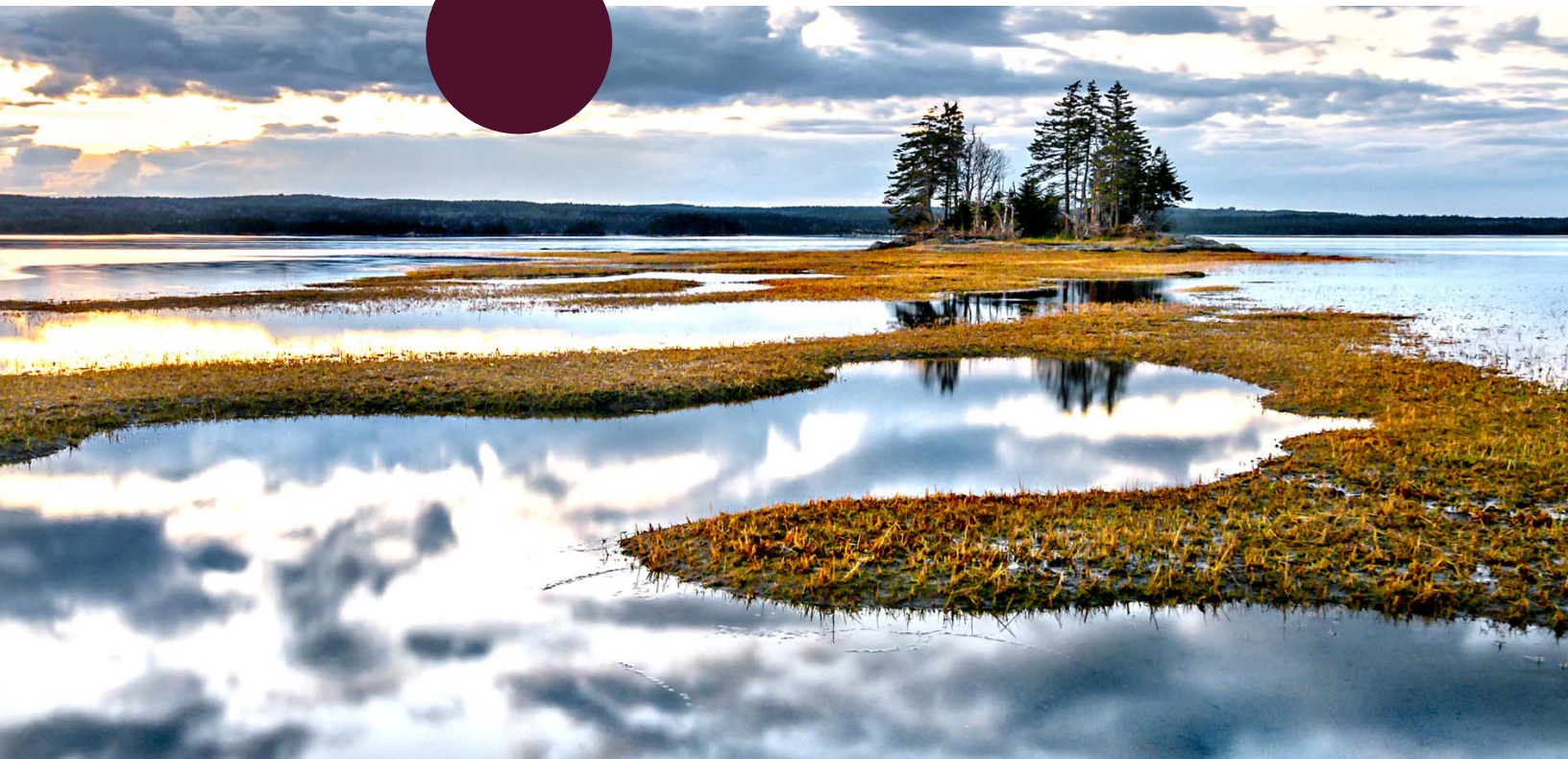
Funded by the province, NSFM established the Fund role in July 2023. A Funding Database was developed, offering tailored federal, provincial, and private funding opportunities for Nova Scotia municipalities, with over 100 grants and growing.

The Fund Navigator advocated for municipal funding needs, leveraged the database, engaged with municipalities, and highlighted funding gaps, notably

in infrastructure, water and wastewater services, and housing.

Survey data from December 2023 underscored challenges in accessing application-based grants. NSFM advocated for application process reforms to ensure fair competition for funds.

NSFM continued to seek municipal feedback, and the Fund Navigator role evolved dynamically to meet emerging challenges. NSFM remained steadfast in supporting municipalities to navigate the funding landscape effectively.



LaHave Islands – Kas Stone

Sustainable Communities Challenge Fund

The Sustainable Communities Challenge Fund (SCCF) is a provincial grant program for local action on climate change. It is administered by the NSFM and supports community efforts to reduce or remove greenhouse gas emissions or to prepare for and respond to the impacts of a changing climate. A wide range of projects are eligible for funding, including renewable energy, public outreach initiatives, and coastal restoration. The goal is to help communities implement the climate action they have decided is important to them.

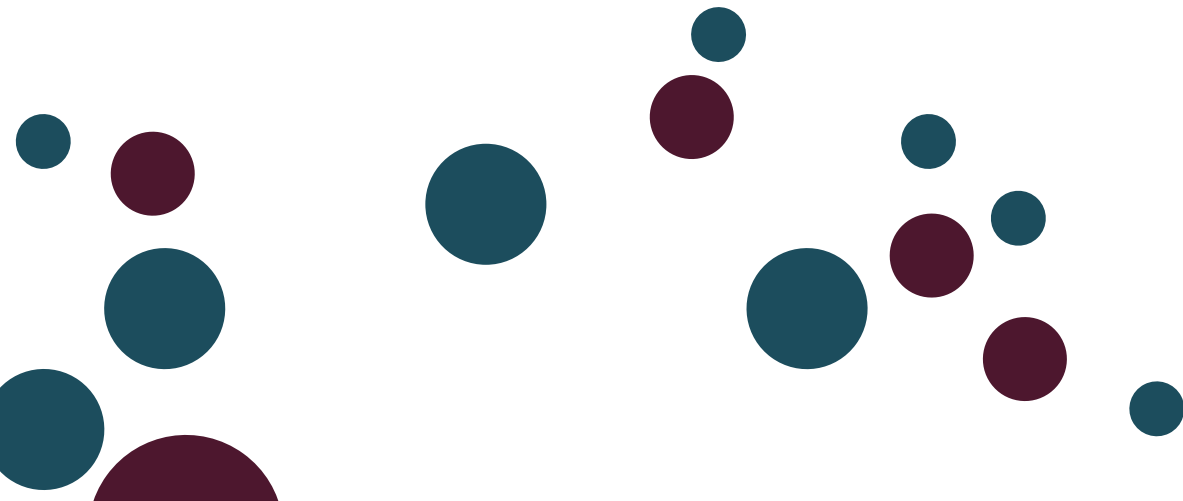
In 2023, SCCF staff successfully completed the first round of funding. Highlights included:

- Holding a consensus meeting with a review committee of 20 experts in their field to deliberate over 102 applications and deciding upon a portfolio of projects to recommend for funding to the Minister of Environment and Climate Change.

- Supporting 26 projects that were awarded funding, totaling \$7,857,147 and representing a range of adaptation and mitigation projects (of which 19% went to projects led by or directly serving African Nova Scotian and Indigenous groups).
- Working closely with the province to coordinate funding announcements.
- Addressing continuous improvement items in preparation for the launch of the next round of funding.

In September, the province approved a three-year, \$15.4 million dollar top-up to the fund. The additional funding will extend the program to 2028. This will enable more communities to reduce their greenhouse gas emissions and improve their capacity to adapt to climate change.





Milford Farm

Membership Engagement & Communications

Engaging with our members was a core function of NSFM. A variety of sources are used to connect with our members on an ongoing basis in an effort to understand their issues and share important information. Communications took many forms, including the *Monday Memo* and the *Municipal Observer*, or educational sessions using the organization’s webinar and conference platforms.

Spring & Fall Conferences

NSFM offered conferences twice per year designed to provide networking opportunities, professional development, and information sharing to members.

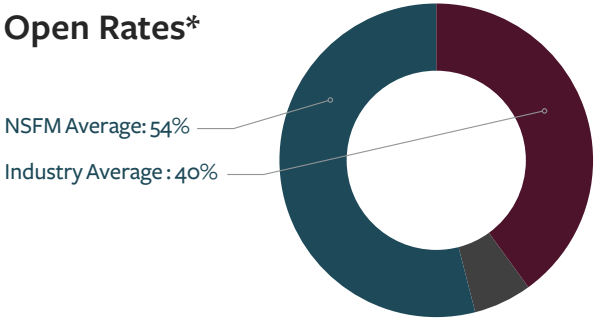
- The Spring Conference, which saw approximately 130 delegates attending, was held at Digby Pines Resort on May 3-5. The conference theme was *Exceeding the Vision*, and the Keynote Speaker was Danny Graham, CEO of Engage Nova Scotia.
- The Fall Conference was held at The Westin Halifax on November 8-10. The conference theme was *Raising the Bar on Local Leadership*, and the Keynote Speaker was David Miller, former Mayor of the City of Toronto. The conference, which boasted over 30 sessions/activities, saw its highest attendance since covid with 337 delegates, sponsors, and presenters.

Monday Memo

The NSFM *Monday Memo*, a vital weekly source of news and information, experienced a notable year of engagement. The eNewsletter displayed a consistent increase in open rates, averaging 54% throughout the year. The August 28 edition stood out with an impressive 65% open rate, marking it as the most

viewed for the year. Notably, the September 11 edition garnered a 35% click-through rate, indicating strong engagement with the ‘Raising the Bar’ NSFM Fall Conference 2023 content. Members were encouraged to regularly access this newsletter, fostering connection with NSFM, and sharing news relevant to the membership.

Open Rates*



*According to MailChimp, a good Open Rate for non-profits is 34%

Municipal Observer

Published two times per year, the *Municipal Observer* contains articles intended to inform members, advertise opportunities, and celebrate successes. In 2023 the two published issues were:

- **The Liftoff Issue** (Spring/Summer) focused on a diverse range of topics including business transition support, waste management, climate leadership, innovative regulatory environments, coastal flooding preparedness, updates on the Sustainable Communities Challenge Fund, and community power initiatives.





Elmsdale Nine Mile River

- **The Planning Excellence Issue** (Fall/Winter) highlighted topics such as, climate resiliency grants, municipal growth frameworks, flood resilience strategies, fund navigation, community resilience building, assessment of flood resilience, NSFMs's Fall Conference 2023, carbon surcharge fund awards, climate change leader awards, wastewater upgrades, and adapting responses to changing weather patterns.

Atlantic Municipal Magazine

To be published twice a year, this inaugural edition of *Atlantic Municipal Magazine* was distributed Spring 2023 and contains articles intended to inform municipalities in the interest of good municipal government.

- **The Spring Summer edition** covered topics such as green energy initiatives in Summerside, leadership in Shediac for New Brunswick municipalities, resilience efforts in Victoria County, climate change planning, forest fire management, insights from Mayor Brittany Merrifield of Grand Bay-Westfield, inter-municipal learning for climate change adaptation, and disaster response planning in P.E.I., including the case of Chapel's Cove.

NSFM Website

The NSFM website underwent redevelopment to closely align with our mission of Advocating, Collaborating, and Educating. The primary goals included showcasing our core activities and optimizing navigation, categorization, and content flow for an enhanced user experience. The incorporation of compelling visuals further enhanced the platform, ensuring an engaging representation of our organization.

NSFM Social Channels

In line with our communication plan focused on Advocacy, Collaboration, and Education, we actively engaged across our communication platforms at NSFM. Our goal was to effectively engage and inform our audience, resulting in notable audience growth and heightened awareness of NSFM within our membership and beyond. This concerted effort reflected our commitment to fostering meaningful connections through engaging communication.

Media

NSFM made significant strides in media engagement, increased requests, expanded coverage, and heightened responses to our releases. This ongoing success contributed to the continual elevation of our membership interests. Grounded in the belief that our united voice could drive impactful changes, we remained steadfast in harmonizing collective perspectives, addressing top-priority issues, and presenting recommendations. Through these dedicated efforts, we aimed to resonate with all levels of government, ultimately enhancing the well-being of our communities and the province.

Media Highlights:

Television – 11 Stories

From Global News on October 16 - *Nova Scotia Tories ignore objections to bill intended to fast-track Halifax housing* to CTV News Atlantic on November 9 - *N.S. mayors discuss housing, homelessness at Halifax meeting*.

Print – 14 Stories

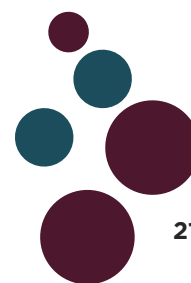
From CBC Lite on October 27 - *N.S. housing minister agrees to small changes to proposed law on development in Halifax* to November 10 - *Provincial ministers face angry questions from municipal councillors*.

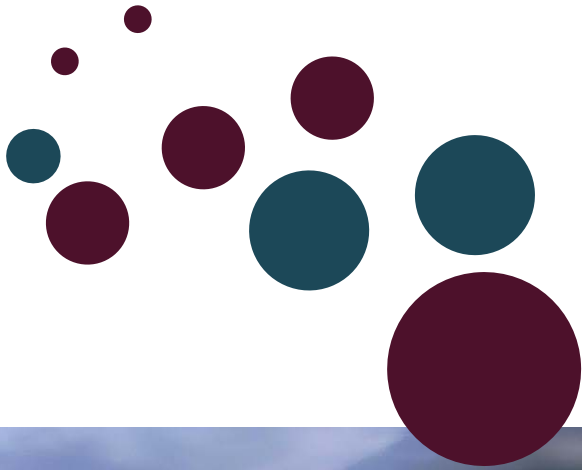
Radio – 6 Stories

From CityNews 95.7 on October 26 – *Todd Veinotte interview with Brenda Chisholm-Beaton RE: Op-Ed – Modernizing Municipal Services: A Step Forward for Nova Scotia* to CBC Listen on November 29 – *CBRM council report with Tom Ayers: NSFM membership, extended producer responsibility, Victoria Park*.

Online – 4 Stories

From Cross Border Interviews with Chris Brown on December 4 - *NSFM President Carolyn Bolivar-Getson to Government of Nova Scotia on November 23 – Funding Helps Communities Become Resilient to Climate Change*.





Fishing Boats in Barrington

Programs & Services

NSFM offered value-added benefits for its members through several programs and services. Initiatives enhanced our service offerings to the membership, offered participating organizations cost-effective services, and generated revenue for the organization to support the broader mission of NSFM.

Councillor, Employee & Family Assistance Program

All NSFM members were eligible to access the Employee & Family Assistance Program (EFAP) provided by Telus Health. The EFAP was a voluntary, confidential, short-term counseling and advisory service that connected individuals and their immediate family members to a network of dedicated counseling professionals who were available to help 24 hours a day. Types of counselling services include:

- Concerns impacting your work, health, or life
- Family support
- Financial Support and Financial Planning
- Fitness Support
- Health Coaching
- Healthy Relationships
- Legal Support
- Naturopathic Services
- Nutrition Support
- Separation and Divorce
- Smoking Cessation
- Stress Coach

Group Purchasing & Procurement Program

Through a partnership with Canoe Procurement, NSFM members had access to the following benefits when purchasing materials, office supplies, equipment, and more:

- Access to premium brands through Sourcewell partnership
- Additional procurement tools which are non-binding and no obligation to purchase
- Members select which vendor they want to buy from
- The member will purchase/place any orders through the vendor and pay the vendor directly
- The vendor delivers the product and is responsible for applicable warranties
- Procurement is compliant with existing trade agreement legislation
- The program collaborates with local retailers for supply, service, and support

More information on **Canoe Procurement**.
<https://canoeprocurement.ca/>

Program webinars offered in 2023 were:

- Integrated Fuel and Fleet Asset Management
- Canoe 101
- Job Order Contracting with Gordian
- Fuel Management in Ontario
- Municipalities Keep Electric Fleets Charged
- A Sustainable Future for Your Fleet Vehicles
- Uncrewed Vehicles with Volatus Aerospace and Deep Trekker



Group Benefits Program

NSFM had a group benefits plan with approximately 2,000 members. Members could take advantage of plan options tailored to the needs and preferences of their workplaces. The Health & Benefits Committee, which included staff representatives from NSFM and AMANS, regularly met with the plan consultants to administer the plan and work to ensure the plan met the expectations of plan participants and offered a high value for members. Premiums for the program exceeded \$9 million, and several insurance carriers were engaged to provide a range of benefits.

- Accidental Death & Dismemberment
- Claims Payment
- Disability
- Emergency Travel
- Employee Assistance Program
- Health & Dental
- Life
- Virtual Health Care

The NSFM program is a comprehensive, cost-effective group employee benefits plan for member municipalities. The plan is designed and managed to meet the objectives for attraction, support, retention, and wellbeing of its employees and families. The NSFM benefits program leverages the collective base of municipal employees to provide enhanced benefits, while maintaining lower costs for employees and employers.

As part of this program, the NSFM Group Benefits Plan members also had access to the Fitness Coach Connects program. This popular program consisted of a physical health assessment online, interactive online program, and one-on-one sessions with a coach. The program consultants were Hub International Atlantic Ltd.

The Health & Benefits Committee provides oversight of the program. In 2023, three meetings were held. Program webinars offered were:

- Understanding Manager Support Resources available through the Employee Assistance Program (EAP)
- Understanding the LTD Early Assistance Program
- Getting the Most out of Your Benefits Plan

HST Offset Program

In 1998, NSFM negotiated the HST Offset Program with the Province. It was intended to lessen the financial impact on municipalities paying the Harmonized Sales Tax. Over the past two decades, the program had provided approximately \$138 million to municipalities, with \$6 million distributed to municipalities annually. Payments were based on municipal expenditures in the previous year.

Municipal Group Insurance Program

NSFM offered a comprehensive and flexible commercial, D&O, and liability insurance program to ensure that municipal units could effectively meet the needs of their citizens. Benefits of the program are:

- Continued evaluation around the quality of the broker services (annual survey) and acting on the results received from participants
- Education and awareness around risk management issues (including inspections which contain hazard recommendations as well as building valuations and contract reviews)
- Guiding participants to control claims by mitigating risks in advance
- Local claims management
- Insurance products specifically aimed at municipal units and the expertise of the service team
- Leveraging the strength of the relationships within the program (insurer, brokers, program sponsor)
- Stability within an unstable landscape
- Strength in numbers

The Municipal Insurance Oversight Committee, with staff representatives from NSFM and AMANS, was established to provide oversight to the program. In 2023, 49 municipal units within Nova Scotia participated in the program. Annual premiums for the program were approximately \$6 million, and Intact Public Entities underwrote the commercial and D&O insurance policies. CFC Underwriting Limited sponsored the cyber policy.

The Municipal Group Insurance Oversight Committee provided oversight of the program. In 2023, nine meetings were held throughout the year. Program webinars offered were:

- Special Hazards of Special Events
- Towards a Flood Forecasting Framework in Canada
- Characterizing Earthquake Risk Across Canada
- How Hail Affects Shingle Roofs
- Fundamental Elements of Municipal Fleet Safety
- Cybersecurity: Knowing Your Risks
- Modernizing Canada's Disaster Financial Agreement Arrangement

Wellness Program

The Municipal Wellness Program encouraged Nova Scotia municipalities to create healthy workplace environments and promote positive health and wellbeing for all municipal employees and elected officials.

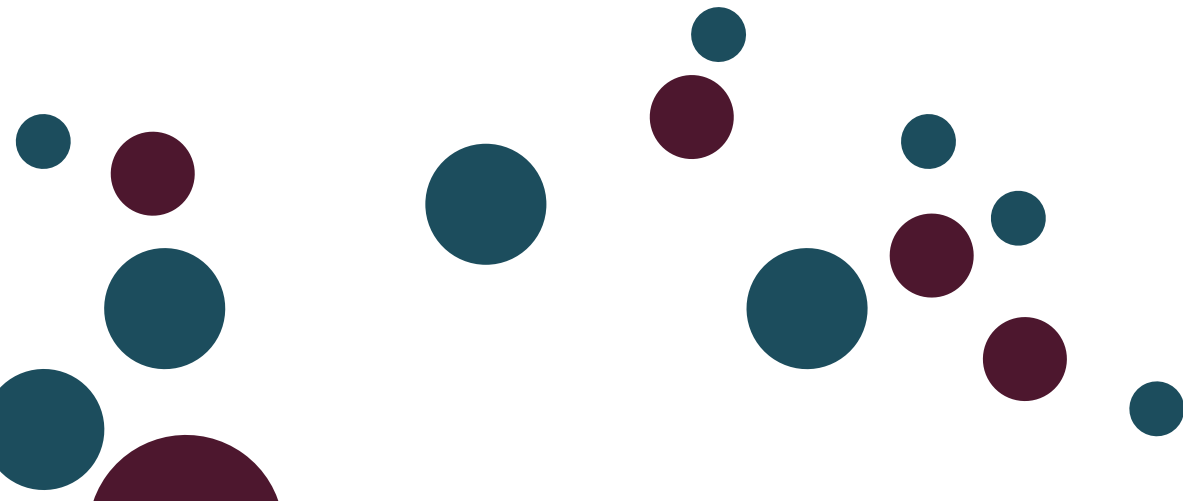
Building a Healthy You Wellness Program was established through a partnership between NSFM and AMANS to help define effective ways to create healthy municipalities in Nova Scotia. The program motivated change and transformed municipal environments for improved health and wellness. The five priority areas of the program were:

- Financial Health
- Mental Health
- Physical Health
- Workplace Health
- Social Connections

Program website: **NS Municipal Wellness**
<https://nsmunicipalwellness.ca/>

Mental Health Toolkit:
<https://mentalhealth.ca.gobenefits.net/nsfm/>





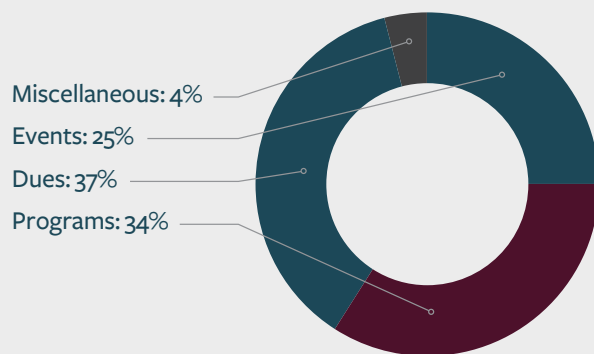
Woolen Mill, Barrington

Financial Overview

NSFM's revenue sources include membership fees, program contributions, and conference proceeds, supplemented by funding from the Department of Municipal Affairs and Housing for initiatives such as the Sustainable Communities Challenge Fund and the employment of a Fund Navigator.

Committed to transparency, NSFM provides members with high-quality financial information in this concise annual report. Please note that this report is based on the fiscal year ending December 31, 2023, which is currently unaudited. Fully audited financial statements will be available at the Annual General Meeting. Should you require additional information or clarification on the content provided, we encourage you to reach out to the NSFM Office.

REVENUE



EXPENSES

