

NOVA SCOTIA FEDERATION OF MUNICIPALITIES

Business & Operations Plan

2024

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Executive Summary

The Nova Scotia Federation of Municipalities is a member-based, non-profit organization that advocates on behalf of the province's 49 municipalities. This includes identifying priorities from a diverse range of local governments by engaging with municipal councils, meeting with senior level officials at the provincial and federal levels to communicate priorities, negotiating opportunities for consultation, and securing the necessary resources to fund municipal services for Nova Scotians.

NSFM draws its authority from provincial legislation. *An Act to Incorporate the Union of Nova Scotia Municipalities (1981)*, which was amended in 2003, identifies the objects, powers, and non-profit status of the organization. The Province of Nova Scotia also granted a request from the organization on September 3, 2019 to amend the legislation to incorporate Nova Scotia Federation of Municipalities as the new name of the organization.

NSFM also leads the coordination of cross-sector policy research relating to the implementation of municipal legislation and regulations by engaging with academia, the business community, senior administrative officials, and relevant stakeholders. The organization administers the Canada Community-Building Fund and the Sustainable Communities Challenge Fund, both of which offer much needed support within our communities.

Member municipalities encompass the following seven regions throughout the province:

- Cape Breton-Strait
- Cape Breton Regional Municipality
- Cumberland-Colchester-Pictou
- Halifax Regional Municipality
- South Shore
- Southwestern
- Valley

The diversity of our membership means that NSFM is involved in a broad spectrum of issues affecting urban areas, towns, and rural communities.

Role of Business & Operations Plan

- Acts as the guiding document for reporting to the Board
- Ensures alignment with departmental workplans and priorities and will inform performance of the Senior Management Team
- Is an integral tool in evaluating and measuring organizational success
- Serves as a high-level map of goals and priorities for the upcoming year, as defined by the CEO in collaboration with the Senior Management Team, and approved by the Board

Mission Statement

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

Vision Statement

Effective local government and strong, sustainable communities.

Guiding Principles

To be drafted.

Office of the CEO

- Governance
- Leadership
- People

Governance

- Conduct a Board self-evaluation and reflection process
- Develop and implement a renewed accountability, training, and transparency strategy
- Improve Board orientation, onboarding, and role clarity
- Maintain improvements on elections, Board Meetings, & AGM
- Review and evaluate the roles of the CEO, President, and Vice-President

Leadership

- Continue sound financial management and enhance business practices, ensuring the organization is well-run and performing efficiently at a high standard
- Create cohesion in approach to all parts of the organization: engagement, strategy, planning, performance, and outcomes
- Enhance approach to national network affiliations
- Expand Senior Management Team effectiveness with continued professional development and coaching
- Increase strategic thought, leadership, and advocacy practices toward greater fiscal capacity and authorities for local governments
- Manage continued growth and measures of effectiveness
- Modernize strategic planning processes

People

- Continued advancement in organizational commitment to equity and community wellbeing
- Evaluate staff capacity, based on needs and resources
- Increase engagement with aligned stakeholders with a view to increasing strategic partnerships
- Review office space and assess if more space is required
- Strong people-centred organizational practices and culture to support staff growth, retention, and wellbeing

Transformation & Resilience

- Become an innovative employer that attracts the best people

- Develop and deliver innovative and supportive approaches to the workplace, designed to build organizational culture
- Foster true organizational collaboration
- Implement strategic planning processes

Organizational Culture

- Develop and implement a monitoring, evaluation, and learning framework and process
- Develop people management capacity for leaders
- Enhance programs that will drive employee engagement, wellness, and connectivity
- Implement recruitment and retention initiatives that will make NSFM an attractive workplace for employees and prospective employees
- Improve employee performance, evaluation, development, and recognition initiatives
- Leverage technology to improve service delivery
- Liaise with the Equity and Community Wellbeing Committee to incorporate leading anti-racism, equity, and reconciliation practices within the organization

Key Aims in Summary

1. Members recognize the positive results of NSFM's advocacy efforts.
2. Management of programs with accountability, good stewardship, integrity, and transparency.
3. Municipal priorities are represented and responded to at the provincial and federal government levels.
4. Municipalities and municipal elected officials receive value-added programs, services, and information sharing opportunities.
5. NSFM is recognized by members, media, and other stakeholders as the premiere source of information on current and emerging province-wide municipal priorities.
6. Organizational structure and operations are optimized to achieve results for our membership, build capacity, demonstrate accountability and transparency, and mitigate risk.
7. Strengthen collaboration and efforts with AMANS, Atlantic Mayors Congress, other Atlantic municipal associations, and FCM.
8. Understand our members and the communities that exist within our community.

Key Aims Strategies & Tasks

- **Key aims**
- ***What the aims mean***
- **Strategies to support the aims**

1. **Members recognize the positive results of NSFM's advocacy efforts.**

Acknowledge and celebrate excellence and use our website and social media platforms to communicate the results of our advocacy as well as increase the profile of our Board, membership, and staff

- Communicate excellence and success at conference events and in the reports and remarks of the President and CEO
- Design, compile, and promote the Annual Report to members
- Feature advocacy successes on social media and the website
- Work with advisory committees

2. Management of programs with accountability, good stewardship, integrity, and transparency.

Provide excellence in stewardship of government programs, including high standards of accountability and transparency in managing public funds.

- Engage province in CCBF Renegotiations
- Expand member services and programs for the review of the Board, including the revenue contribution of programs
- Municipal compliance for the HST Offset program
- Compliance for projects funded through the SCCF

3. Municipal priorities are represented and responded to at the provincial and federal government levels.

President and Chief Executive Officer meet with elected officials and senior staff at the federal and provincial level to build productive relationships, consultation is held with the membership on issues that will impact municipal finances or service delivery, and support is provided to members on provincial or federal committees that influence municipal government.

- Continue to advance policy files including, but not limited to, accessibility, code of conduct, housing, pending environmental regulations, and policing (provincial and national)
- Coordinate and collaborate on advocacy issues, in conjunction with FCM
- Outreach to the federal level of government, including all federal MPs
- Participate and engage in FCM advocacy days
- President and CEO meet with elected officials and senior staff at the federal and provincial level to build productive relationships
- Support Service Exchange Agreement Committee

4. Municipalities and municipal elected officials receive value-added programs, services, and information sharing opportunities.

Members will have access to events and webinars that will address issues of interest in municipal government, benefit from quality group programs and service, and receive benefit from programs and services provided by other organizations in which the organization will leverage resources to support municipalities for asset management planning, collaboration, and information sharing.

- Build relationships and identify potential areas of collaboration with PSE institutions

- Coordinate Elected Officials & CAO Info Sessions to address emerging issues with subject matter experts and political leaders
- Organize a Fall Conference for the membership that will include our AGM, concurrent sessions on relevant topics, and keynote speakers
- Organize a Spring Conference for the membership that will provide information sessions of interest on current and emerging municipal issues in NS
- Oversight and governance of a comprehensive Group Health Benefits plan for members
- Oversight of programs including Canoe Procurement Group, Municipal Insurance, and People First HR Services
- Promotion of access to Employee Assistance Program (EAP) supports for municipal elected officials
- Provide support for asset management planning through the development of resources and workshops, and participation in the Infrastructure Asset Management Nova Scotia (IAMNS) Working Group and the FCM Municipal Asset Management Program Technical Working Group
- Provide webinars and member conference calls to the membership on identified areas of importance

5. NSFM is recognized by members, media, and other stakeholders as the premiere source of information on current and emerging province-wide municipal priorities.

Research and other public reports are disseminated to stakeholders; news releases and NSFM publications enhance and promote our advocacy objectives.

- Cultivate a communications strategy
- Ensure members and stakeholders can find and engage with us on social media, including an analysis and measurement of our current social media handles (Facebook, LinkedIn, Twitter, and Instagram)

6. Organizational structure and operations are optimized to achieve results for our membership, build capacity, demonstrate accountability and transparency, and mitigate risk.

Compile and implement changes to organizational structure, ensure agreements with those vendors who provide services to either the organization or the membership are updated to meet current needs, and ensure accurate and up-to-date records management practices are in place.

- Coordinate a committee of the Board to review and evaluate the roles of the CEO, President, and Vice-President
- Draft Guiding Principles for the organization
- Research a Client Management Software (CMS) solution to maintain and optimize distribution lists
- Review and revise records management policies and procedures in coordination with the Policy Advisor and Director of Operations & Communications
- Review and update the Employee Handbook
- Review Office Space

- Review records in storage, digitize necessary documents, and follow approved retention policies
- Review staff compensation
- Support Stakeholder Committees and Boards in which NSFAM participates
- Upgrade website to Joomla 4 and redesign content

7. Strengthen collaboration and efforts with AMANS, Atlantic Mayors Congress, other Atlantic municipal associations, and FCM.

Share best practices, information, priorities, and success stories between these collaborative partners.

- Continue to participate in Atlantic Mayors Congress and identify mutual areas of collaboration
- Continue to participate in Atlantic PTAs and identify mutual areas of collaboration
- Host a joint AMANS/NSFM Board Meeting
- Host a joint Board meeting with the boards of the four Atlantic municipal associations

8. Understand our members and the communities that exist within our community.

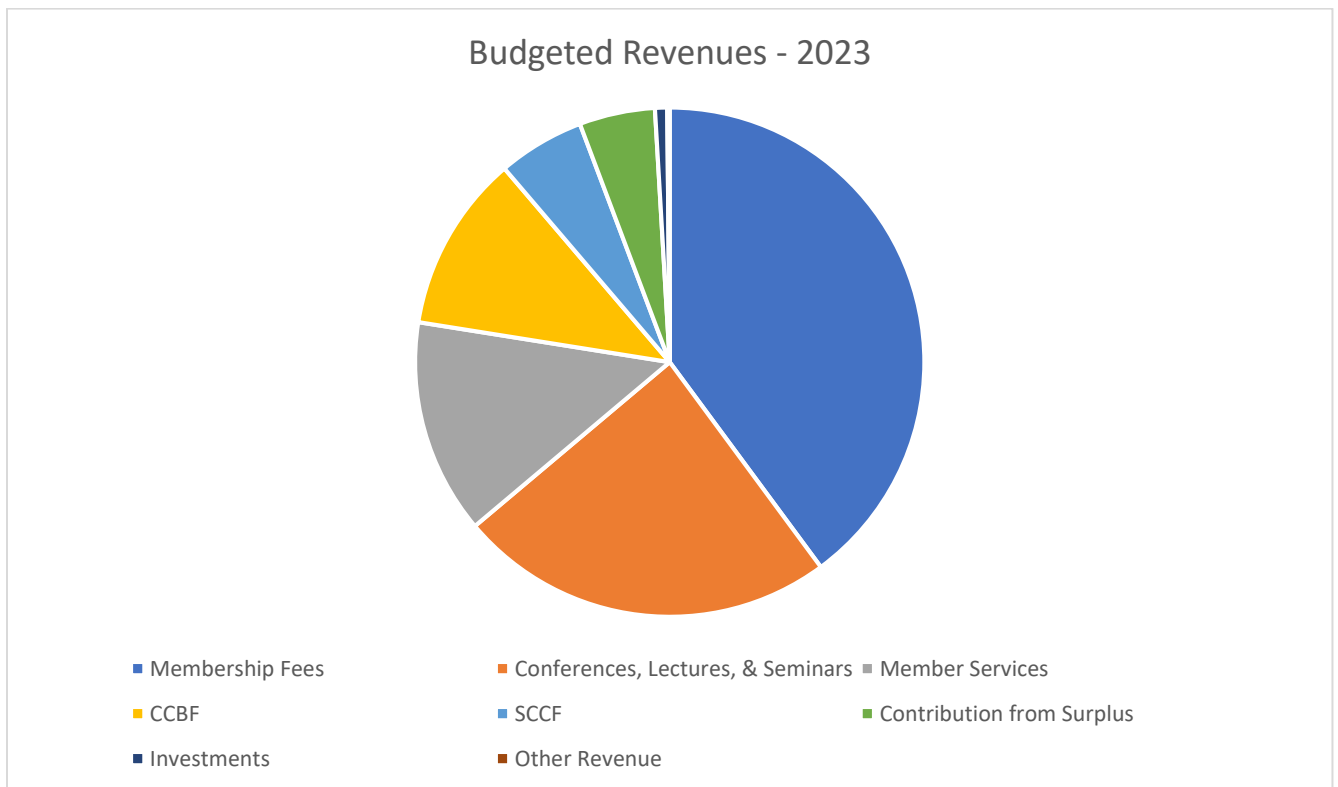
Knowing our communities and establishing relationships to strengthen our organization.

- Conduct a campaign on running for municipal office, designed to improve the experience and retention of underrepresented groups on municipal councils
- Conduct and communicate a self-identification survey to determine the demographics of the membership

Revenues

Revenues, based on the 2023 Budget, are outlined below:

39.9%	\$514,402 – Membership Fees
24%	\$309,275 – Conferences, Lectures, & Seminars
13.6%	\$176,000 – Member Services
11.2%	\$145,000 – CCBF
5.5%	\$71,000 – SCCF
4.8%	\$62,023 – Contribution from Surplus
0.8%	\$10,000 – Investments
0.2%	\$2,000 – Other Revenue
100%	\$1,289,700 - Total Revenues



Organizational Chart

Effective January 2024

