

SPRING 2020

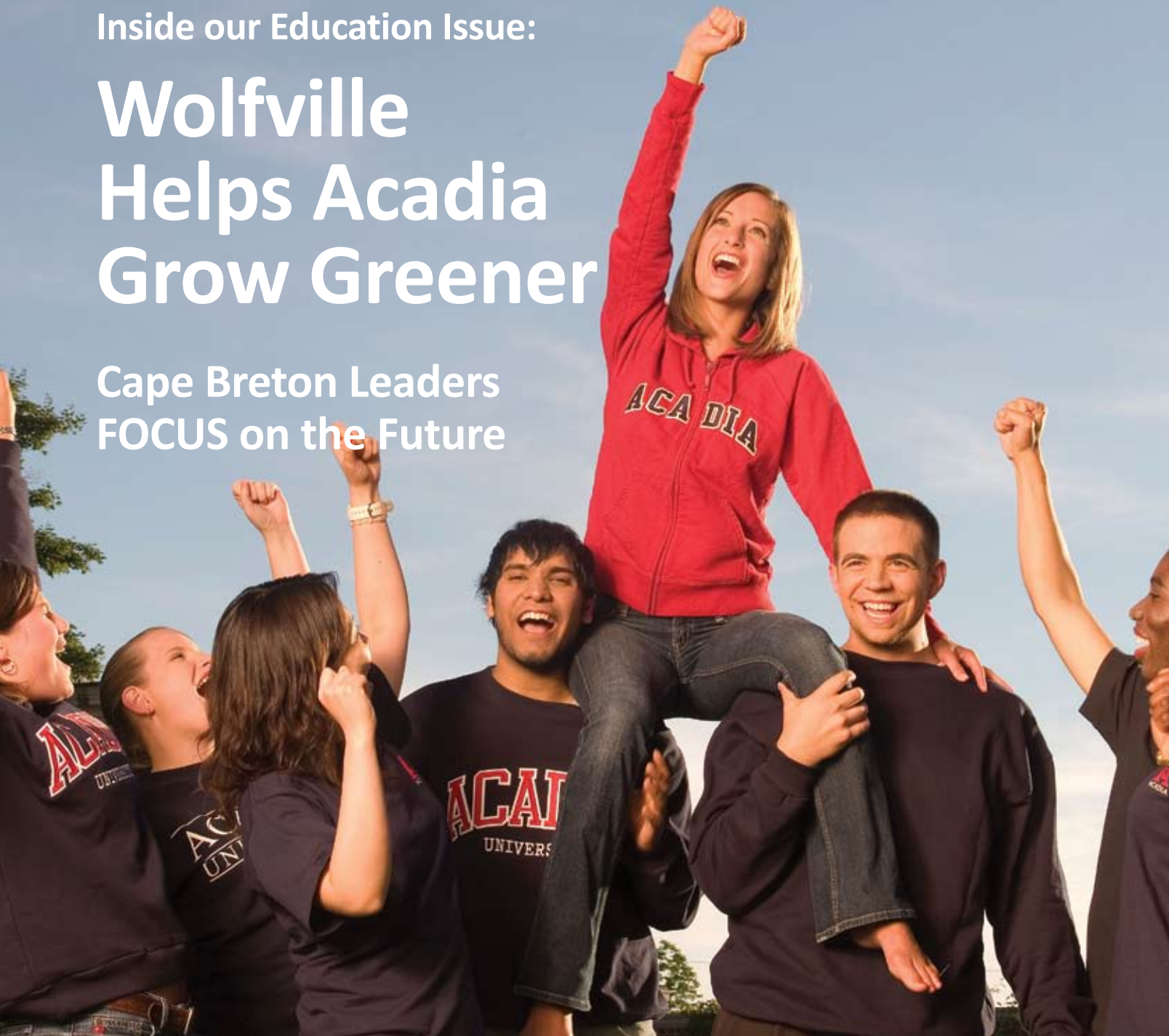
Municipal observer

The Magazine for the **Nova Scotia Federation of Municipalities**

Inside our Education Issue:

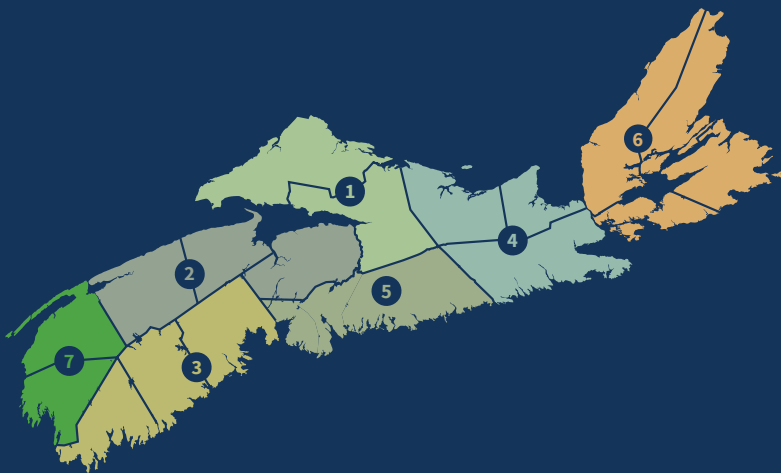
Wolfville Helps Acadia Grow Greener

Cape Breton Leaders
FOCUS on the Future



THE EDUCATION ISSUE

Growing your business beyond Nova Scotia? We can help.



Our **Regional Business Development Advisors** provide a variety of business support to both new and established companies, assessing growth potential and supporting business needs for realizing potential.

novascotiabusiness.com



**Cumberland and
Colchester Counties**

1

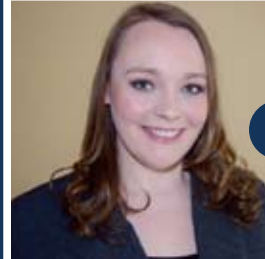
DAVID COPUS
e: dcopus@nsbi.ca
t: 902.893.6156



**Hants, Kings, and
Annapolis Counties**

2

SEAN COCHRANE
e: scochrane@nsbi.ca
t: 902.798.6961



**Queens, Lunenburg,
and Shelburne
Counties**

3

MALINDA MATCHETT
e: mmatchett@nsbi.ca
t: 902.930.1273



**Pictou, Antigonish,
and Guysborough
Counties**

4

LYNN COFFIN
e: lcoffin@nsbi.ca
t: 902.755.7040



**Halifax Regional
Municipality**

5

LISA EHLER
e: lehler@nsbi.ca
t: 902.456.5047



**Inverness, Richmond,
Victoria, and Cape
Breton Counties**

6

WANDA MACLEAN
e: wmaclean@nsbi.ca
t: 902.227.7144



**Digby and
Yarmouth Counties**

7

GILLES BABIN
e: gbabin@nsbi.ca
t: 902.774.0208

n | s | b | i
Nova Scotia Business Inc.

- 5 President's Message**
President Pam Mood
- 6 Chief Executive Officer's Message**
CEO Juanita Spencer
- 8 Cape Breton Leaders FOCUS On The Future**
By Amy Pugsley Fraser
- 10 Lafayette, Louisiana**
By Will Brooke
- 12 The Evolution of Professional Development for Municipalities**
By Michael Dolter
- 14 Wolfville Helps Acadia Grow Greener**
By Amy Pugsley Fraser
- 18 Regional Enterprise Networks**
By Carla Arseneault
- 20 NSFM Supports Municipalities to Integrate Climate Considerations Into Their Asset Management Practices**
By Debbie Nielsen
- 22 BOOK REVIEW**
Municipal Awareness: An Insider View *By Bob Taylor*
Review by Will Brooke
- 24 Smart Meters Are a Key Step in Modernizing Nova Scotia's Electricity Grid**

Cover photo by James Ingram, Alamy Stock Photo
Acadia University students are embracing a new frosh week program that will help the Town of Wolfville long after they graduate. For story, see page 14



Denso Anti-Corrosion & Sealing Systems
Unmatched Quality and Performance

If it doesn't say

Denso

on the outside, then it's not

Denso

on the inside.



CSA Z245.30 compliant

Denso North America Inc.
90 Ironside Crescent, Unit 12
Toronto, Ontario M1X 1M3
Tel: 416-291-3435
Fax: 416-291-0898
sales@denso-na.com
www.denso-na.com

NSFM Board of Directors



Mayor Pam Mood, Town of Yarmouth
President



Deputy Mayor Emily Lutz, County of Kings
Vice-President



Councillor Wayne Mason, Halifax Regional Municipality
Past-President



Deputy Mayor Geoff Stewart, County of Colchester
Rural Caucus Chair



Councillor Clarence Prince, Cape Breton Regional Municipality
Regional Caucus Chair



Councillor Russell Walker, Halifax Regional Municipality
Regional Caucus Representative



Warden Jim Smith, District of East Hants
Rural Caucus Representative



Councillor George MacDonald, Cape Breton Regional Municipality
Regional Caucus Representative



Mayor Jeff Cantwell, Town of Wolfville
Towns Caucus Representative



Councillor Lennie White, Town of Westville
Towns Caucus Representative



Alain Muise, CAO, District of Argyle
AMA Representative



Mayor Brenda Chisholm-Beaton, Town of Port Hawkesbury
Towns Caucus Chair



Councillor Patti Durkee, Municipality of the District of Yarmouth
Rural Caucus Representative



NOVA SCOTIA
FEDERATION OF
MUNICIPALITIES

Nova Scotia Federation of Municipalities

**Better government.
Stronger communities.**

The NSFM is a not-for-profit organization mandated to represent the interests of municipal governments across Nova Scotia. Total membership is 379 elected officials representing all 50 municipalities.

Contact NSFM at:
Ph: 902-423-8331;
Suite 1304, 1809 Barrington St.,
Halifax, NS B3J 3K8
www.nsfm.ca
info@nsfm.ca



Publication Information

Municipal Observer is the publication for the NSFM. It is a joint publication of the NSFM and CRE8 Art Centre Ltd. (Marketing).

All rights reserved.

Contents reproduced only with consent of NSFM and CRE8 Art Centre Ltd. (Marketing). Articles and information in this magazine represent the opinions of the writers and the information that, to the best of our knowledge was accurate at time of writing.

Published for the NSFM:
Suite 1304, 1809 Barrington Street,
Halifax, NS B3J 3K8
902-423-8331
info@nsfm.ca

Published by
CRE8 Art Centre Ltd. (Marketing)
304 – 40 Regency Park Drive
Halifax, NS B3S 1L4

Editor: Kevin Bottaro
Design: Allison Churchill
Sales Manager: Walter Niekamp



Knowledge Is Power

By President Pam Mood

I admit I was excited to see the focus of this issue is Education. There are endless angles, but no matter how you slice it, any information-knowledge-education, whether a tidbit or a full-blown degree, is tremendously useful, especially when it comes to making the many decisions we're tasked with daily.

Our citizens expect much from us. One way we can deliver is to ensure we are informed and educated on the issues. That was true last month when we took part in the Ministerial roundtable. We covered many topics and I can safely say, we learned from each other. We covered everything from roads to budgets, cannabis to energy, and everything in between. Then we agreed to keep each other informed as we go forward. Thanks to each of the Ministers, NSF Board Members and staff who took part.

The CAP still remains in the forefront of NSF's work. We had three half-day, all-party committee sessions where over a dozen proponents presented. I feel like we all got "schooled" in the best possible way. Our current status is on hold because 1) the two opposition parties have requested further information, and 2) the parties did not have time to meet again before the spring session of the legislature. We did agree to come back together and I'm looking forward to that. The disparities, inequities and unfairness to our citizens are too big to ignore.

CAP is the perfect example of the need to be educated. It's not an easy one by any stretch of the imagination (I compare it with calculus!), but the answers are out there. Our members unanimously agreed it's a top priority so it's important that every elected official is educated on the topic. Please reach out with any questions. Let's not let false information or fears stop us from progress.

Work continues on our other priorities including roads, EPR, municipal modernization and municipal funding.

NSFM has information readily available on these priorities. We're here to ensure our members can respond to citizens with facts.

Let's look at another angle of education: We are at a critical point in staffing the key positions that provide essential services in our municipalities - building inspectors, water/waste water treatment operators and more. There is a critical shortage of trained personnel that is affecting our economics on a level we've not experienced before. To that end, my intention is to reach out to the Province through Labour and Advanced Education, NSCC and others to have a conversation around how we can make this part of other courses, tighten up timelines and get these people working for us as the experts they are.

I've often said that when you work in a specific field, you need to be an expert. But when you work in municipal politics you have to be an expert on absolutely everything. I also say, every single day, thank goodness for my well-read, knowledgeable CAO who keeps me on track! Our CAOs, AMA and NSF are all here to provide us with the tools we need to respond to our citizens. Let's use the tools!

Finally, we don't just have an opportunity to educate ourselves on the issues, we have an obligation, deep-seated in our mandate to make things better for those we serve. Let's not ever underestimate the danger of uninformed decision-making. We are the government closest to the people. Our power is not in the seats we hold. Our power is in the knowledge we tap into while in these seats that we have been entrusted with. The only way we can make the very best, informed decisions is to ensure we educate ourselves before we get to our respective tables. That excites me! Knowledge is power and we can use it to turn around our communities, our regions, our entire Province. Who's in?



NSFM's Role Deeply Rooted in Education

By CEO Juanita Spencer

For more than 100 years, NSFM has worked to enable effective local government for Nova Scotia's communities by facilitating strategic advocacy, education and collaboration.

The three facets of our mission statement are intrinsically linked, because NSFM fosters a climate of working together which enables greater learning for all our members.

Nothing illustrates that better than the agendas at our spring and fall conferences. Our members are reaching new heights and achieving new goals, and sharing their news enables us all to learn and strive to be better.

That's why the volunteer members of the Government FOCUS campaign school are working together, because a united approach is always greater than the sum of its parts.

As Mayor Brenda Chisholm-Beaton notes: "Collaboration is what's going to build regions, as opposed to just competitively trying to make your communities better."

They're raising each other up and bringing up the next generation of women leaders for Cape Breton councils and First Nation bands.

Members of the volunteer group were featured on a panel during the November conference and they're highlighted here because we wanted to share their story with a wider audience.

Like many municipal leaders, they stepped up when they saw a need.

Creating a new school without a template is a time-honored tradition in Nova Scotia.

The province was home to the first schools in the coun-

try. Nova Scotia is still recognized as Canada's Education Province because it has the most academic institutions per capita in the country.

Our municipalities host 10 universities and a network of community colleges, the highest concentration of universities Canada has to offer.

In this issue, we examine a new program being launched at Acadia University in the fall.

With a university enrolment almost equal to the town population, it's essential that students play a role in the long-term sustainability of Wolfville.

What better place to teach students new ways of doing things than a university? For the first time this year, their frosh week program will introduce sustainability workshops and events.

The town's new Climate Change Coordinator is bridging the gap between town and gown, with a supporting role capably played by the Acadia Students Union to ensure that Wolfville benefits from all that higher learning.

Like the students at Acadia, our members are eager to learn new ways of doing things and I'm proud of the role NSFM plays in furthering education.

One of our most sought-after courses is getting an upgrade this year, with the help of NSFM's Infrastructure and Sustainability Officer Debbie Nielsen.

We secured FCM funding to update the online course, Basics of Asset Management for Elected Officials, to create a new module on integrating climate considerations into asset management planning.

You can read about it on page 20 and then get ready to put it to good use in your municipality when it comes online in the fall.

Online learning and conference workshops are two ways we help municipal councils better understand issues and opportunities.

Our colleagues over at the Association of Municipal Administrators also facilitate education for their members, and for our own.

AMA President Mike Dolter writes about the seven modules they've developed to help politicians hone their leadership skills, learn about municipal finance, and explore human resources. And more are in the works.

The leadership modules are designed to bring elected officials and senior staff together.

That's one of the goals of our conferences, held each year in the spring and fall. NSFM works to help municipal councils better understand issues and opportunities and there's no better venue to share research and best practices.



High Interest Savings Account

Tired of getting a low return on your surplus funds (capital reserves, gas tax, operating reserves)?

Do you want to earn higher returns with "no" risk, "no" service or hidden fees, and "greater" flexibility?

This High Interest Savings Account could be the option for you!

Current rate of return is Prime less 1.5%.

If interested, please contact
Bob Audoux (902) 424-7172 or
email: Bob.audoux@novascotia.ca

www.nsmfc.ca



NOVA SCOTIA
MUNICIPAL FINANCE
CORPORATION



Caring for Atlantic Canadians
for more than 75 years



A Trusted Partner

Proudly providing customized
insurance solutions and expert
advice to NSFM members
since 1996.

Darryl J. Wilson 902.752.8004
Darryl_Wilson@ajg.com

Arthur J. Gallagher Canada Limited
www.ajgcanada.com



Gallagher

Insurance | Risk Management | Consulting



Cape Breton Leaders FOCUS On The Future

By Amy Pugsley Fraser

A new Cape Breton campaign school wants to give more women a voice - and a seat - at their local band and council tables.

Government FOCUS – Female Objectives Cape Breton–Unama’ki–Strait Campaign School is a volunteer-based organization run by women who have a passion and a desire for change.

Port Hawkesbury Mayor Brenda Chisholm-Beaton was compelled to get involved because of the glass ceiling she smashed when she was elected in 2016.

“I’m the first female mayor on an entire island, and I took it seriously,” she said of the post.

“And I want to make sure that I’m not the last.” Her experience isn’t unique in Cape Breton, which has a population of 132,000.

There’s only ever been one female chief on the island: Mary Louise Bernard led Watmatcook for eight years, from 1994-2002.

Local government directly impacts people’s everyday lives, but most of the municipal and First Nation Mi’kmaq councils don’t have gender balance, she says.

In the Cape Breton–Unama’ki–Strait region, women make up 24% of the 132 elected seats on band and municipal councils. That’s lower than the provincial average of 28%.

How can a council fairly represent its community when women are a majority and represent 50% of the population?

That’s why the FOCUS campaign school, slated for May 1-2 at the NSCC Strait Area Campus and Nautical In-

stitute, wants to put more women in leadership and government roles.

“We feel that we can work towards a balance of male/female perspectives as we strive to create more sustainable and more vibrant communities.”

Chisholm-Beaton credits Eskasoni’s Laura Prosper and Karen Bernard, as well as Jenna Lahey from the Cape Breton Partnership, with shared billing on the FOCUS school.

Lahey has done a lot of research on gender equity and gender equality and it all points to the creation of a new school for women leaders.

“Women bring a different lens to the world, and to decision-making, and that’s completely backed up by stats and research,” says Lahey.

Part of the lead-up to the school is an exhibit on Women in Politics launching March 20 in Port Hawkesbury that will tour other communities in the weeks that follow.

“We want to inspire and encourage other women around the island to participate in politics,” Lahey said. “We don’t do what we don’t see. So, if we don’t see ourselves represented in the politic realm, then why would we think we could be involved?”

They’re hoping to stir up interest from 100 women from Eastern Nova Scotia interested to learn more about local First Nation and municipal government.

The campaign school will give women the tools, and host the honest discussions, to put their name forward, says Beaton-Chisholm.

“We need to figure out how can we support each other so that it’s not



**Port Hawkesbury Mayor
Brenda Chisholm-Beaton**

necessarily just women running in elections but women supporting women to run in elections, sit on committees, and attend council meetings.”

Enrollment fees, childcare and transportation will be sponsored, because those barriers often hold women back from getting involved.

That funding is made possible by grants and assistance from the Nova Scotia Federation of Municipalities, Federation of Canadian Municipalities, the Provincial Government, Rural Communities Foundation of Nova Scotia, as well as municipal and First Nation contributions.

Someday, gender won't matter, and leadership schools will be held for everyone, says the mayor.

“But until that day, the women leading the Government FOCUS initiative must continue to press for balance and inclusivity.”

“As girls and as women we may have to fight harder and break from traditions and norms to enter into the fields of work historically dominated by men. Political leadership is one of those domains.”

**Amy Pugsley Fraser is NSFM's
Communications Advisor.**

FOCUS has 16 partnering communities

Districts:

Guysborough and St. Mary's

First Nation Communities:

Eskasoni, Membertou, Paqtnkek, Poletok, Wagmatcook, and We'koqma'q

Municipal Counties:

Antigonish, Inverness, Richmond, and Victoria Counties

Municipal Towns:

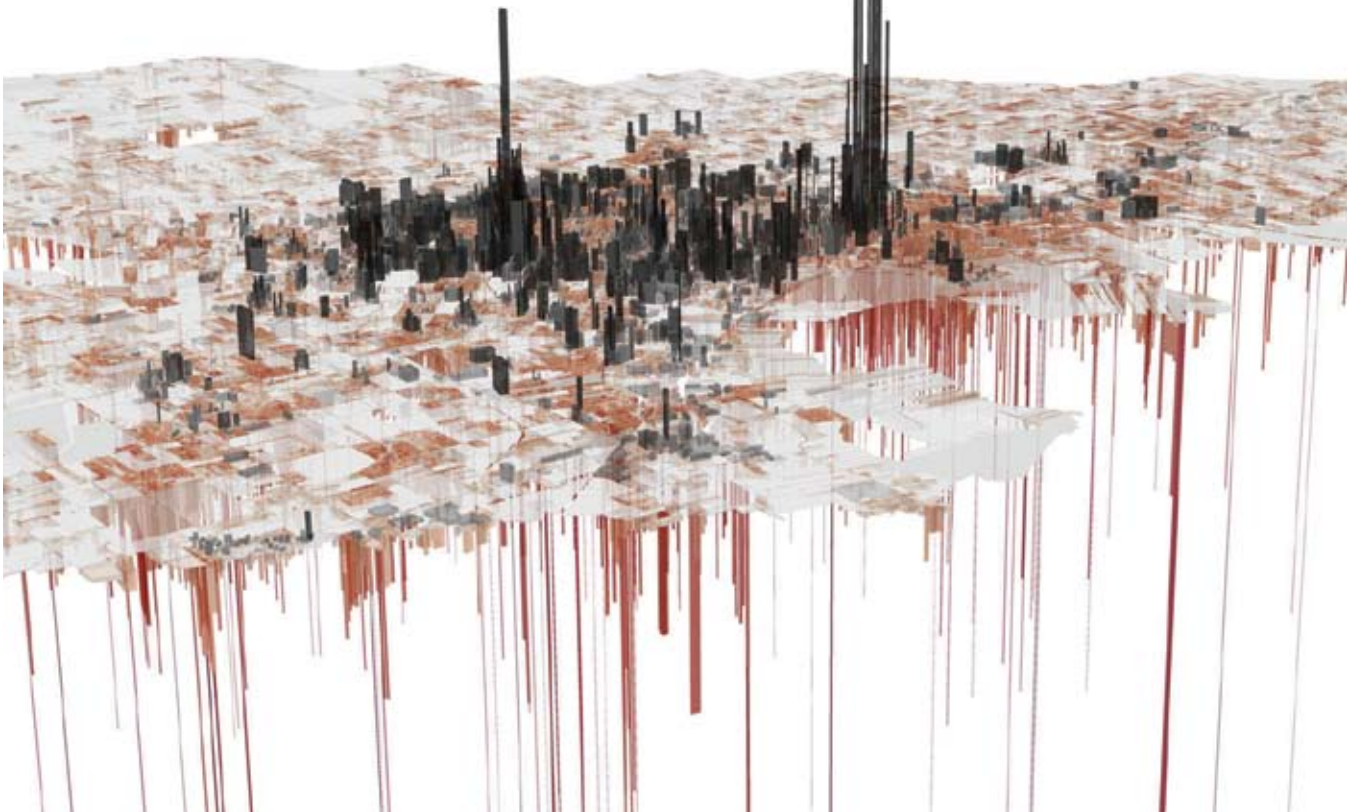
Antigonish, Mulgrave, and Port Hawkesbury

Regional Municipalities:

Cape Breton Regional Municipality



Figure 1: Lafayette, Louisiana. Black parcels cover the cost of their own services; red parcels don't (Courtesy Urban3).



Lafayette, Louisiana: Combining Revenue Analysis and Cost-of-Service Analysis

By Will Brooke

You may remember Charles Marohn's keynote address at NSFM's 2018 Fall Conference. Charles is an engineer and planner, as well as the founder and executive director of Strong-Towns, an international movement dedicated to making communities across the United States and Canada financially strong and resilient.

In his presentation to NSFM members, Charles addressed the long-term viability of communities, and he

explained how to work towards more sustainable models of growth and development. As we learned that day, many of the small communities you'll see along Nova Scotia's old trunks and routes have thankfully avoided the urban sprawl burdening so many other communities in North America.

Although our communities suffer from less urban sprawl than the North American average, they do have one thing in common: infrastructure that

is aging, costly to maintain, and costly to replace, both above and below ground. Many municipalities have a growing backlog of infrastructure maintenance needs, and municipalities able to keep up face enormous costs.

One of the most interesting Strong-Towns projects has been instrumental in helping Lafayette, Louisiana, get a grip on their infrastructure costs. In a collaborative effort with Urban3, a

data-driven planning consulting firm, StrongTowns worked with municipal administrators in Lafayette to gather and analyze data.

They took their traditional revenue models and blended them with expense data as a visual tool to see where fiscal leakage was geospatially located. In doing so, they were able to communicate that information to municipal decision-makers, as well as to the community at large.

Black parcels represent properties that are net contributors to the tax system (pay for themselves) while everything in the red is a net drain on the system (doesn't pay for itself). The taller or deeper a parcel's column, the bigger the level of contributions or drains.

This kind of data-driven analysis can provide our communities and decision-makers with incredibly valuable information. Cate Ryba, Chief Operating Officer and planner at Urban3, points out that "People sometimes assume budget problems can be solved by creating more growth, yet more growth in unproductive patterns—ones with more cost than revenues—will only increase economic problems. What is needed is an approach that provides transparency regarding the cost of growth and long-term obligations to create a healthy, sustainable fiscal future for communities."

Ontario is already asking municipalities to conduct cost-of-service analysis as part of planning efforts, and we here in Nova Scotia need to think similarly. Drilling down into the detailed workings of our communities is important for us to plan for more sustainable futures, and this analysis rarely points us towards cookie-cutter cut-out style urban sprawl or big box stores.

Conducting this sort of analysis is not about running municipalities like businesses. Municipalities are not businesses, full stop. Instead, this is

about ensuring that everyone can meaningfully participate in conversations about the fiscal health of their community.

Conducting revenue analysis and cost-of-service analysis of the kind carried out in Lafayette could be very revealing here in Nova Scotia, particularly if these analyses were conducted in tandem for both towns and their sur-

rounding rural municipalities, where the fiscal health of one is deeply tied to the other. The tools to help our decision-makers derive meaning from these analyses are already available.

For more information, visit StrongTowns at strongtowns.org and Urban3 at urban-three.com.

Will Brooke is NSFM's Policy Advisor.



CHOOSE
TO MAKE YOUR COMMUNITY
SAFER. SMARTER. STRONGER.

Protecting your municipality is about more than having an insurance policy. It means building a solid foundation to help manage risk and mitigate claims.

Choose to partner with Frank Cowan Company – we've been successfully delivering superior insurance programs including leading risk and claims management services to Canadian public entities since 1927. Let's build a safer, smarter and stronger community together.

Contact Paul Jewett, Regional Manager, Atlantic Canada
1-800-265-4000 | 506-866-1846 | paul.jewett@frankcowan.com
frankcowan.com

 **FRANK COWAN
COMPANY**



The Evolution of Professional Development for Municipalities

By Michael Dolter

Elected and appointed leaders in local government are consistently confronted with complex issues. As the municipal landscape evolves, so must the skills and competencies of our municipal leaders. As leaders, it is our duty to provide those working on behalf of our citizens the education and tools they need to fulfill the requirements they were hired or elected to do.

Communities have many varied needs and therefore, the scope of responsibility and the complexity of local government continues to increase. Local governments require a team of professionals that are both generalists and specialists. Finance, water and waste treatment, planning, public works, public safety, building inspection, legislative compliance, human resources, communication and negotiation are just some of the areas of expertise that are required to run a municipality.

This is also true for municipal elected officials. Councillors are expected to be knowledgeable of all aspects of the municipality regardless of their background. Shortly after they take office, they are responsible for mak-

ing important and difficult decisions surrounding budget. This can be somewhat daunting especially if they have no financial background.

“One thing we found out from the needs assessment was that context does matter, especially when it comes to local government,” says Beaudin.

Several years ago, the Association of Municipal Administrators Education Committee chaired by Town of Wolfville CAO Erin Beaudin conducted a comprehensive needs assessment to find the training gaps in municipal government. A curriculum developer was hired to work with them to help fill those gaps.

“One thing we found out from the needs assessment was that context does matter, especially when it comes to local government,” says Beaudin.

“So, we decided to build a number of education modules from the ground up.”

This meant including key subject matter experts at the municipal and provincial level, every step of the way: those who know how municipal government works.

AMANS started developing education modules with the help of partners including the Nova Scotia Federation of Municipalities, Department of Municipal Affairs and Housing, and the Municipal Finance Corporation. Each course was designed to engage the participants in conversations and group exercises and class numbers were capped at a maximum of 25 participants.

“Participants get to share their own challenges, situations and questions ... a great deal of benefit comes from the conversation in the room,” says Greg Herrett, module facilitator, and CAO for the Town of Amherst.

Seven modules have been developed to date in the areas of leadership, municipal finance and human resources, and more are in the works.

The leadership modules are designed to bring elected officials and senior staff together. This model works well as it brings different perspectives and opinions to the room and helps build the council/staff relationship. Two facilitators are used for each class and sometimes this means an elected official teams up with a senior staff member from another municipality.

One of our most popular modules is the Financial Management for Elected Officials. This module helps both new and veteran councillors gain a deeper understanding of budgeting, reading statements, variances, taxation and assessment in the municipal context. It even coaches them on what questions to ask during the municipal budget process. "This is the best training I've had to date," one councillor wrote on their evaluation afterward. "All councillors should take this training." AMA recognizes that the modules cannot remain not static, they must evolve to keep up with the ever-changing world of municipal government. AMA staff and the Education Committee are constantly revising the content, case studies and exercises to ensure they provide the best training references for participants.

It's been just over 50 years since the first class graduated from the four-year Certificate Program in Municipal Administration offered by the Institute of Public Affairs, Dalhousie University.

That event in 1969 had a significant impact on the future of municipal administration in the Province of Nova Scotia. The graduation of 26 municipal government employees represented a milestone in municipal professional development. It also provided a forum for discussion which led to the establishment of the Association of Municipal Administrators, Nova Scotia in 1970.

Those twenty-six graduates, in turn, became the "Charter Members" of the Association of Municipal Administrators, Nova Scotia (AMANS).

Since then, AMANS has continued a mandate of improving the capacity in municipalities through training and professional development. Over the years, Dalhousie University and AMA partnered in various ways to develop several Certificate Programs for local government. AMA has almost 300 members now and continues to promote the importance of strong professional leaders in local government. It recognizes that continued

professional development is key to ensure staff and the elected officials of a municipality can meet the increasing challenges and changes of municipal government.

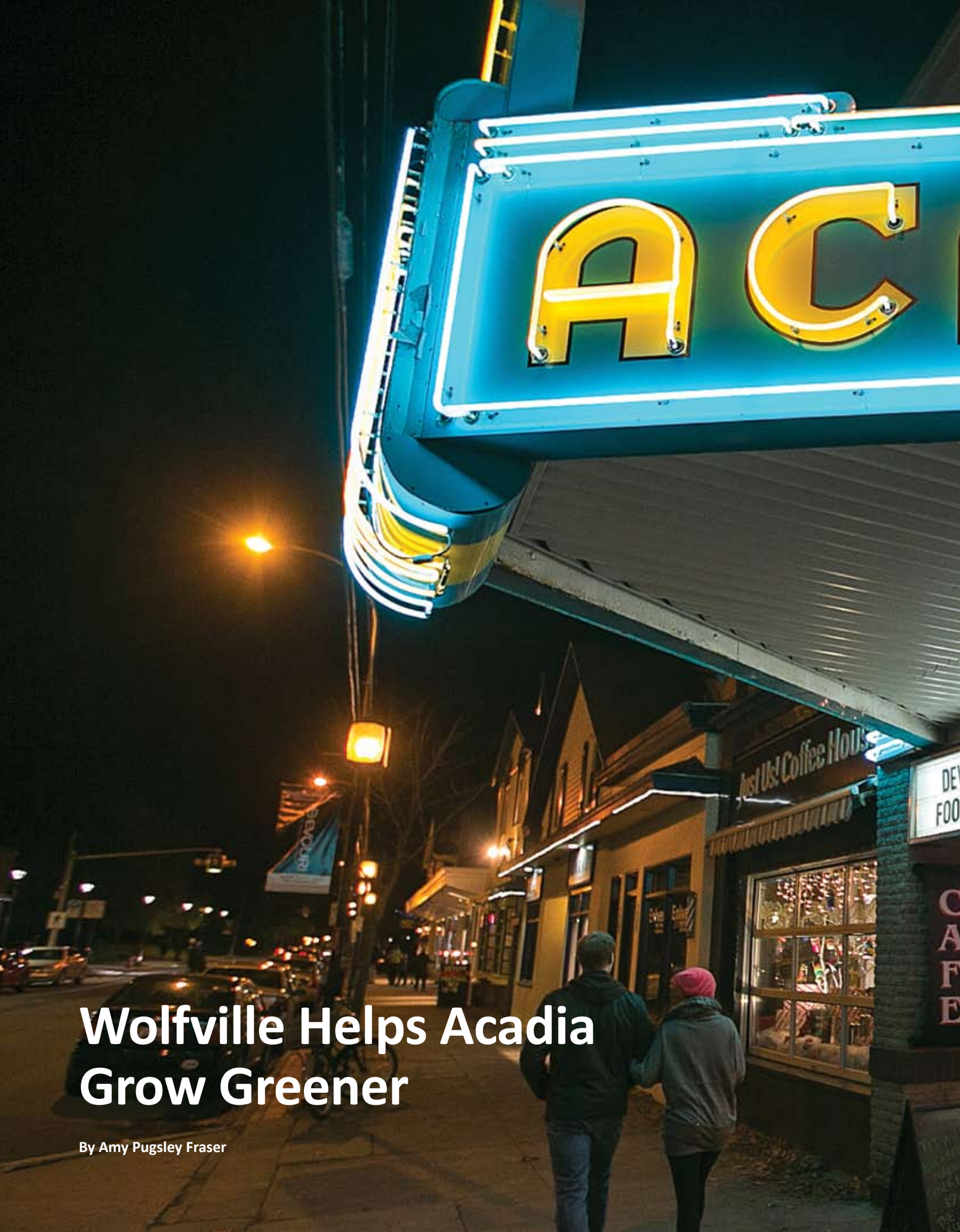
*Michael Dolter, CD, MBA, CPA, CMA,
Is AMANS President and CAO,
Town of Truro.*

THERE ARE 60 FULL TIME COMMISSIONAIRES SUPPORTING LAW ENFORCEMENT ACROSS NOVA SCOTIA SO SWORN OFFICERS CAN FOCUS ON THE JOB ONLY THEY CAN DO.

- FRONT LINE COUNTER DUTIES
- EVENT SECURITY
- PARKING ENFORCEMENT
- TRAFFIC CONTROL
- BYLAW ENFORCEMENT
- CRIMINAL RECORD CHECKS
- INVESTIGATIONS
- MONITORING AND RESPONSE

commissionaires.ca

 **COMMISSIONAIRES**



Wolfville Helps Acadia Grow Greener

By Amy Pugsley Fraser

ACADIA

DEVOUR! THE FOOD FILM FEST NOV 12 TO 16
D TRUCK RALLY TODAY 5 TO 9

ACADIA CINEMA'S
AL WHITTLE THEATRE



DEVOUR!
THE FOOD FILM FESTIVAL

Prepare yourself for a veritable feast
on screen and on your plate.
DevourFest, #EatItUp

DevourFest.com

A new program launching in Wolfville this fall will turn Acadia University frosh into sustainability champions, all-in their first week on campus.

The plan puts a green lens on orientation week, while teaching the usual essentials like where to do laundry and how to find the bookstore.

"The town and the university will be co-hosts of the event, so we'll be featuring local and sustainable practices and options throughout both," says Omar Bhimji, the Town of Wolfville's new Climate Change Mitigation Coordinator.

With Acadia's student enrolment almost matching the town's population - 3,500 vs 4,195 - introducing sustainability elements to O-week is essential to the town's long-term viability.

"The influx of those students every year impacts the town and keeping them sustainable is key to ensuring the town runs smoothly too," Bhimji says.

Students stay in Wolfville for four years, so getting them on board with environmental stewardship is important.

However, many Acadia students arrive on campus from cities without sustainability programs, says orientation week leader and second-year student Max Abu-Laban.

"Some of them don't even have municipal compost collection, so there's no clear baseline in terms of expectations."

"We want to get a yearly program going so the students get some background knowledge about climate change, learn why it's important to re-

duce your own Greenhouse Gas emissions, and get involved on campus."

As a second-year Environmental and Sustainability Studies student and the Student's Council Sustainability Officer, Abu-Laban acknowledges that he might be more dialed in than others when it comes to climate change. "The fundamental problem with teaching climate change at university it is that it can come off like an abstract issue. It's all in the future. And oftentimes, students are more concerned about studying for a mid-term tomorrow or going out tonight. The short-term concerns always take



precedence over talking about climate change for some reason.”

But if the programming is offered early enough, it can become second nature.

“The one time where everyone is engaged is O-Week and that’s when all the students arrive, and everyone is trying to get their bearings and find out what this new place is all about,” Abu-Laban says.

Research shows that first-year university students will welcome new ideas and try new ways of doing things, Bhimji says.

“When you’re in a new place, new circumstances, surrounded by new people, your patterns are open to being re-set, challenged, or re-thought,” he said.

“There’s no bigger shift than students leaving home for the first time. So, it’s a great time to get the ideas in front of them right at that moment, to give them the best chance to re-orient themselves.”

The aim of the event is to encourage behavioral changes that support environmentally responsible habits relating to energy, transportation, waste management and food choices.

“They’re coming to a new place, trying to figure out how things are done, and how to live on their own. It’s a good opportunity to get some environmental ideas in front of them and show them the potential.”

With town landmarks including the Farmer’s Market and the bike-lovers Harvest Moon Trail, “there are a lot of really well-established sustainability initiatives,” says Bhimji.

And Acadia, which is the provincial rep on the Atlantic Canada Universities and Colleges Sustainability Network, has its own sustainability initiatives.

Over a decade ago, the university enacted a policy to limit vehicle idling and associated greenhouse gas emissions on campus.

Two years ago, the university and the Students’ Union partnered to install new bike posts on campus and piloted a bike-share program.

Last fall, the university introduced a Growcer, a hydroponic growing system in a re-purposed shipping container, that will grow fresh greens and herbs year-round.

“Showing students what their new community looks like, and how people act, is a great opportunity,” he said, adding that simple things like turning off the lights, unplugging your phone, and knowing how to use energy-efficient options in campus buildings, can make a difference.

“The question is, how do we get these ideas and practices in front of students in a fun and engaging way?” To help set the program up for success, a team of Acadia Sociology undergrads will interview fellow students on how best to roll out the information.

“We’re hoping to use the information

to figure out what interest students and what experiences are best – workshops, activities, lectures – and then shape our program accordingly,” says Bhimji.

The response from the Sociology students and the faculty has been great, he says.

“They like the idea that they can see their research in practice and feel like they’re contributing to initiatives through their work and studies that they’re doing.”

Last fall, Wolfville was a recipient of NSF’s Carbon Surcharge Fund Award for its campus sustainability program.

The fund was established in 2012 and is collected annually through a carbon surcharge fee added to conference registrations to mitigate the Greenhouse Gas emissions generated from hosting the events.

The grant will go towards staffing, programming costs.

Amy Pugsley Fraser is NSF’s Communications Advisor.



COLVOY EQUIPMENT

www.colvoy.ca 1.855.449.5858
email: sales@colvoy.ca

Atlantic Canada Contact
Leonard Fraser: 1.902.754.7623
email: lenfraser@xplornet.ca

Industrial Road Side Mowers & Industrial Snow Blades

BOMFORD TURNER **SPEARHEAD** **TIGER MOWERS**

We Offer versatile effective mowing solutions.

Vegetation management solutions for every situation, from roadways to waterways. Attachments for excavators, tractors, wheel loaders or radio controlled. Call us today to find out the best way to get the Colvoy advantage working for you.

Regional Enterprise Networks Growing a Culture of Entrepreneurship in Cape Breton - Unama'ki

By Carla Arseneault, President & CEO, Cape Breton Partnership

Technology has provided businesses and consumers with access to resources and tools like never before. It has meant unprecedented access to new markets, and allowed rural Nova Scotians to sell their products and services to the world from anywhere.

While this has meant tremendous opportunity for business, it has also created challenges around how to navigate the numerous resources or supports. Simply put, there is so much out there – different organizations with varying mandates, and a plethora of programs and services – that people often don't know where to start. The process of

navigating can be daunting for even the most seasoned entrepreneur. This is where Regional Enterprise Networks (RENs) can help.

As Cape Breton – Unama'ki's private sector-led economic development organization, the Cape Breton Partnership supports companies and entrepreneurs by promoting our island as a great place to live and invest; growing a culture that values and celebrates creativity, innovation, and entrepreneurship; and connecting entrepreneurs and companies to the resources they need to succeed. As the organization that administers both the Cape Breton Regional Enter-

Continued on page 23

The screenshot shows the EntrepreneurCB.com website. At the top, there are navigation links: "DO YOU HAVE A BUSINESS IDEA?", "DO YOU WANT TO START A BUSINESS?", "DO YOU WANT TO GROW YOUR BUSINESS?", and "GET IN TOUCH" with a magnifying glass icon. The main banner features a woman in a maroon top holding a tray of muffins, with the text "Women in Business" and a sub-headline: "Are you a woman identified business looking for support for your start-up idea, or new or existing business? We can help! Check out these listings to connect with local programs and services." Below this is a link: "LEARN MORE ABOUT WOMEN IN BUSINESS". At the bottom, there are three smaller banners: "DO YOU HAVE A... business idea?", "DO YOU WANT TO... start a business?", and "DO YOU WANT TO... grow your business?".

NOVA SCOTIA REGIONAL ENTERPRISE NETWORKS

PARTNERS for PROGRESS

Nova Scotia's Regional Enterprise Networks (REN) guide and navigate regional economic development while providing support to businesses, operate as a connector among economic development partners, support business growth and retention, and provide regional leadership on economic priorities.

Municipalities, First Nations, the Province of Nova Scotia, and regional business communities are all working together through the REN model, to strengthen regional economies.

Find your local REN contact



capebretonpartnership.com/cbren
902-562-7182
cbren@capebretonpartnership.com

Truro & Colchester *Partnership*
for Economic Prosperity
Truro & Colchester & St. John's, Nova Scotia

tcpep.ca
902-890-3120
brennan@tcpep.ca

**Cumberland Business
CONNECTOR**

cumberlandbusinessconnector.ca
902-614-6912
contact@cumberlandbusinessconnector.ca

the valley
REGIONAL
ENTERPRISE
NETWORK

valleyren.ca
902-670-1771
info@valleyren.ca

**PICTOU COUNTY
REGIONAL ENTERPRISE
NETWORK**

<http://county.pictou.ns.ca/community/business/>
782-440-2255
sarah.wiseman@pcren.ca



**Western Regional
Enterprise Network**

westernren.ca
902-881-3008
wren@westernren.ca



Visit **www.nsrens.ca**
for more information.

NSFM Supports Municipalities to Integrate Climate Considerations Into Their Asset Management Practices

By Debbie Nielsen

Nova Scotia's weather is changing: the instances of storm surges, flooding, heavy precipitation and high winds are on the rise, both in frequency and intensity. Extreme weather events, driven by climate change, are significantly impacting our local roads, buildings, water treatment facilities and other public infrastructure. Since much of our infrastructure was not designed and built to withstand projected changes in climate, these events are accelerating the deterioration of transportation infrastructure, causing structural collapse and damage to buildings, and compromising the integrity of treatment facilities.

Weather-related impacts to municipal assets are typically costly and can result in service disruptions. Since municipalities exist to provide services to their residents, like clean drinking water and safe roads, climate change poses a significant threat to sustainable service delivery. However, as municipalities across the province develop sound asset management practices, as a requirement of the federal Gas Tax Fund, opportunities exist to integrate climate considerations into their planning process to ensure infrastructure continues to deliver quality and fiscally-responsible services.



Infrastructure plans provide a systematic process for managing assets – both engineered and natural – and integrating climate considerations into this process can be a cost-effective climate change response. Because asset management is an exercise in long-term planning, it provides a real opportunity to weave climate considerations into the process, particularly when building new or refurbishing existing assets. In doing so, municipalities are essentially protecting the investments they have made in their community infrastructure and

enabling future generations to use assets well into their expected lifespan.

Although municipalities may understand the importance of integrating climate considerations into their long-term asset management processes, most lack the tools or a methodology for putting this practice in place. To support municipalities with the integration, NSFM plans to update its online course, the Basics of Asset Management for Elected Officials, to include a new climate change module. The new module will serve to enhance local asset management practices by providing municipalities with a methodology to help ensure their assets are more resilient to our changing climate. With a Partnership Grant from FCM's Municipal Asset Management Program, NSFM will provide municipalities with a framework to support the inclusion of climate considerations into their long-term asset management plans.

NSFM recognizes the infrastructure decisions elected officials make during their term will have significant bearing on the vitality and sustainability of our communities, now and well into the future. By building capacity to include climate considerations into their infrastructure plans, municipalities will be positioned to identify and implement proactive adaptive measures to respond to weather-related events. In doing so, municipalities will not only develop more

robust asset management plans, but they will be protecting their infrastructure investments in the face of uncertain and changing climate.

NSFM is excited to update its online course, as it provides a flexible option for elected officials to learn about asset management - at their own pace and from the comfort of their homes, a local coffee shop or wherever there is Wi-Fi. NSFM's online course makes it easy to fit learning into a busy schedule, and there is no dress code, it requires no driving, and there is no final exam - just a few questions throughout the course to enhance learning.

NSFM recently began work on the new climate change module and plans to relaunch the Basics of Asset Management for Elected Officials by the end of this year. So please stay tuned! In the meantime, if you have any questions or would like to check out the existing course, contact NSFM today (by telephone: 902 423-8312 or email: dnielsen@nsfm.ca)

Debbie Nielsen is NSFM's Infrastructure and Sustainability Officer.



National Advanced Certificate in **LOCAL AUTHORITY ADMINISTRATION (NACLAA)**

Expand your knowledge in municipal administration. Learn from experienced instructors as they share their expertise in:

- municipal law
- accounting
- organizational design
- finance
- sustainability
- taxation
- policy planning
- citizen engagement
- ... and much more

The NACLAA program provides the opportunity for local government practitioners to enhance their skills, acquire a professional designation, and advance their careers.

Register today! **780.492.4315** uab.ca/NACLAA

NACLAA

BOOK REVIEW

Municipal Awareness: An Insider View By Bob Taylor

Review by Will Brooke

Bob Taylor spent a little under three decades as an elected representative. He served as a commissioner for the Village of Bible Hill for a little under nine years, a county councillor in Colchester for eleven years, and then spent eight years as Mayor of Colchester, ending in 2016. He also served on the Board of Directors for our organization when we were known as UNSM.

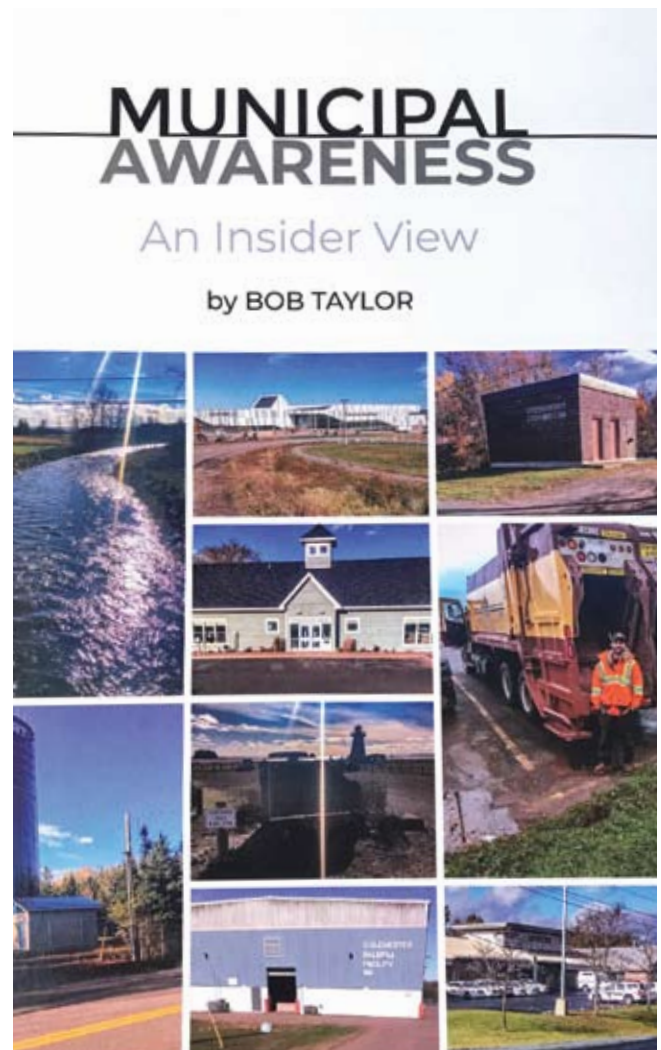
In late 2019, Bob self-published a book on his time in public life. The title is apt: “Municipal Awareness: An Insider View.” The book clearly shows just how dedicated Bob was to his constituents and municipal government. In the book, Bob shares sage advice on how to conduct oneself as an elected representative, as well as detailed knowledge about the inner workings of municipal government in Nova Scotia. Topics range from tips on chairing good meetings to the pluses and minuses of amalgamations.

Although the book contains fantastic historical information about the past 35 years of municipal government in Nova Scotia, the history becomes especially detailed in the Colchester region that Bob still calls home. For persons seeking office in the Colchester area—at any level of government—or for persons who consider themselves history buffs about the Colchester area, this book is a can’t-miss

gem. For those of us who are involved in municipal government in Nova Scotia, it is a great book to have, and worthy of a read.

Municipal Awareness: An Insider View is available by contacting Bob at taylorbob@bellaliant.net

Will Brooke is NSFM’s Policy Advisor.



Continued from page 18

prise Network (CBREN) and the Cape Breton Regional Municipality Regional Enterprise Network (CBRM REN), we recognize that ensuring effective access to resources for our entrepreneurs is critical to their success.

We currently have economic development officers and staff who work closely with local entrepreneurs and companies to help ensure they have access to the tools and resources they need to be successful. To further support these efforts, the Cape Breton Partnership recently unveiled a strategically built on-line tool to act as a one-stop-shop for both longtime and aspiring entrepreneurs, regardless of where they are in their business life-cycle. EntrepreneurCB.com launched in November 2019, and provides Cape Breton companies with access to tools and resources available to them on the Island, including information on how to start a business, growing their established business, access to financing, legal advice, and protecting intellectual capital, to name a few. The collected resources are aimed at traditional for-profit businesses, as well as non-profits, social enterprises, and charities.

One of the keys to growing a strong rural economy is focusing on inclusive economic growth; creating an economy which includes under-represented groups and anyone who previously was not included as part of our traditional labourforce. The EntrepreneurCB.com website offers support to such groups as women and youth in business; Indigenous, veteran, Black, and newcomer-owned businesses; and rural businesses. Access to the right tools and services should be accessible to everyone and this tool helps to assist in further providing access to this information.

Nova Scotia's Regional Enterprise Networks are working hard every day to make these connections between

service providers and the business community. As we embrace the technology, our businesses and municipi-

palities become more connected and better positioned to support stronger, more vibrant, inclusive communities.

MORNEAU SHEPELL



Morneau Shepell is a proud partner of the Nova Scotia Federation of Municipalities

Morneau Shepell is the only human resources consulting and technology company that takes an integrative approach to employee assistance, health, benefits, and retirement needs.

morneaushepell.com

Business. Needs. People.



NSCC supports municipalities through specialized training, continuing education and applied research. To find out how the College can support your workforce development programs, contact Lynn Coveyduck at **902-237-0793** or lynn.coveyduck@nscc.ca.

nscc | STRIVE.

Smart Meters Are a Key Step in Modernizing Nova Scotia's Electricity Grid

Nova Scotia Power is upgrading current electricity meters to smart meters — work that began in the fall of 2019 and will continue through to early 2021. Smart meters incorporate sophisticated digital technology allowing them to measure and communicate energy usage information via a secure wireless connection.

“Smart meter technology will put customers in control of their energy use. It’s a big step forward in delivering choice and convenience,” says Steve Pothier, Director, Nova Scotia Power’s smart meter project. “And smart meters also help reduce costs in the electricity system, keeping rates stable for our customers.”

According to Pothier, forecasted savings from the smart meter project — primarily realized through operational efficiencies — is approximately \$38 million over 20 years. Other benefits include:

- Access to daily information on energy usage, helping customers make more informed decisions and better manage their own electricity costs.
- Connecting or disconnecting electricity will be easier and faster with no on-site appointment required.
- Smart meters will notify Nova Scotia Power when the power goes out, allowing for a quicker response in the event of an outage.

“That automatic notification is especially important for customers who live in remote communities because trouble shooting can take additional time,” said Pothier. “With smart meters, we’ll know where to focus. That saves time and money and delivers the reliability improvements our customers demand.”



A technician from Nova Scotia Power's authorized contractor, Tribus Services, will arrive at the premise between 8 am and dusk, Monday to Friday. They will arrive in a Nova Scotia Power branded vehicle, wearing a uniform and carrying identification. Unless the meter is inside, they will not need to enter the premise.

EMERGENCY PREVENTION + EVERYDAY PROTECTION

TOROMONT

CIMCO



SMART TRANSFER
Refrigerant Transfer System
PATENT PENDING

Refrigerant hazards are hard to predict. But they can be easy to contain.
Even with the best designs and safety standards, there are decisions that staff and contractors need to make in regards to managing an unplanned refrigerant leak or isolating equipment to perform maintenance.
There are many safe practices and enhancements available for leak response or maintenance, but nothing is as fast and complete as SMART Transfer.

SMART TRANSFER PROVIDES:

- ✔ **Risk Mitigation** – Sensors automatically detect & diagnose leaks
- ✔ **Improved Safety** – Refrigerant is automatically transferred, so operators don't have to enter potentially contaminated areas
- ✔ **Fast and Complete Transfer** – The fastest method to safely remove all refrigerant from the system
- ✔ **Less Downtime** – Shorter maintenance time
- ✔ **Ease of Use** – No specialized training or external equipment required
- ✔ **True Peace of Mind** – For owners, operators and the community

To learn more about SMART Transfer, contact us today.

1-800-267-1418

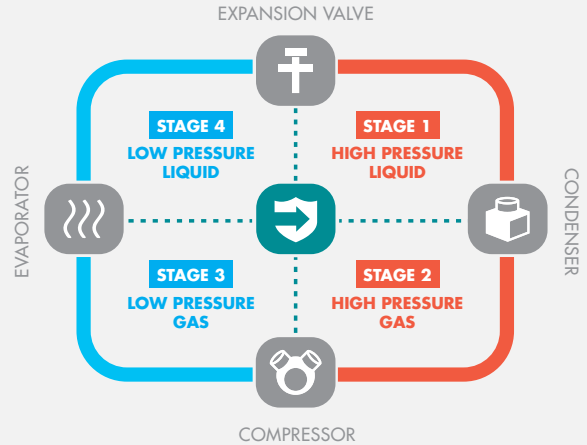
CIMCOrefrigeration.com/SMARTtransfer

TOROMONT

CIMCO

PROTECTION ON DEMAND

SMART Transfer allows you to isolate the four (4) system stages so that maintenance can be performed on any of the components while the refrigerant is safely contained. This greatly reduces potential exposure risks to your staff.



SMART Transfer Maintenance Protection Process



1. ACTIVATE

Manual button activation is used to start the transfer of the refrigerant from the system to the SMART Transfer.



2. HOLD

Refrigerant is contained within the SMART Transfer while maintenance is performed.



3. RETURN

Once the maintenance is complete, the refrigerant can be transferred from the SMART Transfer back into the system.



SMART TRANSFER
Refrigerant Transfer System
PATENT PENDING

Safety is every facility's #1 priority.

SMART Transfer isolates the charge in your refrigeration system, **automatically** when a leak is detected, or **on demand** while maintenance is performed. This provides safety for operators and peace of mind for everyone.



AUTOMATIC LEAK RESPONSE

Instead of relying on human decision-making to detect and/or diagnose the true severity of a potential refrigerant leak, SMART Transfer sensors use your pre-defined safety parameters to detect leaks. Then, the system can automatically transfer, hold and return the complete refrigerant charge as required, so there is no need for operators to enter potentially contaminated areas or risk exposure.

SMART Transfer Leak Response Process



1. DETECT

SMART sensors installed in the compressor room continually monitor the environment to detect leaks that exceed the predefined PPM threshold.



2. TRANSFER

If the leak reaches a predetermined severity level, or if the operator chooses to activate the transfer manually, refrigerant isolation is initiated.



3. RETURN

Once the leak has been resolved, the refrigerant can be transferred from the SMART Transfer back into the system.

Beyond the near-term benefits, Pothier says smart meters also create more opportunities.

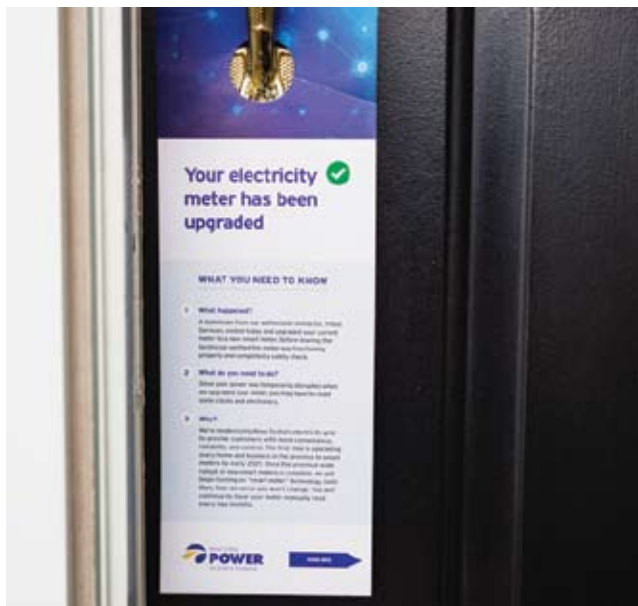
“Nova Scotia’s energy future holds exciting possibilities — more wind and solar power, battery storage, and electric vehicles that provide customers with even more choice and control. Smart grids offer a future in which individual pieces of the electrical system — including smart devices that are used in homes and businesses — can communicate with one another, so the entire electrical system works together to use energy more efficiently,” said Pothier. “This means lower costs and contributes to a cleaner environment.”

About smart meters and the upgrade process

Smart meters digitally measure how much electricity is used and when it’s used, sending this data over a secure wireless network to Nova Scotia Power. This information will be used to create a customer’s bill. Approximately 70% of Canadian homes and businesses already have smart meters. Smart meters are the standard in electrical meters.

In advance of meter upgrades, Nova Scotia Power will notify customers through the mail, in bill inserts, and by regularly updating its website at nspower.ca/smartmeters. Information will also be left at homes or businesses the day the meter upgrade takes place. In most cases, meters are located outside, so homeowners don’t need to be present when the work is done. Businesses, office buildings and public institutions — and customers with indoor meters that are inaccessible — will require an appointment which can be arranged in advance by calling Nova Scotia Power’s Customer Care Centre at 1-800-428-6230.

The company is also hosting community information sessions and presenting at municipal council meetings across the province.



Door knocker

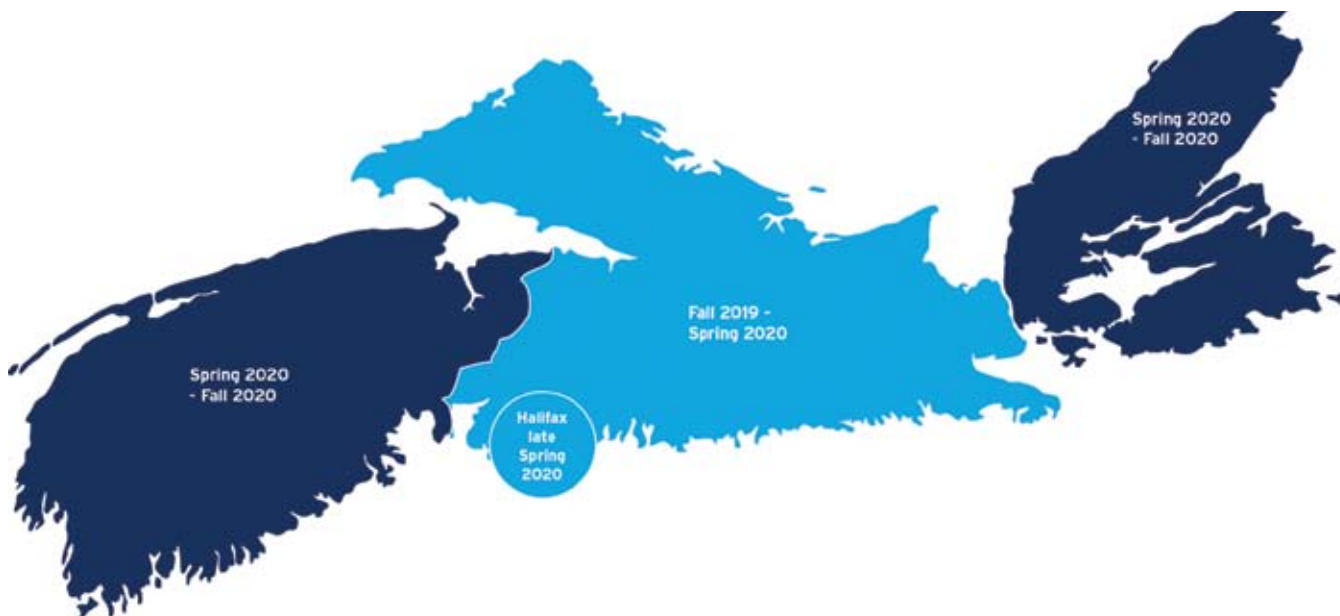
Learn more

Nova Scotia Power’s Government Relations Team can be reached at 1-902-428-6352 or through gov@nspower.ca.

General inquiries can be made through Nova Scotia Power Customer Care Centre

Monday to Friday 8 a.m. - 8 p.m.
1-800-428-6230
smartmeterinfo@nspower.ca

Nova Scotia Power’s smart meter website is an excellent resource: nspower.ca/smartmeters.



Nova Scotia Power is upgrading approximately 500,000 meters across the province. The work began in the fall of 2019 and is expected to be completed in early 2021.



INVESTING IN OUR FUTURE. EVERYDAY.

Creating a smarter energy future for Nova Scotia.

We're modernizing Nova Scotia's electricity grid to provide customers with more convenience, reliability and control. Our investment in smart meters and supporting technology will enable us to maintain stable electricity rates while also providing faster and more effective service for our customers.

nspower.ca/smartmeters



On Track for 100 Years



CN is celebrating 100 years on the move. Our rich history reflects the key role CN has played in nation-building.

It took the best employees, retirees, customers, partners, and neighbouring communities to make us a world leader in transportation.

For our first 100 years and the next 100, thank you.

cn.ca

