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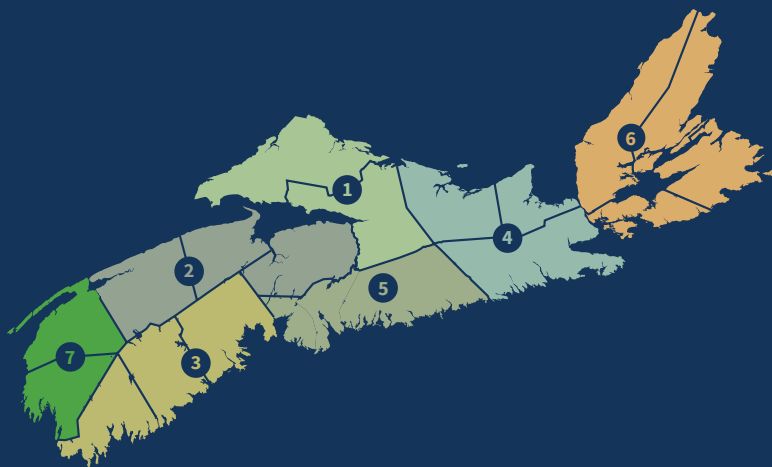
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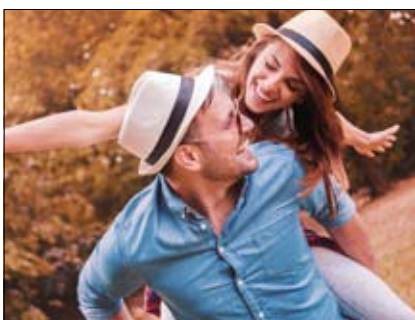
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Doing the Right Thing Might Cost You Votes, But Not Your Integrity

By President Pam Mood

When I was a child, my Grandfather was our Town Mayor. The son of Lebanese immigrants, his deep desire to serve was as much a part of him as his physical limbs. He brought me everywhere. Dinner at the Lieutenant Governor's mansion meant white gloves, patent shoes and a frilly dress; I curtsied like a pro. My first FCM was at age of 14.

At age 11, I bravely told him, "Ghiddi," (that's Arabic for grandfather) "When you're not the Mayor any more, I will be." He could have laughed, but instead replied, "I don't doubt that you will, young lady, but do it with integrity." I excitedly told mom we had to find "Mrs. Integrity" because I couldn't be the Mayor without her. My mom's response? "You'll find her when you need her."

Fast forward 40 years and my childhood proclamation manifested itself. From then it's been eight amazing, fast-paced and fulfilling years with some ugly potholes in the road – literally and figuratively - for good measure. And it's election time again.

Things will be different this year. COVID isn't serving as our Chief Electoral Officer, but she sure tried. Instead, she's made certain that campaigning and voting will take on a different tone, aptly focused on safety. But wait! Before we think campaign or election day, we must each decide if our name will appear on the ballot. That decision should never be made lightly, without thought or out of habit. I'm suddenly 11 again and remembering the deal with my grandfather.

It's easy to skip this part of the "process" and go right to the ballot, but it's so very important that we don't. Reflection and self-examination go a long way if we commit to being brutally honest about what we see. I've started the process and my first piece of business was to figure out how integrity fits into the broader picture of elected office. We all know the basics which ultimately brings us to the moral compass piece.

Digging a little deeper, for elected officials it is that which ensures we are always protecting the public interest

versus protecting our own interests. It's about our duty to understand an issue so intrinsically that we do the right thing even when it upsets those who whisper in our ears to give them what they want versus what we know is needed. Whether it's a travel policy, consolidation or anything in between, it can never be about us. It must be about what is best for those we serve.

We have all experienced the eye-opening reality check that comes upon being elected. Those things we thought we were experts in (the "I'll fix that when I'm elected" issues) are the ones we have the most to learn about, and integrity intact, cause us to change our direction. That's not just okay, it's imperative. When we know better, we do better. Bluntly put, it's about the guts level to do the right thing even if it means losing some votes in the process. Otherwise, all is lost. On the highest level, it's about not putting our morals and values in harm's way for any reason.

At no other time in recent history has there been a bigger challenge and an equally matched opportunity to do this right. A seat at the table this time, more than ever, is about digging in, making tougher decisions than we've ever experienced. It's about doing things differently to secure our future. There is no room for status quo or those that fly that flag. We've been thrown a curve ball called COVID and it's going to take gutsy, forward-thinking, big-picture thinkers to dig us out. Long hours, a commitment to understand what's in front of us and the fortitude to do the right thing will get us there. This is far, far bigger than our individual council seats, our districts and our towns and cities. The battle cry we've been screaming, "We're in this together" has never meant more.

It's nearly time to declare candidacy. That means pledging, in response to the "X" in front of our name, to make the tough decisions for the public good and remove ourselves from the equation.

Thank you for your service. I sincerely wish you all the very best in whatever decision you make and a bucket load of sheer guts to go with it!



Nova Scotia's Municipalities: Strength Through Adversity

By CEO Juanita Spencer

If there's one positive takeaway from the COVID-19 pandemic, it's been the amazing ability of people, businesses and society to adapt to rapidly changing circumstances. To stay on top or even just to survive, Nova Scotians have proven their mettle when it comes to turning adversity into opportunity.

We've seen shuttered distilleries from Lunenburg and Ariesaig reopen as hand sanitizer plants, ready to help on the front lines of fighting COVID-19. And we've watched as stalled clothing manufacturers in Truro and Hantsport moved to mass-producing masks to keep up with the growing demand.

The same is true for us here at the Nova Scotia Federation of Municipalities.

In the past four months, NSFM has pivoted from the traditional method of advocacy, collaboration and education and traded it in for this year's updated online model.

Along with AMANS, we logged hundreds of hours negotiating with the provincial government in April on the Provincial Loan Program to help our members bridge the gap on delayed property taxes.

And in June, our Lost Revenue Survey became the go-to template for other provinces to help formulate their losses from lost fees and services.

We've switched it up on the meeting front too. With

conferences in Sydney and Halifax cancelled, along with plans for in-person board meetings, the CEO Roadshow and regional resolution meetings, we've ramped up our collaboration by hosting weekly get-togethers.

In the past three months, NSFM has pivoted from the traditional method of advocacy, collaboration and education and traded it in for this year's updated online model.

We were one of the first offices to close before March Break and the head-start gave us the time to create a new collaboration model. Within two weeks, we orchestrated a series of weekly meetings to connect with all the mayors, wardens and CAOs across Nova Scotia.

The Wednesday ZOOM check-ins have regularly hosted between 70-105 people so we can share the most up-to-date information and resources with our members.

We've brought news directly from Tourism Nova Scotia, the Chief Medical Officer of Health and the Department of Municipal Affairs and Housing to ensure our members have all the information they need to make the best decisions for their municipalities.

We also created a webinar series to help you better navigate the shifting landscape. The Thursday morning sessions have taught more than a hundred people about the effects Coronavirus is having on e-voting, asset management and active transportation. And an upcoming July session will help candidates campaign through social media.

That session perfectly exemplifies the adage "adapt to change." Back in 1991, a young wannabe councillor from

Spryfield used an old IBM roller ball typewriter to print up his campaign literature - 200 letters that he hand-delivered through the district. Eight elections and almost 30 years later, Councillor Stephen Adams won't be answering the bell this time out.

You can read his story on page 18, along with those of two of the longer serving municipal politicians in this province, Coun. Clarence Prince from CBRM and Mayor Anna Allen of Windsor. Both of them served as presidents of NSFM - Prince in 2009-10 and Allen in 2000-01 - and they both decided this year not to reoffer.

As they take a well-deserved seat, hundreds of people will hit the campaign trail this summer as they make bids for one of the 376 municipal seats in our province.

There's never been a more challenging time to mount an election campaign. That's especially true in one Nova Scotian municipality.

In the cover story, learn how Coronavirus and crisis will impact the election lead-up in Colchester County. Mayor Christine Blair says many

people won't be keen to answer when candidates come calling.

Can elections be won without canvassing? In the last election, Councillor Laurie Cranton won his Inverness County seat without doing any door-to-door. In a wheelchair since 1981, Cranton had to adapt to his circumstance in order to succeed.

Adapting to succeed: That's the new leadership paradigm that will be the

hallmark of this challenging year and we at NSFM look forward to the possibilities it will create.



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Running a Municipal Election: Not an Easy Marathon

By Mike Dolter, AMA President

The exercise of the right to vote is fundamental in any democracy. From the first municipal elections, to the establishment of universal suffrage in 1920, casting a ballot has remained the most quintessential democratic act, performed by thousands of citizens every four years on the third Saturday in October. Election planning is now well underway. The 2020 election aims to fill 376 positions in 49 municipalities at a cost of well over \$4 million. Administering a municipal election is no simple feat; there are a thousand moving pieces.

Council and staff have key roles in running a smooth election that conforms to legislative requirements. Council must approve the electoral mechanism, election budget, election by-law and ensure that the method and system of voting are able to deliver fair elections and accurate results. Council is also responsible for the appointment of the municipal elections coordinator, returning officer, and assistant returning officers; diligent administrators who will work tirelessly over the coming months to provide all electors with an opportunity to exercise their democratic right.



Much of the election planning lies with staff, the Municipal Election's Coordinator and/or Returning Officer. Over the coming months municipal staff will recruit, and train municipal elections employees; polling divisions will be established and calls for nominations posted. Election materials

Running municipal and CSAP elections is a challenging task at the best of times.

such as ballot boxes, voting screens, posters, and other supplies will be purchased and forms, ballots, and poll books will be printed. An accurate voters list (a crucial part of delivering any election) will come into shape as the returning officer prepares the preliminary list of electors, which will be subsequently revised and amended. All the ducks must be lined up for both advanced polls and election day, and that does not include the hours it takes to count ballots.

Running municipal and CSAP elections is a challenging task at the best of times. Holding municipal and CSAP elections amid the COVID-19 crisis poses unprecedented challenges. The safety of electors, candidates and election staff are of paramount concern. Serious concerns remain as to how municipalities can best maintain the safety of all involved, while also ensuring free and fair elections. Uncertainties concerning physical distancing, recruitment of election staff, PPE requirements, space constraints in polling facilities, and crowd control are top of mind for many election administrators.

Some municipalities may look to more traditional options, such as mail-in ballots, as a solution to these chal-

lenges. Others may choose to embrace telephone/internet voting and conduct an electronic only election. Whatever the choice, the electoral mechanism must be capable of delivering an election that is accessible, private, and safe in these uncertain times. The right of every citizen to take part in the democratic process is a crucial factor in the effective enjoyment of our fundamental rights and freedoms.

Municipal elections play a critical role in the health of our democracy. There are no practice runs. The new Council will have the power to make decisions about municipal services, establish policies, provide direction for the operation of the municipality, and advocate for the needs of your community. We must be aware that we have only one chance to get this right. If we do not, it is our citizens who will pay the price and live with the consequences.

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Motion Sickness

By Will Brooke

In my role as policy advisor at the Nova Scotia Federation of Municipalities, I get to ask our members about their opinions on policy issues. Sometimes our members are asked to vote on broad, encompassing questions, and sometimes they're called to vote on specific details. I've found there's an interesting difference between how they respond in these situations, to the point where a completely different result can be achieved just by structuring the motion in a different way. In the academic literature this problem is referred to as the discursive dilemma—popularized by Pettit and List—but it is a brain-teaser with real-world implications.

Consider a rural municipality where the councillors are debating a massive paving program. Imagine that the plan for the program includes paving projects in just about every

councillor's district. These projects are labelled 'A' through 'F,' as seen in table 1. And if we talked to each councillor individually, it is imaginable that they might be against every paving project except the one in their own district. Let's go ahead and make this hypothesis, and display what their votes might look like in a table. If we look closely, we could easily conclude that the entire program would fail, given the low level of support for each of the component parts (see the second-last column from the right).

But here's where things get interesting: if there were one vote held for the whole program instead of six sub-votes, we find that there's something of value in it for just about every councillor, and the vote goes ahead, as charted in the far right-hand column. By changing how we ask the question we get a completely different result.

Table 1: The Paving Project

Councillor	Project A	Project B	Project C	Project D	Project E	Project F	Conclusion (based on A-->F)	Conclusion (as voted on)
District 1	Yes	No	No	No	No	No	No	Yes
District 2	No	Yes	No	No	No	No	No	Yes
District 3	No	No	Yes	No	No	No	No	Yes
District 4	No	No	No	Yes	No	No	No	Yes
District 5	No	No	No	No	Yes	No	No	Yes
District 6	No	No	No	No	No	Yes	No	Yes
Mayor	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Majority	No	No	No	No	No	No	No	Yes

As a second example, imagine that the same council is now considering amendments to their Municipal Planning Strategy and Land Use Bylaw. The amendments include two sub-issues, labelled in table 2 as sub-issues ‘A’ and ‘B’. Approving sub-issue A would let the municipality permit infill developments, while approving sub-issue B would result in map amendments redefining the boundaries of some smaller communities and urban centres.

The ‘yes’ and ‘no’ answers displayed in table 2 are based on a believable hypothesis. Let’s imagine that a majority of councillors on this council support infill development, with two dead-set against it. We can also suppose that a majority supports the redrawing of some community and urban centre boundaries, with another two councillors firmly against.

After talking with individual councillors on sub-issues A and B, we might reasonably predict that the vote would be affirmative, as displayed in the second-last column from the right. However, as in our previous example, we get a counterintuitive result in the actual vote (seen in the very last column). The vote fails because each sub-issue is supported by a different majority of councillors. Those who support both issues only amount to a minority.

When we structure our questions and votes in smaller pieces, one advantage is that each councillor is more likely to end up ‘voting their own truth.’ This is good, because we want our representatives to try to get decisions right, and because sharing the background and reasons for votes can be very important in making good decisions. When we only ask our representatives to vote on conclusions, they can end up walking away from votes feeling like they held back and had more to contribute. When those missing contributions are relevant, we run the risk of making the wrong decisions by leaving them out.

On the other hand, breaking things up into smaller votes opens the door for strategic voting. It also opens the door

to serious disagreements about individual reasons. For instance, we might all agree that doing something is a good idea but disagree about the reasons for doing it. This is common in debates where there are both ecological and economic reasons to do the same thing: environmentalists might not want to use economic reasons to support their decision, while more business-minded councillors might not be caught dead using ecological reasons to support their conclusion.

When we know that there could be irresolvable disagreements about the reasons for us to act, or when we think that an issue might be subject to strategic voting, we might want to opt for a conclusion-based approach to structuring our questions. In these cases, it is best to phrase the ‘big’ question in a way that would be as neutral as possible about those different supporting reasons. Again, to use the previous example, we wouldn’t reference ecology or economy in the question, and avoid asking for reasons, but just ask about whether we want to take a specific action.

We should remember that it is possible to ask questions in a way that focuses on getting at an overall conclusion, or to open things up more widely and ask questions in a more granular way. It is important to understand the advantages and drawbacks to each approach when we are asked to formulate or vote on questions. As we have seen, we can get completely different answers on the same general topic depending on how we structure our questions.

Perhaps most importantly, all of this tells us that it is important to remember two things. First, to quote George Cuff, “Councils cannot presume that the administration can ascertain its collective will if [that will] has never been articulated” (Making a Difference: Cuff’s Guide for Municipal Leaders: A Survival Guide for Elected Officials, p. 75). The corollary is also true: administrators should never presume that they know councils’ collective will unless this has been officially articulated, preferably through a motion.

Will Brooke is the Policy Advisor at NSF.M.

Table 2: MPS/LUB Amendments

Councillor	Sub-issue A (infill)	Sub-issue B (adj. boundaries)	Conclusion (based on A+B)	Conclusion (as voted on)
District 1	Yes	Yes	Yes	Yes
District 2	Yes	Yes	Yes	Yes
District 3	No	Yes	Yes	No
District 4	No	Yes	Yes	No
District 5	Yes	No	Yes	No
District 6	Yes	No	Yes	No
Mayor	N/A	N/A	N/A	N/A
Majority	Yes	Yes	Yes	No

A New Approach to Municipal Leadership

By Jack Novack

One of the ways in which to see municipal leadership is to take a look at the Canadian Constitution. After all, this is the basic document that describes who is responsible for what in Canada. For those of you who are familiar with the constitution, it will come as no surprise to find that municipalities have no presence except to be recognized as one of the areas in which the province has exclusive jurisdiction. While the language to describe the municipal relationship with the Province has changed over the years from creatures of the province to creations of the province and finally to the more polite and acceptable term, order of government, the fundamental relationship has not. And those of you who occupy leadership positions in municipal government know this to be true. But the real question is, does this constitutionally subservient position provide municipalities with the tools necessary to address contemporary community challenges and if not what can be done about it?

If we begin to look at the Canadian Federation from a dynamic rather than constitutional point of view the picture becomes clearer. As many municipal observers are quick to note there is considerable imbalance between responsibility and resources. The Federal Government has the financial resources. Just witness the vast spending being undertaken to combat the effects on the economy

and personal well-being due to Covid 19. Provincial governments have the authority for the most costly of services such as health, education and social welfare and municipalities are the places where the problems are most pronounced or the effects felt most deeply. In practical terms, municipalities are the place where the “rubber hits the road. “

If we begin to look at the Canadian Federation from a dynamic rather than constitutional point of view the picture becomes clearer.

It is highly unlikely that this fundamental misalignment between authority, responsibility and resources is going to be addressed through a reopening of the Constitution. So with limited resources and a narrow mandate what can municipalities do? Here are a few things to think about.

A fundamental shift in thinking by municipalities from one of service deliverer to one of problem solver. In strategic planning there is a difference between formal and informal

mandates. In the case of municipal government, a formal mandate refers to the enabling legislation that gives municipalities their authority while informal mandates refer to those things that are expected of municipal leaders. Sometimes these are quite different. Think about responding to a school closure. This may fall well outside a formal legal mandate but try telling that to the parents and children and the community negatively affected by the closure.

For communities to be successful municipal leadership will have to be expressed in areas outside of traditional formal mandates.

Historically, municipalities have focused on direct service delivery such as water, snow removal, solid waste, parks and playgrounds, infrastructure development and regulation especially with regard to land use. Municipalities are now to address complex problems. Complex problems are ones that cannot be solved by a single municipal department or even by a single municipality. Put another way, these problems are not so kind as to fall neatly within the jurisdiction of a single department even though the temptation to do so may be ever present. Rather, they require a broad based coalition of partners who collectively will commit to addressing these complex problems over time. Complex problems include such things

as rural depopulation, environmental sustainability, health, literacy, public safety and economic development to name a few. Addressing complex problems may well require different approaches to decision making that were never contemplated by the architects of our Constitution or that are currently reflected in municipal relationships.

A rethinking of the basic principles driving municipal reform. Municipal reform was predicated on the notion that services to people would be delivered by the Province and services to property would be delivered by municipalities. This not only provided the justification for service reform but also fed the now disproven belief that larger municipal units would be more efficient. The other working justification for municipal reform was that the separation or clear delineation of services would increase accountability and civic engagement. Here it was assumed that the electorate would have a better understanding of who does what. While this was a noble goal, it is not clear that this too has been achieved. What I think is clear is that separation of service responsibilities is artificial and does not relate well to the pressing and complex problems that need to be addressed. As one early critic of municipal reform suggested there is no such thing as services to people and services to property. All services are for people.

So it may be time to rethink how municipal leadership is expressed. In my opinion the local council is the most legitimate form of local leadership. It derives its political power from the direct will of the people and without the obfuscations associated with senior government. The citizens have entrusted the elected council with the privilege of leadership and expect it to advocate on its behalf. Municipal councils can build upon this leadership legitimacy in a number of ways. By recognizing that where it lacks forma power it has the power of influence, it can facilitate evidenced based conversations with stakeholders, it can engage the community and help to develop mutual understanding

and learning, it can build a variety of meaningful and dynamic partnerships and it can be ever persuasive in areas outside its jurisdiction. But most importantly councils ought to develop a perspective that moves away from the traditional custodial and oversight role that can be ably performed by staff under policy direction to one that imagines a future and then works towards achieving it. It will not be

neat, it will not be linear and it will not be easy but it will reflect the highest form of political leadership. Councils will then begin to look like political entrepreneurs not encumbered by traditional limitations.

Jack Novack is the Professor and Program Director of the Local Government Program at Dalhousie University.

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Campaigning Through COVID and Crisis

by Amy Pugsley Fraser



There's never been a more challenging time to mount a municipal election campaign.

COVID-19 has drained the finances of municipalities from Sydney to Yarmouth, necessitated health and safety measures, and forced people behind closed doors.

That's especially true in one Nova Scotian municipality. Over two days in April, Colchester County was the scene of the country's worst mass murder. Some of the victims were killed as they drove in their cars to an errand or answered their doors to a knock.

"The whole horrible event has shaken our feeling of security. We have to be sensitive to the fact that the community is still mourning and it's going to be mourning for some



time,” Colchester County Mayor Christine Blair said recently.

“Lives have changed forever and it’s something that we all must be mindful of when we’re knocking door to door. There are people that are just not going to be interested. So, you take other routes if you want to get your message out.”

Like many of Nova Scotia’s rural municipalities, Colchester County has a high number of elderly residents. Almost 30% of its population is over the age of 60 – the age at which international studies have shown puts people at a higher risk of contracting the virus.

“There’s a hell of a lot of fear there, with the mass shooting in Truro, and with COVID-19,” says Coun. Clarence Prince, CBRM.



“COVID-19 impacts knocking on doors, but everything else, you can still do,” says Mullin.

“You can still stand at the corner, honking horns and waving at people, you can still have a telephone campaign, you can do all of the “old-fashioned” campaigning strategies as before, with the exception of knocking on people’s doors.”

However, door-to-door canvassing campaigns actually work to persuade voters and sway national election outcomes, outlines a study authored by Harvard Business School assistant professor Vincent Pons.

Highlighting the power of a five-minute, in-person conversation with a potential voter, Pons concludes that even short discussions have the power to sway important decisions.

“It’s bad enough that we’re dealing with it now, but everyone talks about the almost certainty of the second wave coming in the fall, at election time. So, people might knock on doors, but the doors won’t be answered.”

Early in the pandemic, NSFM flagged the consequences of conducting campaigns and elections with physical distancing measures. Despite the early warning in a April 7 letter to the Minister of Municipal Affairs, the Province didn’t reach out to consult with the NSFM board, executive staff or our members.

Now, holding elections in Nova Scotia will be about a new normal, not business as usual.

That makes it tricky for wannabe politicians, when canvassing provides the best way of meeting the electorate. “If there was an incumbent in the district, I would feel very differently, because it would be hard to unseat an incumbent if you didn’t have the ability to knock on doors,” says candidate Lisa Mullin.

She’s running in HRM’s District 11, the seat held by Coun. Stephen Adams

since 1991 (since other story, this edition).

Adams announced last year that he wasn’t reoffering. That has opened the door for at least a dozen candidates to step up.

With such a busy race, candidates will have to rely on a few other venues to get noticed if they can’t reach people at home.

That’s not Laurie Cranton’s experience. In the last election, Cranton won his Inverness County seat without doing any door-to-door. In a wheelchair since 1981, Cranton had to adapt to his circumstance to succeed.

“It’s the private homes that you want to visit but I’d guess that probably 97% are not wheelchair accessible,” he says.



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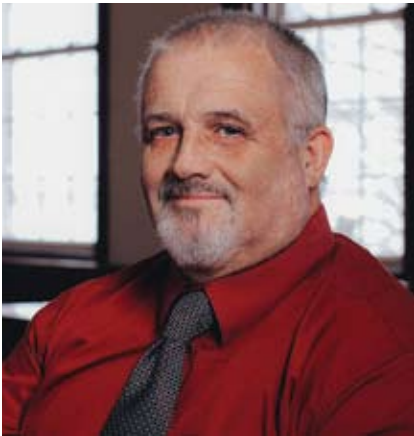


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Laurie Cranton

“So I never really gave much thought to the door-to-door campaigning the way most candidates campaign.” Instead, the community volunteer focused on being accessible through a social media presence and through ads in the local paper. He attended public meetings set up for the candidates where he presented his campaign and answered questions, and appeared at a debate put on by the local development association.

Cranton used signs in his campaign, as well as a direct-mail out of flyers. He also created an interactive Facebook site so there was an avenue to answer questions that arose on the campaign trail.

“I had no other way to really do it.” Cranton’s just wrapping up his first term and is hoping to do it again. “It will be the same thing for me ... do up some signs, use Facebook. The other thing you can do too is pick up the phone. Even though you can’t visit with someone on their doorstep, you can phone them.

“If I was a senior citizen and someone came and knocked on my door with the virus happening, I might not be all that happy. I would much rather get a call from someone saying, ‘This is your candidate for municipal council calling, and I’m doing this by the phone because of the virus, to protect you and everybody else.’”

Amy Pugsley Fraser is the communications advisor at NSFM.



Halifax City Hall, Photo credit: Tourism Nova Scotia



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Bittersweet Moment for Councillors, Mayor Bidding Farewell

by Amy Pugsley Fraser



The first council of the amalgamated CBRM, with Councillor Clarence Prince, front row, second from left.

Councils across Nova Scotia will be missing some familiar faces after municipal elections this year, including longtime politicians **Clarence Prince**, **Anna Allen** and **Stephen Adams**.

First elected in the '80s and '90s, the trio have almost 100 years of council experience between them.

It was an easier time to jump into a political career back when Pierre Trudeau was prime minister and the Montreal Canadiens were still in Stanley Cup contention. There were more councillors, smaller districts, and the road to public office wasn't cluttered with twitter, Facebook and Instagram.

"Coming into politics now is a heck of a challenge, and more so now than when I went into it," Coun. Clarence Prince of Cape Breton Regional Municipality says of his first election in 1981.

"This year, with social media, and all the disdain for politicians at every level, it's going to take some really good talking to get people to run."

There were also no selfies, live-tweeting or "Like" buttons when HRM Councillor Stephen Adams first ran.

Instead, Adams fired up an old IBM ball-typewriter to write

the campaign literature for his first election in 1991. Then he hand-delivered the flyers up and down the streets of his Spryfield ward in the old city of Halifax.

When he went door-to-door to follow up on his campaign platform, people remembered his letter.

"They would come to the door with twenty dollars," he said.

He raised about \$1,000 that way, and the rest came out of his own pocket.

Municipal amalgamation in 1996 increased the size of his district, as did a 2014 Utility and Review Board decision to reduce HRM council from 23 to 16 seats.

"It used to take seven minutes to drive from one end of the ward to the other ... now even the shortest distance across the district takes more than an hour," he says.

It was a similar story for Prince in Cape Breton Regional Municipality.

The old ward system in Cape Breton allocated a pair of councillors to serve each of four wards in Sydney Mines, resulting in eight politician for a population of about 10,000 residents. Today, each CBRM council seat represents 10,000 on its own.

When Prince first ran, he beat a popular incumbent to take a ward seat in 1981. Despite the uphill battle, he figures he spent \$1,500 or less on his campaign.

In 2016, some councillors in Nova Scotia spent five figures to win their seats. Halifax Mayor Mike Savage raised and spent six figures on his first mayoralty campaign in 2012.

"There weren't a heck of a lot of signs when I first ran," says Prince.

Manners and courtesy were important in the 1980s. You didn't want to step on someone's toes by erecting a sign in a location where another candidate might have a better claim.

Prince did up some brochures and used radio ads but never got into TV. And he's won each of his elections without ever venturing into social media.

He still likes traditional campaigning and says it offers politicians a chance to really get out and take the pulse of the electorate.

"It was fun. Sometimes you'd get somebody that would bark a bit and you'd figure they'd had a bad day, but then you'd knock on the next door and it was fine. It's life: You can't please everyone, but you just have to try."

Anna Allen, a longtime mayor and councillor for the Town of Windsor who retired from politics when the town amalgamated with West Hants this year, says every election offered a chance to reconnect with her constituents.



Councillor Stephen Adams, HRM

"I would knock on every single door that I could find. I used to say, 'If I missed your door, it was because I couldn't find it.' I miss that because it was a really good opportunity to talk to people one-on-one."

That public connection is so important, agrees Prince.

"It gives people the opportunity to vent or suggest things that you should or shouldn't do."

There's been a lot of venting over the years in Sydney Mines. The last of the town's coal mines were shut down in November 2001 and the steel plant closed down the year before.

The closure of those big two industries "just drained the life out of the workforce," he said.

"It was hard. And then with amalgamation, a lot of promises that were made to us didn't quite materialize as promised ... Every municipality has their own crisis, and it's how you adjust to it. You just do your best with what you have and then try to do better in difficult times."

How did he get through it? "The key things are to have reasonably good health, be dedicated, and have the support of your family."

Allen was encouraged to run by her husband, who said a political role was the next logical step for the committed community volunteer and school board representative.

Her campaign was "pretty much a one-woman show, with lots of support from family and friends."

That support proved vital when she served a year as President of NSFM, joined the board of Federation of Canadian Municipalities, and played a key role in encouraging more women to get involved in politics.

Allen was the creator and motivating force behind the Women in Local Government Project.

She wasn't thinking of the impact she'd have on gender equality when she first ran in 1991. Just like she didn't think anything of it when her first win meant she was the only woman among seven councillors.

"It (gender discrimination) is not there when you first set out, but it shows up. So, when you run into any obstacles, you just back up and take another run at it."

Her dedication and perseverance rewarded her with several terms as mayor of Windsor.

Prince also served as mayor of Sydney Mines and as deputy mayor of CBRM – the first in the amalgamated municipality. Adams too, served a term as deputy mayor and served many years on council committees.



Mayor Anna Allen, Town of Windsor

The best part? "Helping people. I just get an absolute charge out of it," says Adams.

"You can have ten people mad, jumping up and down at you, but if one person says thank you, that just means so much."

Many constituents aren't aware of how hard their councillors are working in the background on their behalf, says Allen.

"All the work you do is so important to the people you help in your local community."

Prince says doing your best to help people makes you feel proud as a politician.

"It's worth it. You try your best to help somebody and when they smile and say thank you, it means a lot, it makes it worthwhile," he says.

Amy Pugsley Fraser is the communications advisor at NSFM.



Halifax Loses a National Voice as Karsten Retires

by Amy Pugsley Fraser

A Halifax councillor stepping down from politics this fall just experienced the busiest year of his two-decades long career, and it's been a real sprint to the finish.

Coun. Bill Karsten, the councillor for Dartmouth South-Eastern Passage, has been president of Federation of Canadian Municipalities since last June.

He anticipated busy times when he took on the post, with the federal election in late 2019 on the horizon and several FCM goals like creating a

new financial strategy and finding a new CEO.

But then COVID-19 hit, stirring up a perfect storm for municipalities across the country and putting Karsten right at the helm.

"It has been quite an experience. We had our agenda full for sure, but now COVID has changed part of the focus." As cities and towns of all sizes have worked flat-out to support Canadians through the pandemic and with revenues cratering, Karsten has been the public face of the municipal negotia-

tions with the federal government.

He's been a tireless and dedicated advocate, says HRM Mayor Mike Savage.

"It's a huge job and he handles it with grace, with style, and an enormous amount of dedication. We're blessed to have him as president of FCM and as councillor in his district."

Savage, who counts Karsten as a key mentor, encouraged him to take on the president's role a few years ago when the Atlantic region was coming up in the rotation for FCM presidency.

Karsten ascended several levels on the board, as 3rd, 2nd, and 1st vice president.

“He’s someone who I have enjoyed working with and I really appreciated his leadership,” says Savage.

The role took Karsten from coast to coast, speaking at provincial conventions and putting him front and centre at news conferences alongside Prime Minister Justin Trudeau.

“I know I’ve said it a thousand times but I’m honoured and humbled to have travelled Canada as extensively as I did from June to March. The major thing is that it certainly has been an incredible experience.”

There hasn’t been an FCM president from Halifax since 1985 when Alderman Ron Cromwell had the post, and Nova Scotia hasn’t been on the masthead since 2004 when New Glasgow Mayor Ann MacLean had the top spot.

Karsten has been a “difference maker” during his time at FCM, says CEO Carole Saab, who was appointed to the role in June after Brock Carlton retired after 28 years.

“Bill’s dedication to FCM and communities across the country is unrivaled.

“He is so giving of himself and his time to ensure he is delivering the best possible outcomes for our members.

“His continuous focus on engaging members and building unity has been a true difference maker for FCM, and correspondingly our country,” she said.

“He also happens to be just the nicest guy around, I know I speak for all our staff when I say that his thoughtful, kind and motivational approach make it such a pleasure to work with him as a leader. He will be missed dearly around the FCM table.”

With retirement in his sights, Karsten is looking forward to spending time traveling with his wife, Muriel Tupper,

who retired as principal of Sir John A MacDonald High School about a decade ago.

The pair have visited 22 countries together and look forward to more. “Our goal has always been to retire and do extensive travel, but now we’ve got COVID to contend with. Hopefully, we’ll still be able to get away.”

Luckily for FCM, that won’t be until the fall. Karsten agreed to stay on

for a few extra months past the normal June-to-June term because of COVID-19.

That timeline coincides with his last days as a municipal councillor, a role he puts above his national presidency. “Any councillor will tell you that representing their constituents is the most important.”

Amy Pugsley Fraser is the communications advisor at NSFAM.



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Recreation Facility Association of Nova Scotia... Supporting You - From the Ground Up!

By Brittany Hunter, Executive Director

The Recreation Facility Association of Nova Scotia (RFANS) is a Not-for-Profit provincial organization dedicated to providing leadership in developing, promoting and advocating excellence in recreation facilities, operations and its personnel.

During these disconcerting times, RFANS has been working diligently to provide information to our members to help them navigate the Novel Coronavirus (COVID-19) pandemic. Gathering resources on our website for reference, hosting webinars, sharing provincial guidelines, hosting virtual meetings, sending out surveys to collect data, attending meetings with government officials and ensuring recreation facilities concerns from across the province are being heard are just a few of the many things we have been working on.

We are here for you. If you have municipal recreation infrastructures such as arenas, pools, fields, playgrounds, fitness facilities, community centres, etc. we can help. RFANS is here to support you in your need for information and help clarifying the expectations government has for you.

We have some webinars coming up during the summer:

Rationale for the Delivery of Public Leisure Services, July 21.

***Drivers of Change, August 18.
Fees and Charges, September 15.***

All Workshops Presented by Brian Johnston and Meaghan Carey, RC Strategies

Although we had to cancel all our in-person training for now, we are working with our instructors and partners to promote any online options they may have for these courses. Follow us on Facebook and sign up for our monthly email newsletter to stay up to date with course and training opportunities.

RFANS will continue to provide details and share information on the process of re-opening your recreation facility as soon as we receive them. As well, we will offer various opportunities for training and learning along the way. If you are not sure if your municipality or recreation facilities are members please email us at rfans@sportnovascotia.ca.

To learn more about RFANS, our initiatives, sign up for our monthly email newsletter or to become a member visit <http://www.rfans.com/>.



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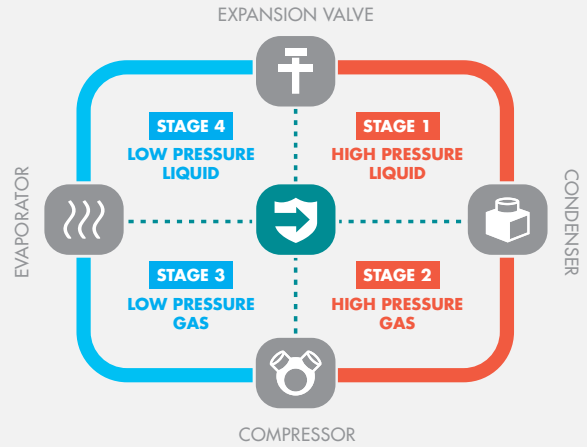
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- 3. RETURN**
Once the leak has been resolved, the refrigerant can be transferred from the SMART Transfer back into the system.

Navigating the “New Normal” With a Focus on Supporting Local

By Pictou County Regional Enterprise Network

The Pictou County Regional Enterprise Network (PCREN) is the newest REN in the Province, having started in April 2019. What a first year it has been! Before developing our regional strategy we made a point of canvassing our municipal partners, other RENs, our business community and community leaders. We asked which projects/programs/approaches have worked well for others and – perhaps more importantly – which haven't.

Although we acquired some great information through that process, we now find our local economy in uncharted territory – along with the rest of the world. As businesses work to stay or re-open; global supply chains are disrupted; and travel, imports and exports are impacted by both mandated and logistical pandemic ripple effects, the importance of supporting local has never been more evident.

The concept of supporting local is often equated with “shopping local,” and for good reason: 45 cents of every dollar spent in a locally owned business stays in the local economy as compared to 14 cents of every dollar spent at large chains. Purposefully making purchases from local businesses is an important way to support our local economy through recovery efforts. But it's only the tip of the iceberg. Truly supporting local – and finding ways to not only aid economic recovery, but also enhance economic resiliency of businesses and organizations – requires us all to look with fresh eyes at how we do business and interact with each other.

The word recovery is frequently used in the context of business response to the COVID-19 pandemic, but we need to keep words like resiliency, reimagination and reform front of mind as well.

The word recovery is frequently used in the context of business response to the COVID-19 pandemic, but we need to keep words like resiliency, reimagination and reform front of mind as well. As most (but not all) businesses understand, the pandemic is not a static occurrence with a concrete end date. We are looking at a new version of “normal” in the months, and even years, ahead. But along with that uncertainty comes the opportunity to reinvent our local economies in a way that will not only benefit businesses/organizations in the short term, but will leave us with more resilient, innovative and strong economies – ready for whatever challenges or opportunities lie ahead. A few ways to think of supporting local:



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Spend Local – Dine local. Shop local. Give local. Explore local. Make a point of looking in your own back yard, before looking elsewhere. If you're in a position to do so, encourage local businesses to proactively find ways to support each other. The recent need for PPE provisions brought creativity out of so many local businesses: distilleries manufacturing sanitizers; manufacturers providing ventilator parts; clothing companies adding gowns and masks to their product lines. Look for other creative opportunities to bolster local businesses through finding ways to locally purchase items that are typically imported.

Rethink Your Definition of "Local"
 – What do you think of as being "your own backyard?" Supporting local within your own municipal unit or County is ideal, when feasible. But, particularly in this increasingly virtual and online world, we can find ways to welcome Nova Scotians (and then Atlantic Canadians, and then Canadi-

ans) to consider our backyards as an extension of their own. And we can have a peek in their back yards, too.

Encourage & Celebrate Innovation – With an eye on resiliency, many small businesses are innovating at a pace no one could have anticipated, even six months ago. Keep in mind that, in addition to technological, process and product innovation, there are many "soft" ways to innovate as well: one of the most positive innovations we've seen locally has been the purposeful, frequent and creative ways that small businesses are cross-promoting each other to local consumers. It certainly occurred pre-COVID as well, but seems to be happening with a renewed energy for #supportlocal partnerships now.

Value Collaboration over Competition – Too often, community based organizations operate in silos. Not necessarily because they don't want to work together; rather, they're so busy doing what they're doing that

they forget to connect. In order to work effectively together, support organizations need to build trust and be purposeful about avoiding duplication. When it comes to supporting our local economies, multiple public and non-profit organizations have responsibility for various pieces of the "pie" that is economic development. When we can be purposeful in collaborating to grow the pie, not just split it, we are all the better for it.

Communicate Successes – As Nova Scotians, we have a tendency to be humble about our regional successes. If you see something happening in your community or within a local business that is creative, innovative and effective – find a way to share it! Not only will you provide much needed positive feedback to those behind the initiative, but the shared information will be appreciated by those of us who are scanning the horizon daily for new ideas and ways to support our local economies.

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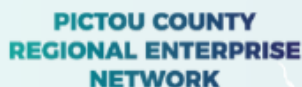
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