

# MUNICIPAL VOICE

The Magazine for the Nova Scotia Federation of Municipalities

SPRING 2019

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Picture: The Municipality of Chester, CAO, Joint Occupational Health and Safety Committee, with Construction Safety Advisor Laura Langille.



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## Nova Scotia Federation of Municipalities

**Better government.  
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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.

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## Chief Executive Officer's Message

Juanita Spencer

I am thrilled to be writing you as the new CEO of the Nova Scotia Federation of Municipalities (NSFM). It is an honour to have been selected to lead the experienced and committed team at NSFM as we work to represent the interests of all Nova Scotia's 50 municipalities.

Thank you to everyone who has reached out to introduce yourselves. It has been a pleasure getting to know so many new people and re-connecting with friends from the past. Your warm welcome has been greatly appreciated.

I come to this position with a background in public policy and advocacy. I have experience working for both local and national organizations. Most recently, I was the Executive Director of a member-based association similar in size to NSFM but with a mandate to represent the business community. I was the voice for my members with government and other stakeholders, promoted economic development and collaborated with others in support of common business interests.

Since starting, I have been working with my team, and the Board of Directors, to get up to speed quickly. My primary focus has been understanding those issues you have collectively identified as priorities and areas of concern through the resolu-

tion process. I recognize the scope of NSFM's work is far broader than these ten issues and I commit to engaging in all areas as soon as possible.

I have also committed to meeting with you, our members, in your communities. I am in the process of organizing a provincial tour and will be connecting over the next while to arrange a visit. It is important for me to learn first-hand about your successes as well as the issues facing your municipalities. Your experienc-

es will help shape our advocacy efforts. As it will take time to make my way around this great province, I look forward to meeting many of you for the first time at upcoming regional and caucus meetings.

In the meantime, please don't hesitate to reach out to me.

*Kind regards,*  
*Juanita Spencer*  
CEO, Nova Scotia Federation of Municipalities

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# Cultivating Entrepreneurship & Supporting Local Business

*Contributed by: Brennan Gillis, CEO, Truro & Colchester Partnership for Economic Prosperity*

Municipalities understand the importance of small and medium-sized businesses (SMEs) in our communities. They create job opportunities and drive economic growth. Because of this importance, our communities have to work harder at cultivating entrepreneurship culture and supporting business retention/expansion. Our best prospects for creating businesses and adding jobs are right here, in our own communities.

**Let's talk community entrepreneurship culture.** Imagine your community full of new, dynamic and even odd businesses. These new businesses would attract and retain more young people because of their freshness, their lack of 'rules' and the opportunities they bring. To quote Ted Theodore Logan, "It would be most excellent."

Do our communities have a healthy entrepreneurship ecosystem? We need to examine our local business environment and investment climate; we need to know all stakeholders and understand how they are interacting with one another; and, (I think this is crucial) we need a strong entrepreneurial culture and positive attitude towards entrepreneurial activity. The culture of a community has a large impact on the entrepreneurial ecosystem. It affects individuals' attitudes towards entrepreneurship and, therefore, the likelihood of becoming an entrepreneur.

The best entrepreneurship ecosystems have strong culture ingrained in the working linkages between post-secondary institutions, funding organizations, support organizations (incubators, accelerators, co-working spaces), research organizations, service provider organizations (legal, financial services etc.) and large corporations. Regional Enterprise Networks (RENs) are part of the ecosystem, stimulating entrepreneurship culture in our communities:

- Western REN recently worked with Ignite Labs (Yarmouth) to cohost "Ignition," an innovation-focused discussion bringing together newcomers and businesses in the community.
- Eastern Strait REN is developing an Innovation Hub to build entrepreneurship culture and capacity in their ecosystem.
- The Cumberland Business Connector held the Cumberland Youth Entrepreneurship Challenge in partnership with the Community Credit Union and CBDC Cumberland.
- The Truro & Colchester Partnership is collaborating with Futureworx and local private businesses to develop a coworking business hub designed to increase business connections and spur new ideas, businesses and social enterprises.
- The Cape Breton Partnership is leading the Creative Island initiative to build on their culture of creativity, innovation, and entrepreneurship, celebrate their rich creative heritage while developing services and spaces to help increase the innovative capacity of Cape Bretoners.
- Valley REN recently partnered with local organizations to host a Mashup Lab Weekend and a business expo where entrepreneurs could network with service providers and other businesses.

*... continued on Page 8*

# NOVA SCOTIA REGIONAL ENTERPRISE NETWORKS

# PARTNERS for PROGRESS

The Nova Scotia Regional Enterprise Networks are pleased to welcome the Cape Breton Regional Municipality in collaboration with the Cape Breton Partnership to the Nova Scotia REN program.



**CAPE BRETON**  
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## Find your local REN contact

**CBREN** Cape Breton Regional Enterprise Network  
capebretonpartnership.com/cbren  
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Visit **www.nsrens.ca**  
for more information.

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**Let's talk local business retention and expansion.** RENs work with our partners to develop and implement business development strategies (which may differ from region to region), however all RENs provide business retention and expansion services. We have staff and resources dedicated to meeting businesses one-on-one to discuss current business challenges and opportunities. We help connect hundreds of businesses with the information, resources, and contacts they need to succeed. The following simple example highlights why these services are important:

A Development Officer recently met with a small business. The initial meeting and discussion focused on traditional go-to-challenges; labour, red tape and taxes. But after spending more time developing the relationship, the small business owner eventually opened up about growth ideas he hadn't been able to investigate – his day-to-day is simply too demanding. The Development Officer offered to run with the concept, researching options and identifying key contacts to make the growth plan a possibility. Without this process, the business might never have

explored or pursued the opportunity. The Development Officer provided valuable, incremental support to help the business grow.

This simplified but real example demonstrates how RENs can provide valuable, incremental support to help our businesses and communities grow. Our services are a valuable resource for our municipal partners. Why? Business retention and expansion services and efforts require major investment. Good execution requires significant time and

expertise; staff need to meet with businesses several times per year and invest time into developing relationships and follow up support. Many municipalities do not have the staffing or time to carry out optimal activities with local businesses. Additionally, a regional approach can help municipalities gain insight into growth and development opportunities in the region. This insight can help municipal units with development strategies, funding decisions, zoning and planning.



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# An Update on the Federal Gas Tax Fund Pre-Construction & Signage Reports

Contributed by: *Debbie Nielsen, NSFM*

Since April 2015, the Nova Scotia Federation of Municipalities (NSFM) has been collaborating with the Province of Nova Scotia to support the administration of the federal Gas Tax Fund (GTF). NSFM focuses its efforts on helping municipalities meet the requirements for communications, signage and asset management. The aim of this collaboration is to provide valuable support and resources for municipalities, and to raise the profile of federally-funded local initiatives.

As part of its role in supporting the administration of the GTF, NSFM works with municipalities to collect information for an annual pre-construction report and for regular signage reports for gas tax projects. The following is a procedural overview for these reporting requirements.

## The Pre-Construction Report

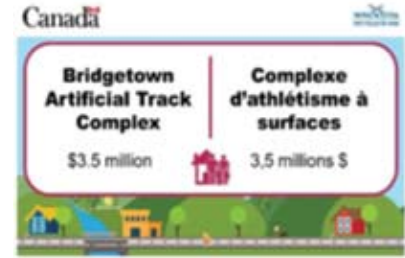
The Province of Nova Scotia provides Infrastructure Canada with an annual GTF pre-construction report, which details planned projects for a given fiscal year. The Province uses this report to screen projects for general eligibility. As well, Infrastructure Canada reviews it to identify communications opportunities (such as events, press releases, stories, etc.) to highlight GTF initiatives in Nova Scotia.

To develop the pre-construction report, the Province extrapolates information on all anticipated GTF projects that municipalities have identified in their five-year Capital Investment Plans. As NSFM is responsible for administering this report on behalf of the Province, it sends a prepopulated template to each municipality in March asking them to confirm and update infor-

mation on all planned gas tax projects. Once the information has been collected and verified, the Province submits the final pre-construction report to Infrastructure Canada in early April.

## Signage Reports

Municipalities are required to install temporary signs for all GTF projects, as part of the terms of their Muni-



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# Wastewater and Sewer Expertise From Joe Johnson Equipment

*Contributed by: Joe Johnson Equipment*

Proper maintenance of infrastructure is one of the most important responsibilities of any municipality. While many may not realize it while going about their day, properly maintained infrastructure really does determine the quality of everyday living for our citizens.

Public safety and efficiency are essential to a thriving community, and well maintained infrastructure is the backbone and as Canada's largest and one of North America's most prominent infrastructure-maintenance businesses, Joe Johnson Equipment is at the forefront of its care.

Wastewater management is a key component of healthy infrastructure, especially with regard to its effect on residences. "I would say the main focus is definitely to ensure (a municipality's) network of sewer mains and pipes are all clean," says Susan Conway, Regional Sales Manager, Atlantic Canada for Joe Johnson Equipment, "so that people don't end up with blockages or broken mains and there's no disruption to running water or flushing toilets, or anything of that nature."

The signature brand of Joe Johnson Equipment is Vactor, which includes the 2100 series. Comprised of four complementary products in total, the 2100 line is designed to help public utilities and professional contractors clean wastewater and sanitary systems.

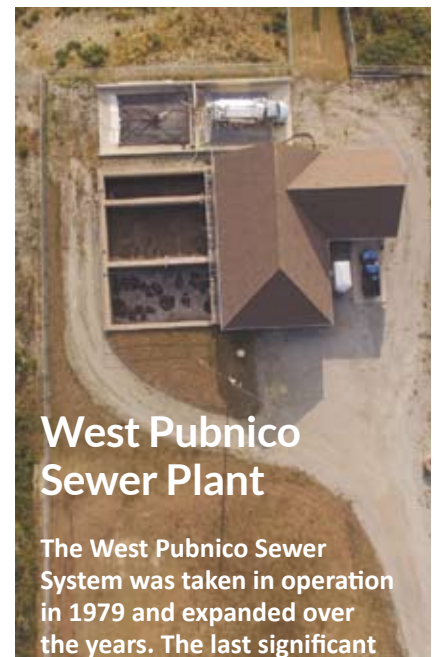
Leading the way in the 2100 series is the 2100i Combination Sewer Cleaner, which includes the revolutionary IntuiTouch control system that has a seven-inch touchscreen, as well as controls and viewing screen for

camera, lighting, and recirculation among its features. The vacuum source can be either a centrifugal compressor (fan) or a positive-displacement blower (PD), allowing for greater adaptability. The 2100i further features the options of the Rapid Deployment Boom 1015 - telescoping out 10 feet and extending the debris hose 15 feet, making for less equipment and easier setup/teardown - and wireless controls that include an updated belly pack and handheld remotes that feature a viewing screen, allowing for project monitoring when away from the vehicle.

That is just a sampling of what the Vactor 2100 series brings to the table, both in increased performance and ease of operation that combine to get the job done better. Joe Johnson Equipment also offers Enviro-sight sewer inspection camera systems, which provide video inspection footage which can be reviewed before and after entering a main line. This pre-inspection can eliminate the process of flushing lines in cases where that step may be unnecessary; and clean water can be conserved if the line is found to already be clear.

Hiring the right people for the job is obviously important, but when it comes to wastewater treatment and sewer inspection in general, a municipal plan to oversee the process is even more essential. "I think that it's important that every municipality or township develop their own inspection program throughout the year and as a continuous program," Conway adds, "so that your people are never dealing with any disruptions within their services."

Whether you are looking at buying new or used equipment, rentals or beyond, Joe Johnson Equipment can provide it all both in products and expertise. With 10 locations across North America, including Halifax, their equipment helps municipalities across Canada keep their communities clean. Give them a call at 1 (800) 263-1262, and learn more at [www.jjei.com](http://www.jjei.com).



## West Pubnico Sewer Plant

The West Pubnico Sewer System was taken in operation in 1979 and expanded over the years. The last significant upgrade to the Sewer Plant was performed in 2012 due to a limited capacity of the original lagoon type.

The new sewer plant is a Sequencing Batch Reactor type plant with a maximum design capacity of 360,000GAL (imperial) per day, which is equivalent to 814 households or 2,440 residents. This is providing a fair amount of room for population growth over the next 20 years.



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*Sullivan's Pond Stormwater System Renewal*

# Investing in Infrastructure... Take The Long Way Home

*Contributed by: Halifax Water*

Safe, reliable and affordable water, wastewater and stormwater service is essential to the health of residents, the economy and our environment. These critical services are not top of mind for most people, but they're necessary for everything from your morning cup of coffee, to fire protection, daily procedures at the area hospitals, and swimming at your favourite public pool or beach. The list goes on.

Halifax Water provides critical water, wastewater and stormwater services to approximately 370,000 residents throughout Halifax municipality. These services support the social, environmental and economic well-being of the region.

In October 2012, Halifax Water completed an Integrated Resource Plan (IRP) as directed by the Nova Scotia Utility and Review Board (NSUARB). The IRP defined Halifax Water's overall capital program and resource needs for the next thirty years (2013 - 2043). The IRP articulated the combined requirements for regional growth, regulatory compliance and asset renewal. The IRP estimated investments in the neighbourhood of \$2.6 billion [net present value] in water, wastewater and stormwater systems throughout Halifax Water's service area. The largest investments are required in the wastewater system.

Substantial long term investments such as those outlined in the IRP are a major economic driver for suppliers, contractors, trades people and many others who

benefit from the spin offs that come with these infrastructure projects.

Halifax Water has been increasing these investments since it assumed responsibility for HRM's wastewater and stormwater assets in 2007. Our recent Five Year Business Plan (2018/19 to 2022/23) indicates capital budgets from \$73 million in 2018/19 to \$110 million in 20/21 to over \$140 million in 2021/22. These are large scale investments that directly benefit the local economy and help ensure the Halifax region has reliable, affordable and sustainable water, wastewater and stormwater service.

Many of these investments can already be seen in the community. A few examples include; the \$64 million expansion and upgrade of the Eastern Passage wastewater treatment facility completed in December 2013; the \$24.2 million Beechville/Lakeside/Timberlea wastewater diversion project completed in late 2014; the \$22 million rehabilitation of the North West Arm trunk sewer completed in December 2017; the \$12 million Sullivan's Pond stormwater system renewal; and the \$21 million upgrade and expansion of the Aerotech wastewater treatment facility completed in August 2018. These five projects, amongst others will facilitate regional growth, ensure regulatory compliance and keep assets in a state of good repair, all three strategic drivers identified in the IRP.

As the city expands, Halifax Water will be there to deliver high quality water, wastewater and stormwater service for our customers and our environment. Halifax Water has been making these investments since 1945 and will continue to ensure a sustainable service delivery to communities of the Halifax region for years to come.

For more information on Halifax Water please check [www.halifaxwater.ca](http://www.halifaxwater.ca), visit us on YouTube, or Twitter @HalifaxWater.



Eastern Passage Wastewater Treatment Facility



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# The Recreation Facility Association of Nova Scotia's Annual General Meeting & Trade Show "All Access"

Contributed by: *Brittany Hunter, Executive Director*

Looking to purchase new equipment for your arena or pool? Interested in getting information on maintaining your sports fields, resurfacing a court or updating a playground? Wondering what new and innovative products are available for your recreation facilities? Then this is the event for you!

The Recreation Facility Association of Nova Scotia is hosting its Annual General Meeting & Trade Show June 6<sup>th</sup> & 7<sup>th</sup>, 2019. Themed "All Access" this symposium will have something for everyone! We are providing you "All Access" to corporate vendors in the fields of arenas, aquatics, turf, playgrounds, building maintenance/operations, interactive exhibitors, inclusion and accessibility information, asset management and more!

We invite you to bring your whole team to this event to learn together about industry trends, products and the long-term benefits that these services and training can have on your community. Each of your team members brings a specific skillset to your municipality. Working collectively to learn and gather information on upcoming purchases can lead to educated decision making along with enhancing your community or facility!

Our Trade Show will take place on June 6<sup>th</sup> at the Kentville Centennial Arena followed by a social event at Kings Arm Pub. On June 7<sup>th</sup> our AGM and symposium will be held at the Old Orchard Inn in Wolfville, NS. The

day will start off with breakfast and our AGM followed by our keynote speaker, the Honourable Kevin Murphy on Accessibility.

Breakout sessions will take place following the AGM and Keynote Speaker.

Sessions topics include:

- Recreation Facility Asset Management
- Arena Roundtable
- Anti-Racism Signage Policy & Protocol Update
- Sports Field Maintenance (Days Benefits & Management)

Stick around for the afternoon and take in some golfing at Ken Wo. Special rates will be offered to those attending the symposium.

This two-day event will be filled with tons of information, sharing of resources and networking. If you are a Municipal Councillor, CAO, General Manager, Chief Engineer, Recreation Programmer, Labourer, Operations and Maintenance Staff, etc. you won't want to miss this!

Details and symposium schedule can be found at [www.rfans.com](http://www.rfans.com) or contact Brittany Hunter at 902-425-5450 ext. 330 or [rfans@sportnovascotia.ca](mailto:rfans@sportnovascotia.ca).

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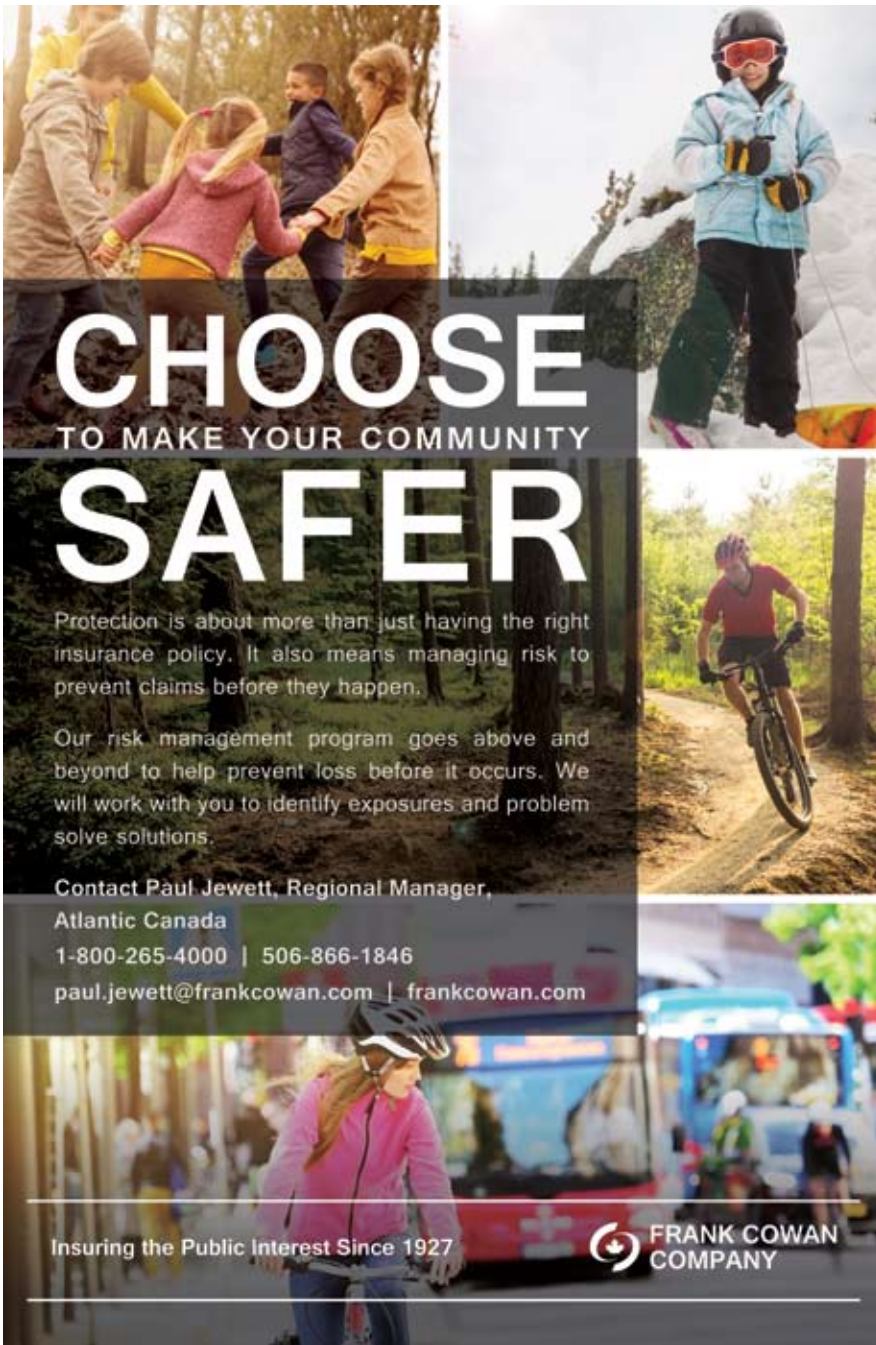
**Business. Needs. People.**

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pal Funding Agreement. To support municipalities in meeting this requirement, NSFM collects information three times a year (in June, September and December) to develop reports that track the installation of signs on all GTF projects.

Recently, Infrastructure Canada streamlined its signage requirements, under which GTF signs require less information, thus making

them easier to read. New design files can be downloaded from Infrastructure Canada's website at: <https://www.infrastructure.gc.ca/pub/signage-panneaux/intro-eng.html>. As well, Infrastructure Canada is available to answer any signage questions municipalities may have (email: [INFC.Signs-Panneaux.INFC@Canada.ca](mailto:INFC.Signs-Panneaux.INFC@Canada.ca); telephone: 1-613-948-1148; toll-free: 1-877-250-7154 or TTY: 1-800-465-7735).




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# Coping with the After-Effects of a Traumatic Event

workhealthlife

*Your Employee and Family Assistance Program is a support service that can help you take the first step toward change.*

Experiencing a traumatic event may trigger strong emotional reactions. While these feelings are normal, they can still be demanding and draining. Keep in mind that it can take days, if not weeks, to return to any semblance of your normal routine.

How we react to specific events depends on many things. For example, if you have been involved in a previous trauma, or if your present life circumstances are difficult, you may react more strongly than others would. Some people find that they experience reaction and effects of a trauma even if they have not been directly involved in the incident.

## Ways to manage

Recognizing the normal and natural reactions to traumatic events is the first step to being able to cope with the personal aftermath of trauma. The following information will help you understand the reactions you may encounter and includes helpful strategies to help you get through this challenging period:

## Different stages of coping:

- Immediately after the experience, you are likely to be in shock, experiencing numbness and feeling out of touch with reality.
- You may become fearful and feel exhausted. This may last a few days or up to a week.
- After a while, you may believe you have mastered your feelings, but later find that the same early emotions keep returning from time

to time. Some people describe this as feeling as though they are on an emotional roller-coaster.

- Gradually, feelings of fear decrease in intensity and return less frequently. You become detached from the event and begin to feel you are coping well.

## The effects of fear

Many people experience the following or similar effects after a traumatic event:

- Unexpectedly fearing strangers
- Dreaming about the event
- Checking the back seat of your car before getting in
- Being overprotective of others, particularly young children

## Other common reactions can include:

- Feeling exhausted for no particular reason
- Difficult or broken sleep patterns
- Lack of energy for normal activities
- Difficulty concentrating on, or remember everyday tasks
- Feeling that the normal demands of work and home are overwhelming
- Easily irritated by little things, like noise
- Abuse of alcohol or drugs, particularly in reaction to difficult emotions or for help in falling asleep

## Learning to cope

Now is the time to make sure you take really good care of yourself. Do your best to:

- Engage in activities you enjoy
- Spend time with good friends and loved ones
- Eat healthy foods
- Get plenty of rest
- exercise regularly
- Listen to your body's needs
- Refrain from using cigarettes, alcohol and drugs
- Talk to others who have experienced a similar event

- Reach out to spiritual leaders and doctors who can also prove good sources of support
- Talk about your feelings with your family and friends

Though the process of healing after a traumatic experience can sometimes be as intense or frightening as the traumatic event itself, with time and care, most people are able to get on with healthy lives.

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# *An Update on Nova Scotia's Asset Management Program: Phase 1 & 2 of the Pilot Project and the Asset Registry Project*

*Contributed by the Department of Municipal Affairs and NSFM*

## **Phase 1 of the Pilot Project**

The Nova Scotia Asset Management Program continues to make progress to support municipalities with their infrastructure planning efforts. The Program, developed in collaboration with the Nova Scotia Asset Management Working Group, aims to provide tools and resources that help lay a foundation for making informed, evidence-based decisions to manage municipal assets.

In the spring of 2017, the Province launched the first Nova Scotia Asset Management Pilot Project, which supported five municipalities (Mahone Bay, Port Hawkesbury, District of Argyle, Town of Shelburne and Lockeport) in collecting, assessing and maintaining relevant infrastructure information for linear assets (including water pipes, sewer lines, roads, sidewalks, and trails etc.). This project resulted in the development of data collection tools and resources (i.e. a linear data collection spreadsheet and an accompanying standard operating procedure guide with a preliminary condition assessment guide) intended to support Nova Scotia's municipalities with infrastructure planning by providing guidance for collecting asset data in a standardized way, which is the first key step towards effective asset management.

The tools and resources from Phase 1 were made available to all municipalities (upon request) in August 2018, including interim technical support.

## **Phase 2 of the Pilot Project**

The Province is in the process of wrapping up a second Pilot Project, which is intended to continue to provide funding support for municipal (linear) data collection. Working with the Municipality of the County of Antigonish and the Town of Antigonish in this second phase provides the opportunity to test the existing data collection tools and resources within a larger rural municipality, as well as, further explore potential regional collaboration benefits.

## **Asset Registry Project**

The Province has also allocated funding to support the development of an asset registry, based on the tools and resources developed from the first Pilot Project. The goal of the Asset Registry Project is to provide our municipalities with a "one stop shop" system to house, maintain and map asset information, and access preliminary state of infrastructure analytics (to further support informed, evidence-based decision making).

Similar to the Pilot Project, the Asset Registry Project is being developed with a phased design structure (incorporating existing provincial IT/geomatics infrastructure and resources). The first phase of the Registry Project is currently entering a municipal-user testing phase (incorporating testers from Phase 1 of the Pilot Project) and is expected to be rolled out to all municipalities later this fiscal year. This will pro-

*...continued on page 29*



*Contributed by: Nathan Rogers, LPP, MCIP*

We are not talking about event planning – this has nothing to do with weddings. Planning is the process through which governments, businesses, and citizens come together to shape their communities. It is such an important process that there is an entire profession dedicated to planning – Planners!

Like the communities they work in, the planning profession is complex and diverse. Some planners work on issues like housing – working to provide safe and affordable places to work in. Other planners work in transportation – improving networks of roads, trails, bus routes, sidewalks, and bike lanes to help everyone get around. But, that’s just the tip of the iceberg, planners are also involved in architecture, protecting heritage, promoting energy efficiency, celebrating arts and culture, protecting the environment, and protecting places from flooding due to climate change. The list goes on – rural planning, development, and placemaking. And on - tourism, infrastructure. And on - regional planning, and, parks and recreation.

Whether they work in government, private sector, or nonprofits, planners are tasked with finding solutions to those issues. They conduct research, consult with other professionals, analyze, make forecasts into the future, and in the process, they write reports, give presentations, engage with the community, create models, and maps – many, many maps.

When it all comes together, planners plan. They create your municipal planning policies and bylaw that help guide our communities towards the future. Good planning is not just documents – it’s a process that consults and collaborates with people. Its key that planners recognize change and work with the community to plan for it, rather than being overwhelmed by it. Above it all, planning firmly believes that when people work together, they can make a difference.

## What is Planning Anyway?

### That’s planning in a nutshell.

In Nova Scotia, the professional association behind planners is the Licensed Professional Planners Association of Nova Scotia – LPPANS for short. LPPANS exists through the Nova Scotia Professional Planners Act (2005). We regulate the profession and hold our members to standards of practice, codes of ethics, and requirements for continuous professional learning. There are about 215 members in Nova Scotia.

Now that we have introduced ourselves, we must get onto the rest of the story.

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In addition to regulating the profession, one of the objectives of LPPANS is to improve the quality of communities within the Province by applying the principles of planning. In this regard, we've noticed a gap. A gap in how we locate or site our public buildings in Nova Scotia – public buildings like our schools, and hospitals. It started when LPPANS partnered with Heart & Stroke Walkabout and NS Health and Wellness to undertake walkability workshops in communities across Nova Scotia.

Through years 2014 – 2017, together with our partners we hosted workshops in: Sydney, Kentville, Amherst, Spryfield, Liverpool, Antigonish, and Halifax. The workshops included walkability assessments in each community, and a common theme started to emerge as we engaged with each community. There were notable disconnects between where people lived and where they worked or shopped or sought services. The connections between origin and destination was broken. We looked long and hard at ourselves. Planners can assist in making



*Co-locating public facilities in Halifax: Mi'kmaq Native Friendship Centre will be co-located with the HRM-owned/operated Centennial Pool facility. Image credit: Ekistics Planning + Design*



this right! We can provide people with choices and think about co-locating public service facilities for improved service integration, promoting cost savings and accessibility. This type of work is underway in many of our communities. In some cases, there is still a gap. This gap is the location of our public facilities that are generally the jurisdiction of the Province of Nova Scotia.

Next, in March 2018, being keenly interested in our communities LPPANS attended the Vibrant, Active Nova Scotia Symposium in Dartmouth, Nova Scotia. Some of you may have been there too. It was an important two-day symposium hosted by Nova Scotia Department of Communities, Culture, and Heritage. The symposium made it clear that Nova Scotians want a vibrant and active lifestyle. Leaders, researchers, and our medical professionals made compelling cases for changing our daily routines – particularly about being active and moving our bodies more. The opportunity for choice in active modes is critical. LPPANS left the symposium understanding the issue and thinking that we can do more as a province to achieve our desired vibrant and active lifestyle. We heard municipal leaders give sentiments like their communities felt good about the location of their elementary school. But felt lost about the location of their high school.

Between the walkability workshops and the Vibrant, Active Nova Scotia Symposium, LPPANS started making moves towards change through the lens of improving the quality of communities in the Province. We are proposing that the Province of Nova Scotia being a process to establish a policy on the siting of public buildings. We understand that the process to such a policy is just as important as the policy itself, and we are ready to bring our members together to participate in the process together with broad stakeholders and communities.

LPPANS gave a presentation to the NSFM Board in December 2018, and we are pleased that NSFM is joining us in working to establish a policy on siting public buildings in Nova Scotia. LPPANS is actively working on this initiative and welcomes feedback on the topic from all parties

*Short Bio Statement for Author:*

*As the President of LPPANS and Dalhousie University's Assistant Director - Capital Planning, Nathan Rogers works on creating a culture of inclusiveness and an environment that motivates and inspires. Dedicated to improving the quality and environment of communities in Nova Scotia for over 10 years, Nathan is an accomplished licensed professional planner practicing and stimulating ideas on planning and land-use planning. He can be reached at: Nathan.Rogers@dal.ca.*

# AIM Network is Helping 14 Nova Scotia Municipalities to Make Progress on Asset Management

Contributed by: Donna Chiarelli

Last Fall, the Atlantic Infrastructure Management Network (AIM Network) launched a cohort program to build understanding of asset management and related technical capacity in municipalities across the Atlantic region. Five cohort groups involving a total of 31 municipalities have been established, including two in Nova Scotia, one in western Newfoundland and one in PEI. The 14 participating municipalities from Nova Scotia are shown in the table below.

Nova Scotia (south) cohort	Nova Scotia (north) cohort
Town of Mahone Bay	County of Antigonish
Town of Annapolis Royal	Town of Port Hawkesbury
County of Annapolis	Town of Stellarton
Municipality of the District of Yarmouth	Town of Trenton
Town of Yarmouth	Town of Westville
Municipality of Argyle	County of Victoria
Town of Shelburne	
Town of Lockeport	

The program has been designed to be very hands-on and enables the municipalities to use their own information and data to help them advance some of the fundamental components of asset management. “We really want to help municipalities integrate asset management into the way they manage and govern,” says Daisy Foster, Managing Director of AIM Network.

The Nova Scotia municipalities have already participated in the first two of four workshops they will attend

by the time the program wraps up in December 2019. In Workshop 1 the groups learned the fundamentals of good governance related to asset management, which includes ensuring accountability and transparency of infrastructure decisions at the council level. Each municipality is required to develop an asset management policy that is intended to be approved by council.

For Victoria Brooks, who joined the District of Yarmouth as its CAO just last Spring, the governance piece is

essential. Council is currently challenged with striking the right balance between meeting the District’s micro needs while also considering large scale needs for big infrastructure projects shared with neighbouring communities. When Brooks attended the Atlantic Asset Management Conference in Moncton last September, she knew right away that asset management would provide council with the type of policy and structure they needed to support them in making good decisions,

and this was a key driver for joining the cohort program.

Workshop 1 also helped the groups to assess their stage of maturity in asset management, identify key gaps and develop a roadmap that defines the activities they will undertake over the next 18 months to two years. Kelly Rice, the CAO of Westville, Nova Scotia says the Town is already quite proud of its progress. They have identified a whole range of activities to undertake in the coming months, including linking the financial information they have about their assets, and the resources required to manage them, to this year’s capital budget planning process. They also plan to implement a public awareness campaign to raise awareness about asset management and its benefits. Rice also believes they’ll be able to complete the condition assessments of their linear infrastructure and core assets by the end of this fiscal year, which for the town is March 31st, 2019.

The second workshop helped the cohorts to develop their levels of service for major service areas. Defining levels of service is an important building block in asset management, because it enables municipalities to measure their actual performance in service delivery against the desired levels of service the community wants and expects. Rice says that Westville was pleasantly

surprised during the workshop, because the Town scored considerably higher than they thought they would have, which made the process of incorporating levels of service indicators into their asset management practices seem a lot less daunting.

Levels of service can also support dialogue and engagement with the community, who can provide more informed input into how much they are willing to pay for different services. It's good practice in asset management to engage the public on levels of service, so the program also gave participating municipalities the option to join a program stream focused on community engagement, which involves three additional workshops. Ten of the 14 participating municipalities from Nova Scotia opted in. The stream is led by Christina Benty, the former mayor of Golden who staunchly believes in the benefits of asset management, so much so that she now focuses her career on helping others to communicate its benefits and educate the community about it.

The community engagement piece is the most interesting aspect of the program for Dylan Heide, the CAO of the Town of Mahone Bay. He believes that small communities have a unique advantage because of their closeness to the people, and that it's possible to involve the public to inform better decisions while staff take the time they need to build their asset management systems. He is a big proponent of surveying the community to get a baseline of their expectations and willingness to pay for services, and he believes there is value in educating the community about infrastructure. He has given infrastructure tours in his previous role as CAO of Shelburne, and he's now planning to create an educational video for Mahone Bay.

Joyce Young is the treasurer of the Town of Lockeport and one of the most important learnings she took

from the first community engagement workshop was to keep in mind that their essential services are their priority. She has come to realize that they need to do a better job helping the community to understand what is going on under the ground and what the big risks are to their services. For Lockeport, one of those big risks is climate change, which could cause flooding of the causeway that provides the only link to the mainland, within the next 10 years.

Fortunately for Lockeport, the third workshop of the cohort program will support the municipalities in analyzing risk and prioritizing infrastructure investments. The prioritizing process will consider community needs, costs, and levels of service. Climate risk will also be factored into this assessment, a concern not unique to Lockeport, especially for communities whose aging infrastructure was not necessarily designed to withstand the impacts that climate change may bring. With a good understanding of climate risks and other risks to infrastructure, they will be better able to channel their funds to the most critical needs to protect public health, safety and their communities' financial sustainability.

In the fourth and final workshop, the cohort participants will develop a strategy to deal with critical infrastructure and long-term financial projections to support its implementation.

Asset management is an ongoing process and it is sometimes difficult for municipalities to know where to start. Brooks and Young agree that one of the biggest benefits of being involved in AIM Network's program is that it gives them the opportunity to learn from each other, because they're all facing similar challenges. With the support of their peers and the program's facilitators providing the technical knowledge, the program is steering them along and helping to lay the foundation that will ensure their communities make the best possible investments in their infrastructure.

This initiative is delivered through the Municipal Asset Management Program, which is delivered by the Federation of Canadian Municipalities and funded by the Government of Canada.



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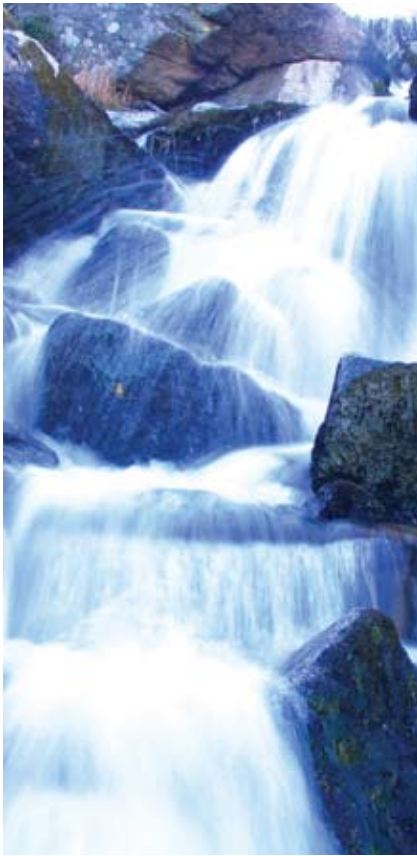
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# Climate Change and Protecting Fresh Water

*Contributed by: Nova Scotia Federation of Agriculture*

Weather activities and patterns have been proven to be changing over the last number of decades. The unpredictability of intensity and increased frequency of extreme weather causes burden on agriculture, rural economy and food system as a whole. Agriculture can be used as one of the tools to mitigate stresses of severe weather activities and ought to be protected.

Severe weather activities cannot be easily planned for, and in many instances, crops are lost. These losses have ranged from frost and freeze damage as experienced throughout Nova Scotia in 2018 to drought conditions in southern Nova Scotia in

2016. With almost 18,000 acres of the Nova Scotia's farm land protected by dykes, appropriate maintenance of dyke systems is necessary to ensure that good agriculture land is not lost to rising water levels. Nova Scotia has more than 7,000 km of coastline in addition to shoreline with rivers and fresh water bodies which is at risk of being lost or reduced due to expediated erosion from the more severe weather events.

Drought conditions have also been experienced and though impacted agriculture, farms can be part of the solution to protect communities from the severities of drought. Agri-

## Nova Scotia Federation of Agriculture

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culture technology allows farms to have the capacity to store and manage water. Tile drainage is one tool that can be used to ensure that water is not lost to ground water sources but redirected to ponds. Having the capacity to store water and manage water resources during non-drought seasons will increase insurance of water availability for irrigated crops resulting in continued local employment and economic spin-off. Also, stored water on a farm can provide assistance in the local community in times of desperate need.

Water is a critical component of producing agricultural goods and must be managed, with support from government, to ensure sustainability of the agriculture industry and rural economies. While many impacts of climate change are not easily mitigated, taking appropriate steps to manage what can be managed is critical to the resilience of the Agriculture Industry.

While addressing water challenges goes beyond farms and municipal governments, they are an important part of the solution. Municipalities are encouraged to work with farmers in their regions to determine how they can support each other in

localized and on-farm strategies for water management.

Since 1895, the Nova Scotia Federation of Agriculture has represented the interests of Nova Scotia's agricultural community. With an organizational structure that includes rep-

resentation from 13 county and regional federations and 27 recognized agricultural commodity groups, the Federation brings together over 2400 individual farm businesses representing all aspects of primary agriculture in the province.

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# Mentoring Plus Initiative

## Drawing upon the skills and knowledge of retirees/seniors by supporting young adults 16+ relating to The Future of Work

*Gordon Michael, Business and Community Engagement—Dalhousie University, College of Continuing Education, (gordon.michael@dal.ca), and GERALYN MacDONALD, Director of Community Economic Development, Town of New Glasgow (geraldyn.macdonald@newglasgow.ca)*



*A member of the Mentoring Plus Initiative team discussing the variety of careers in the trades*

### Our Resource

Demographic changes are having a profound impact on many sectors of our country. It has been stated that 1000 people a day turn 65 years of age in Canada. This shift can also be seen in the Province of Nova Scotia where 20% of the population is 65 or older and it is projected by 2038 it could reach 31%. Another interesting fact is that Nova Scotia, New Brunswick and the State of Florida have the largest percentage of seniors per population for all North America. Furthermore, the population of Nova Scotia is unevenly distributed resulting in 43% of the province's 954,000 (2017) individuals live in the Halifax Regional Municipality. This uneven distribution is having an impact on many communities across the province, since many communities have a population greater than 20% being seniors.

This demographic shift is affecting several issues such as, providing health services, economic opportunity, and social inclusion just to mention a few. These issues have a direct bearing upon the senior population, as they are deemed as a burden to society instead of being viewed as an economic and social resource.

Dalhousie University's College of Continuing Education has been engaging and hosting focus groups with seniors in several communities across the province. Throughout this consultative process it has been deter-

mined that seniors and older adults want to stay engaged in their communities and that they want to:

- Make meaningful impacts on their communities & society;
- Share acquired knowledge, skills and community understanding to support social, cultural and economic growth;
- Be involved in initiatives in a group format; and
- Most importantly, be involved in and a part of a driving force in something that has a Sense of Purpose and impact, socially and economically.

It was also determined that:

- Health care research flags loneliness as a serious issue that is on the rise;
- Social isolation, especially among seniors, is a significant and increasing problem;
- Loneliness impacts physical/mental health & wellbeing; and
- Volunteering for two or more hours per week contributes to reduced feelings of loneliness and lower rates of mental health problems and increases social inclusion while decreasing isolation.

### **Mentoring Plus Initiative**

Building upon this information, the College of Continuing Education designed a mentoring model that addressed the needs identified. This initiative, entitled

**Mentoring Plus**, draws upon the skills and knowledge of seniors to help support young adults 16+, and young adults who are Mature Learners explore and connect to career paths that relate to the future of work, by implementing Team Mentoring Initiatives. (Teams of retirees are involved in initiative(s) related to careers and The Future of Work)

Mentoring Plus has been introduced to the communities of New Glasgow, Kentville and area Truro, Sydney and the Eastern Shore. Workshops provided an opportunity for several sectors to be introduced to the concept. The sectors included retirees, seniors' agencies dealing with unemployed individuals, public schools, community learning organizations, municipal governments, and the business community.

## ***Town of New Glasgow initiates the First Team Mentoring Plus Initiative.***

The Town of New Glasgow and the College of Continuing Education have been working together to implement the Mentoring Plus Initiative which would explore and connect to career paths related to the Future of Work.

In 2018 a group of Pictou County retirees participated in an orientation for the Mentoring Plus Initiative. This resulted in a working group of retirees agreeing to move the idea into action. This was followed up with the decision to proceed with a 'Team Mentoring Initiative Pilot', meaning teams of retirees would be involved in initiative(s).

The leadership from the town, the college, and the working group decided to approach North Nova Education Centre to work together to put on a series of sessions on The Future of Work for Grade 10 students. To plan for the Future of Work sessions, all grade 10 students selected their top ten careers from a list of over thirty-five career choices. The Mentoring Plus Initiative working group collated the results and identified the top ten career choices, as well as identifying ten retirees from the area who represented the ten identified career choices.

During the sessions with the students, the role of the mentor retiree was to:

- Discuss their career in relation to how the position has changed and what does the future look like for the position.
- Provide the students with an opportunity for discussion and observations.

## ***Outcome of the first pilot.***

The immediate outcome of this first pilot, was the retirees had an opportunity to share their expertise and knowledge with the students. In turn, the students had



access to a resource that would help them as they begin to think about their future career path.

Many of the mentors spoke about the value of education, being lifelong learners and good communicators. "The world is changing very quickly," added semi-retired engineer Bob Funke, who encouraged the students to pursue their education in order to take advantage of every opportunity out there. "Have fun with education, you will learn all your life, you will never stop."

Students taking part in the Mentoring Plus Initiative said they were interested in hearing from people in different professions in hopes of narrowing down their own decisions.

This first pilot provided the organizers of Mentoring Plus Initiative an opportunity to begin a discussion with a few schools, on how to utilize retirees in other ways that would complement the curriculum at the high school level. This approach has been recognized by organizations that provide services to young adults relating to career development and is being explored regarding implementation possibilities.

The following link provides an overview and comments on the first pilot.

<https://www.cumberlandnewsnow.com/first-hand-learning-pictou-county-students-learn-learn-about-career-choices-from-experienced-workers-253228/>

## ***Future developments***

In the other communities listed above similar activities are being planned. In addition, planning meetings are being held with a variety of agencies and services, the purpose being to identify team projects that would engage our retired / senior population, as career minded youth explore career paths relating to The Future of Work. Some of the suggestions for future Team Mentoring Plus Initiatives include:

- Develop a Mentoring Plus Room, in a high school, at the offices of an employment-related organization, or in the local public library, to provide a space where retirees share their knowledge and experience in a variety of settings thereby reaching many populations.

- Identify businesses that would host discussions on entrepreneurship with the Mentoring Plus target populations.
- Utilizing the many facilities available across the province, for example university and community college residences, community organization facilities, Tim Horton's Camp etc., develop learning camps for various populations related to The Future of Work.

For further information on the development of the Mentoring Plus Initiative in your community please contact Gordon Michael or Geryl MacDonald, the authors of this article.



*Above Mentors discussing careers in Entrepreneurship, the Arts and Marketing – PR*



*Mentoring Plus retirees, representatives from North Nova Education Centre, Town of New Glasgow, and Dalhousie University – College of Continuing Education.*



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...continued from page 19

vide “viewing” capabilities for municipalities that collect data using the Nova Scotia tools and resources. Subsequent phases of the registry are expected to include data editing, mobile data collection, data maintenance and analytics components. Please stay tuned for updates.

Ultimately, the outcomes of the current Nova Scotia Asset Management Program’s initiatives (i.e. both phases of the Pilot Project and the Asset Registry Project) are intended to support the continued development of a standardized methodology for collecting data and assessing the condition of assets, and incorporating lessons learned and industry best practices.

If you would like to receive the linear data collection package (including, additional program background information, as well as, contact details for in-

terim technical support), please contact Jennifer Duncan, Engineer, Department of Municipal Affairs at [jennifer.duncan@novascotia.ca](mailto:jennifer.duncan@novascotia.ca).



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# NACLAA



# Warming Hearts and Homes

*“The only one that loves the HomeWarming upgrades more than me is Phyllis...my cat!”*

Nova Scotia Power President and CEO, Karen Hutt, visited Deborah Stewart’s cozy home in Louisbourg, Cape Breton, this January. The two enjoyed a cup of tea and Deborah showed off all the recent energy efficient upgrades to her home that have helped to cut her expected energy usage almost in half.

Deborah is a participant of the HomeWarming Program, which helps income-qualified Nova Scotian homeowners save money on heating bills and feel more comfortable in their homes. It’s funded by Nova Scotia Power and the Province and administered in partnership by Clean Foundation and Efficiency Nova Scotia. Nova Scotia Power provides \$3.7 million in funding annually.

Deborah is so grateful for her HomeWarming energy advisor, Matt Best. As a member of the Clean Foundation team, he conducted an efficiency audit of her home, discovered some areas where upgrades could reduce her heating and energy costs, and facilitated the process with certified contractors to get the work done.

“The one thing I hear all the time from homeowners like Deborah is: ‘You’ve got to be kidding. This HomeWarming program is too good to be true,’” said Matt. “I’m so proud to be able to work with her and other homeowners to show them the difference that can be made in their homes, thanks to the generous support from Nova Scotia Power.”

The HomeWarming program supports low-income Nova Scotians and is Nova Scotia Power’s primary focus for community giving and investment. In four years, nearly 8,000 homes have benefitted from the program.

“We want the power system, as well as all the homes and businesses in Nova Scotia, to be as energy efficient as possible,” says Karen Hutt. “We look at the HomeWarming program as an investment – in the homes and in the people we are proud to serve.”

In just a few short months, Deborah had received the following energy efficiency improvements at no cost:

- o Heat pump
- o Spray foam in her basement and basement headers
- o Caulking around her patio door
- o Weather stripping and insulation around her attic hatch
- o Foam backers for all her plugs/outlets
- o Insulation wrap for her hot water tank
- o Dehumidifier

Deborah’s expected energy usage has been cut almost in half following her upgrades.

“I’m so grateful to Nova Scotia Power and Clean for everything they’ve done. I love my new heat pump and could really feel the difference after the spray foam was added in the basement,” said Deborah. “The only one that loves the upgrades more than me is Phyllis...my cat!”

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*If someone in your community is looking to improve their home’s efficiency and reduce heating and power bills, they can speak confidentially with a Service Advisor about their eligibility for HomeWarming by calling 1 877 434 2136 (toll free).*



You can also download an application at [www.HomeWarming.ca](http://www.HomeWarming.ca) or apply online at [www.homewarmingapply.ca](http://www.homewarmingapply.ca)

Article submitted by Nova Scotia Power



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# HOME WARMING



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