

**AGENDA**  
**POLICY & STRATEGY COMMITTEE MEETING**

Bridgewater, NS

**Tuesday, December 17, 2019 – 9:00 a.m.**

Time & Page

1. CALL TO ORDER
2. ANNOUNCEMENTS, ACKNOWLEDGEMENTS, RECOGNITION
3. PUBLIC INPUT (15 Minutes)
4. APPROVAL OF AGENDA – Added Items
5. APPROVAL OF MINUTES – November 19, 2019 (as circulated)
6. BUSINESS ARISING FROM MINUTES
7. PRESENTATIONS
8. REFERRAL FROM COUNCIL
  - 8.1 Working Draft Horses in Canada ..... 1-6
9. STAFF REPORTS
  - 9.1 Recreation Department
    - 9.1.1 Sponsorship Ad Request – Bridgewater Curling Club .....7
    - 9.1.2 Financial Support Request – Bridgewater Fire Department Band..... 8-9
  - 9.2 Administration Department
    - 9.2.1 Amending Terms of References for Advisory Committee ..... 10-11
    - 9.2.2 Strategic Priorities 2020/21 ..... 12-19
10. MAYOR’S/DEPUTY MAYOR’S/COUNCILLORS’ MATTERS
  - 10.1 Report of Delegates - NSFM Conference, Nov 5 to 8, 2019 (Deputy Mayor Hustvedt) .... 20-34
  - 10.2 Cermarq Canada (Councillor Ernst) ..... 35-36
  - 10.3 Region 6 Update (Councillor Ernst) ..... 37-40
11. ADDED ITEMS
12. IN CAMERA - NIL
  - 12.1 Contract Negotiations with Town of Bridgewater re Pump Testing Facility under Section 22(2)(e) of the MGA
  - 12.2 Legal Advice re: LaHave River Straight Pipe Program under Section 22(2)(g) of the MGA
13. NEXT MEETING – January 21, 2020 – 9:00 a.m.
14. ADJOURNMENT

**\*\* SITE TOUR OF NEW ADMINISTRATION BUILDING IMMEDIATELY FOLLOWING THE MEETING\*\***



## Municipality of the District of Lunenburg

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### MEMORANDUM

TO: Joanne Powers, Executive Assistant to Mayor & Council  
FROM: Tom MacEwan, Chief Administrative Officer  
DATE: October 8, 2019  
RE: **Working Draft Horses in Canada**

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Basil Oickle presented before Council on the working draft horses in Canada and the banning of the slaughtering of such horses. Council referred this item to the Policy & Strategy Committee for further discussion. Mr. Oickle's speaking notes are attached.

A handwritten signature in blue ink, appearing to be "Tom MacEwan".

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Tom MacEwan  
Chief Administrative Officer

/trb



Basil Oickle &lt;olcklebasil@gmail.com&gt;

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**Draft Horses**

1 message

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**Basil Oickle** <olcklebasil@gmail.com>  
To: Basil Oickle <olcklebasil@gmail.com>

6 October 2019 at 21:17

## Good morning your Madam Worship and council.

I am here this morning to make an awareness in our Maritime, in our country, in North America wide that how the people are completely oblivious to what is happening to the rapid disappearance of our draft work horses and oxen as we know it.

Let's just talk about the status of horses for now. In 1969 the stats for the draft horse in our three maritime provinces, Nova Scotia, New Brunswick and Prince Edward Island would've have had approximately 750,000 to possibly close to 1 million draft workhorses. Today we are lucky to find 2500 in the Maritimes and in 10 years that'll be down to 15 hundred as a thousands of those will be now of age to die and also possibly the keeper. ( Please keep in mind about the keeper, who was a lifer in committed to keep these horses alive, so the keeper would be able to keep these horses for work at many jobs for most of their entire lives.) Again a dying breed of men and women if something doesn't happen now. It is very clear with the draft horse keepers who use these animals for work such as logging, plowing and competition, Etc. that if the active people for example would shut down the horse pulling competition, I can also guarantee you within a few weeks those 1500 draft horse left would be down to only a few dozen at best. Like they say, what's the point to keep a horse if you can't use it. Only 10 or so years ago you could drive on Prince Edward Island and almost every other house had horses in their backyard, now they tell me they will be hard pressed to find 150 left on the island. If something don't change, the only ones left would be the elite that could actually even afford to keep them or if they're lucky to even find and purchase one. In 1996 a good price for a buggy horse was \$800 to \$1200.00 dollars. I looked 2 years to find my last buggy horse and he cost \$5,000 Dollars. And just recently a buggy horse was sold in the US for \$11,000.00 Dollars US. All due to the declining of the draft horse and the demand for them has drove the prices sky rocking with the rarity of what are left. The only place you will find any amount of draft Horses are with the Amish in the Midwest of Ohio and area. I am told there are approximate 6000 families that still use the work horse in the Amish community, and I can tell you 6000 families with horses are not a lot to go around with Approximate 350 million people in North America. Here in Canada the only place you will find any amount of work horses are with the Mennonites. They two agree that's the decline is going way too fast but they are reluctant to go public to talk about it. And lets not forget about our mighty Oxen as well.

I want to explain the types of draft horses we've always worked with for hundreds of years. The mighty draft horse as we know him is capable of doing some very hard work with ease. Let's take the draft horse that works in the woods and he will do so all day with no effort as long as he or she's is treated fairly. Most of these horses that work in the woods can be a bit high strung and really not suitable for a buggy horse, but certainly awesome for the woods where they love to work hard and fast and he can hit things with the smash. Here in the woods they can't hurt nothing you see, I have worked with these horses for many winters in the woods myself. When I would watch them hook onto a nice big log and take it to where it needs to be and then the teamster, the driver would give him a pat on neck for a job well done. It was so wonderful to hear him blow and snort because he was so happy that he did the job faithfully for his master. Yes horses can show you their expressions of gratitude also. When treated fairly he will also let you know if he is struggling, he would simply just stop. You also now have the same type of horse that will go to the field and can plow all day, again as long as he treated fairly, loving his job of full steam ahead as they plow with great energy and accuracy of a straight line and again very eager to please their master. But now these type of horse would not be suitable for the buggy rides in Lunenburg as well. You see these horses are full of energy and they don't want to do a lazy job as mine do in Lunenburg. I just recently watched a video of a pair of horses pulling off 17,600 pounds on a drag. My wagons weigh only 600 lbs with wheels on them. So now you have what's called the all-around work horse. He would plow the farmers garden for him but he's not wanting to plow all day, or he would go in and haul the farmers firewood out, but not all day. He would even maybe half a truck load or two of logs throughout the winter, but not haul Logs day in and day out as he is not bred for this. He's bred to be a much calmer horse so that he was safe to be the milk horse. He could go to town and not need to worry about the milk being spilled. He was very eager and willing to stop at each stop while the farmer delivered his milk and no hurry to get to the next stop. This job has been taken away from him now and he became now the buggy horse that we use in different towns and cities throughout North America. This is the last possibly job that he could have, without it, there's no purpose for him.

I belong to an organization called CONA, Carriage operators of North America. When talking to my friends across North America, from California, Oklahoma, Philadelphia, New York, Memphis and all across Canada from British Columbia to Ontario, Québec, Montréal and here in the Maritimes, we all agree on one particular statistic. We would have a difficult time to find 50 Levelheaded Buggy horses / milk horses in the Maritimes, in our country, in North America wide !! When talking to the Association of CONA , Carriage operators of North America and with all our members across North America, we all agree on one thing, at best we might find three or four doesn't that would be level headed horses and safe for this job that are not working and are for sale. If this is not enough of a decline for the draft work horse to be put on the endangered species list, well I think we better think strong and hard about that!

I agree everything on this planet deserves to live and have a purpose just as our whales, turtles, different species of birds, etc. It was not so long ago here in Nova Scotia we run out of gas, and I can tell you the whale will not pull the plow. And If we think that

— We can feed millions of people just with a shovel and haul logs out of the woods for shelter and heating fuel, again we better think twice. If the mighty ox and horses becomes no longer available, I hate to think what will we do in the event of a catastrophe. 7y

As I said, these horses and oxen have been a life line for centuries as well as the transportation and to do the work that was needed to survive and prosper North America wide, it's was the oxen and horses that build our two countries and without them I would hate to think what would we do in the event, if these animals are gone from existence. I believe our government needs to look at this strong and hard and to protect these animals and our heritage. Our exhibitions are declining rapidly, I will give you a example of our very own exhibition that's been held here on the south shore for decades. I will tell you what happen this year at our exhibition this year. It wasn't even 10 years ago there would've been between 40 and 50 teams of draft horses competing for the big spot to compete with the Americans. Out of all those teams eight would qualify and then out of those eight only three teams would qualify to go to United States to compete. This year I'm sad to say we only had 10 teams in total and that left the other two teams with nothing really to compete with all week long. I betting if these horses go, so will our exhibitions because they are the backbone of our exhibitions, whether people want to believe it or not. All one needs to do is just look at our history and when you seen the decline of horses, oxen and other livestock, the people started to decline as well. At this rate of decline it's not going to take long and we will no longer have a Exhibition and our heritage will start to disappear as well.

So where do we go from here? Well I have some ideas.

It wasn't so long ago that the NDP government gave Bowater Mersey \$50 million for forest land and an additional \$50 to keep between two and three hundred people working in a mill. Well we all know what happened there, they cashed the tax payers check for the land and then change there mind on the Mill, leaving the tax payers \$50 million short and a peace of wood land that we have no idea what might be left on it to harvest. But in time I suppose it will grow back hopefully.

Now the government is always talking about new Innovations and how we can help people with programs to create jobs. If we had the \$50 million that Bo-waters gave us back, you can hire 200 men with horses and pay them \$25,000 dollars a year seasonal and we could keep them in work for 10 years. During this time people with low income could possibly qualify for these men or women to come and plow a spot so they can have their garden, because who can afford \$2000 for garden tiller. Programs where peoples could have their firewood haul out for them. Possibly enough logs to build somebody a low income housing program. In Germany they have already recognized how the machinery has destroyed the forest. So now let's put the horses back to work to fix what the machinery has destroyed and create a lot of jobs. It's been proven in Germany that over time with the heavy machinery has compacted the Earth's crust and now it does not allow for the forest to rejuvenate as it should. Look at the programs where the men could go to the Woods and hauled the logs roadside and now these

people with their portable sawmills can go right to the site and have it saw up right there. No machinery in the woods, no large trucks to haul it to the mills. The lumber is right there that can be ready to use for different projects as I am doing one this weekend with all Rough lumber. When we talk about green and cleaning up the environment, I don't think you can get any greener than this. The landowner can now get a better price for his lumber and have it shipped to the mills to be plane down to the size needed. I gentleman told me he went to the hardware store the other day and got a peace of 8' in length of quarter round molding and had to pay over \$16 for it. Plus it was made from odds and ends and it was finger jointed it, no quality at all. What's wrong with this picture. The Government talks about innovations and creating jobs, let's put the molding machines back to work right here in our Providence, Instead of shipping Our quality lumber out somewhere and bringing back low quality lumber and paying a fortune for it. There's no need of it, and most of the people know it.

In the mid west of Ohio and their surrounding area is the only place you will find any amount of horses in the United States, They're they have approximate 6000 families that still use horses and I can tell you 6000 families with horses is not a lot to go around for 350 million people in North America. Our government mandate is to boost tourism to \$4 billion here in Nova Scotia and I am told that the Midwest is blooming with tourism as the people go Go there to watch and see the Amish people work in plow and do things with the horses and purchase their goods that are of high-quality for a reasonable price. Just look at the tourism dollars this could bring for us as well. A person said to me it won't work because of workers compensation. Now we can think of all the excuses you want not to do this because of different problems maybe. Well now we have \$50 million to figure it out now, Don't we.

Now the question is, where is all the horses going. Well I can tell you where they're going, they are going to countries like China and Japan for meat. I am told by the president of CONA that when a horse like mine reaches some of these countries they are auctioned off for tens of thousands of dollars to eat, as money seems to be no problem for food. I don't have confirmation for this, but I've been told by three sources already that somewhere in our country they are raising beautiful Belgian horses to the age of two years old and then shipping them off for meat. While I don't have any problem if somebody wants to eat horses, but not let us sell every last one of them. So at the prices that people can get now for their work horses for meat are incredible and why not sell them, rather than to be condemned for having them and wanting to work with them. We are condemned by people saying that working our horses we are doing such terrible things and we are getting tired of it. Most of us just sell the horses and give up because we just can't take it no more. It's awful to have somebody telling me that I am doing such terrible things when I know I have not. And I don't know how anybody could do anything with these animal if you are constantly condemned for doing something wrong that is not wrong. The government needs to grow a set of balls and stand up to these people and tell them that they are wrong and they need to back off, otherwise we will not have the beautiful horses to admire and use. Just recently a car drove by on the waterfront and what sounded like to be a five-year-old child maybe,

and he just squeal with excitement of seeing a horse. That will all come to an end very soon if somethings is not done immediately!

Approximately 10 years ago, give or take a few years the United States banned the slaughter of horses and we need to do the same immediately. At this rate they will be pretty much extinct in a short time and all the carriage operated of North America feel that they need to be put on the endangered species list immediately, North America wide.

So today I am here to ask you your worship and Council to start this ball rolling to get the message to our government to stop the slaughter of horses in our country as United States sees the issue and stopped the slaughter of horses in their country.

There is a man who I consider a very wise gentleman who is greatly known in Lunenburg County. Gordon Lohnes of Upper Northfield, who is now I believe in his 90s. I was fortunate to see him at the exhibition this year, and he agrees something needs to be done now. He had what I considered some very wise words to tell me. He said I myself probably won't need a horse to live anymore, and Basil you may never need a horse to live either and maybe your Grandchildren, But somebody will someday.



# Municipality of the District of Lunenburg

210 Aberdeen Road Bridgewater Nova Scotia Canada B4V 4G8  
Phone: 902-543-8181 / Fax: 902-543-7123 / Web Site: [www.modl.ca](http://www.modl.ca)

## MEMORANDUM

TO: Policy and Strategy Committee

FROM: Tissy Bolivar  
Recreation Program Coordinator

DATE: December 10, 2019

RE: Sponsorship Ad Grant: Bridgewater Curling Club

### RECOMMENDATION

That the Policy and Strategy Committee recommend to Council, that Municipal Council approve the sponsorship ad request of the **Bridgewater Curling Club** for **\$125+tax**, for the **“Lead” level sponsorship**, for their annual promotional campaign. Funds to be redirected from the Community Recreation Program account to cover the outstanding request.

### Motion Required

### BACKGROUND

For the “Lead” level of sponsorship, a 2'x 2' sign will be displayed at the Bridgewater Curling Club's ice level for the 2018/19 season. Also, MODL will be acknowledged on a sponsor sign located at the Bridgewater Curling Club entrance, as well as being listed on the club's website. The content of the ice level sign will include “Support PRO Kids” with Municipal contact information.

The Municipality sponsored the Bridgewater Curling Club with a sponsorship ad grant in 2018-2019 for the same request.

### BUDGET IMPLICATIONS

There is \$85 remaining in the Sponsorship Ad Grant account. It would be our recommendation to allocate unspent funds from the Community Recreation Program account to cover this request.

  
\_\_\_\_\_  
Tissy Bolivar

/tb



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### MEMORANDUM

TO: Policy and Strategy Committee

FROM: Tissy Bolivar  
Recreation Program Coordinator

DATE: December 10, 2019

RE: Financial Assistance Request: Bridgewater Fire Department Band

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#### RECOMMENDATION

That the Policy and Strategy Committee recommend to Council, that Municipal Council support the **Bridgewater Fire Department Band** for **\$1,000** to perform at the **Last Post Ceremony** at the Menin Gate in Ypres, Belgium on **Wednesday, August 12, 2020**. Funds to be redirected from the Remembrance Day Grant (\$500) and the Community Event Grant (\$500).

#### Motion Required

#### BACKGROUND

An honour for the Bridgewater Fire Department Band to be invited to perform at the Menin Gate, which is a monument dedicated to British Commonwealth soldiers – including many Nova Scotians – who died during the Ypres Salient, one of the most protracted and bloody battles of the First World War. The memory of Ypres, of Passchendaele, and of Flanders Fields is deeply seared in the collective Canadian consciousness, and it is said with considerable justification that even more so than at Charlottetown, Canada truly became a nation in the trenches of Belgium.

Because of Ypres's significance to Canadian identity, and in honor of the hundreds of thousands who fell in battle there, to play at the Menin Gate is an honour of the highest order and they have accepted the invitation. They tentatively plan to travel from Halifax on August 4, 2020, arriving in Manchester, England the next day to billet with their sister band in England, the Band of West Yorkshire Fire and Rescue Service while performing several events in England before crossing to Belgium on August 10, 2020. They anticipate travelling to the Canadian National Vimy Memorial in France to participate in an Act of Remembrance before their big performance on August 12, 2020 at Menin's Gate.

The Band has already set aside \$35,000 towards the anticipated \$66,000 trip. Fundraising efforts will continue throughout 2019-2020.

**BUDGET IMPLICATIONS**

This request does not meet current grant criteria. Funds to be redirected from unspent funds in the Remembrance Day Grant (\$500) and the Community Event Grant (\$500).



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Tissy Bolivar

/tb



## Municipality of the District of Lunenburg

### Request for Decision

**REPORT TO:** Policy & Strategy Committee  
**SUBMITTED BY:** Sherry Conrad, Municipal Clerk  
**DATE:** December 17, 2019  
**RE:** **Amending Terms of References for Advisory Committees re Meeting Date**

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#### RECOMMENDATION

**“that the Policy & Strategy Committee recommends to Council that Municipal Council amends the Terms of Reference for all MODL advisory committees to specify that committee meetings will be held on an as-needed basis at the call of the chair, or as directed by Council and that any future Terms of References developed for advisory committees contain the same wording”.**

#### EXECUTIVE SUMMARY

The Municipality has a number of advisory committees which are required to meet. The Terms of Reference for each committee outlines when it meets. At present, not all Terms of Reference are consistent with when committee meetings will be held.

#### DISCUSSION

Following is a list of MODL’s advisory committees and when their Terms of Reference require they meet:

Planning Area Advisory Committees – meetings take place on an as-needed basis, or at the call of the Chair.

Miller Point Peace Park – shall meet semi-annually

Indian Path Common Advisory Committee – meets at least semi-annually

Sawpit Wharf Advisory Community Committee – shall meet at least semi-annually

Sherbrooke Lake Stewardship Committee – meet as necessary, no less than 3 times a year

Sherbrooke Lake Park Advisory Committee – meet as necessary, no less than 3 times a year

There is no consistency in the Terms of Reference with regard to the frequency of meetings for advisory committees. The frequency of or need for an advisory committee meeting is driven mostly by projects or events relating to the purpose of that committee. There will be times when meetings are required more frequently and when there is no need to meet. In such cases, some committees are meeting just to fulfill the requirements in their Terms of Reference.

As advisory committees are comprised of volunteers from the community and they are not paid a meeting pay to attend these meetings, staff felt that they should not be meeting for the sake of holding a meeting.

One way to address this concern is to make the requirement of meetings to be held on an as needed basis.

### **BUDGET IMPLICATIONS**

N/A

### **STRATEGIC PLAN**

N/A

### **WORK PLAN**

Staff to update Terms of Reference.

### **ALTERNATIVES**

Leave the existing meeting requirements as they are, but on a go forward basis, the meeting requirements shall be “meetings will be held on an as-needed basis at the call of the chair, or as directed by Council”.

### **CONCLUSION**

As Council values the time dedicated by its many volunteers to municipal projects and activities and sees the need for committees to run as efficiently as possible, staff is recommending that the Terms of Reference for its existing advisory committees be amended to reflect meetings will be held on an as-needed basis at the call of the chair, or as directed by Council and that any future Terms of Reference include the same wording.

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Department:

Report Prepared By: Sherry Conrad

Date: November 29, 2019

Report Approved By: Alex Dumaresq

Date: December 2, 2019

Reviewed By CAO: Tom MacEwan

Date: December 9, 2019

# MEMORANDUM

TO: Policy & Strategy Committee  
FROM: Alex Dumaresq, Deputy CAO  
DATE: December 10, 2019  
RE: Draft 2020-21 Strategic Priorities Chart

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## Potential Motions

**Move that the Committee recommend the strategic priorities chart to Council as presented;**

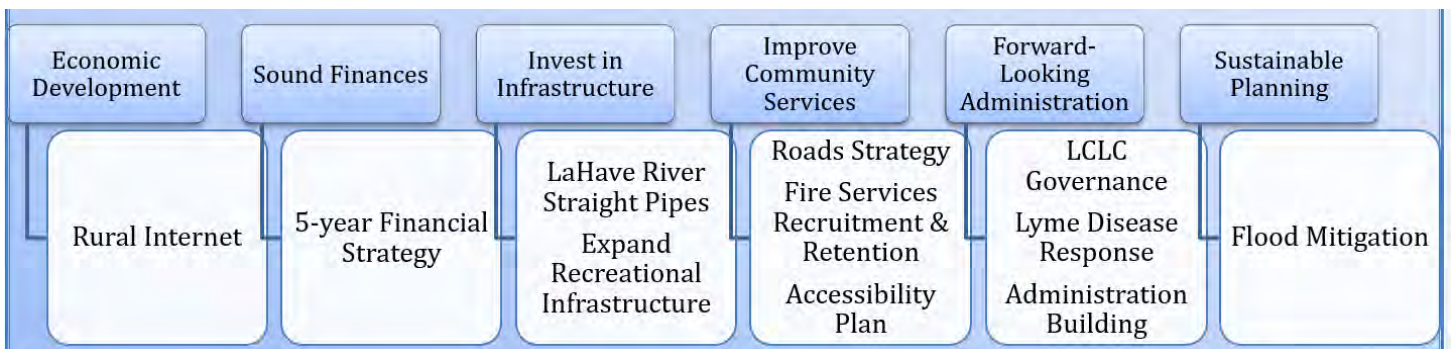
**OR**

**Move that the Committee direct staff to further investigate the impact of including the following projects in the strategic priorities chart: ...**

## Background

Council annually completes a strategic priority setting process, to help guide the budget preparation process and to assist in focussing the work of the Municipality on topics of strategic importance to our communities. The process normally involves input from citizens through the Your Government, Your Ideas meetings series, a review of existing projects and plans, identification of emerging issues, followed by Council identifying its top priorities for the coming 12-18 month period.

Below is the chart showing the priorities for the 2019/20 fiscal year. The chart groups priorities under the six broad goals identified in the municipality's Strategic Plan.



A notable trend in Council's Strategic Priorities for this term is the inclusion of a number of multi-year projects. While this is a positive development as it indicates Council is targeting significant projects that will have meaningful and direct improvement to citizens, there is reduced potential for the addition of new projects. As a result, several projects have remained consistent through this term of Council.

## **Citizen Input**

Council undertook six engagement sessions as part of the Your Government, Your Ideas meeting series in 2019. Council's strategic priorities are a central feature of these meetings, providing residents with information on what Council is focussed on achieving, and providing an opportunity for citizens to discuss these topics and identify any new areas where they believe Council should focus its attention. Seventy-three residents attended the meetings, and MODL received a further 174 submissions from the online survey that residents were invited to complete. A full summary of these meetings was provided at the November 19, 2019 Policy and Strategy Committee meeting. Of relevance to this report, below are the most common topics identified by residents as an important priority for the municipality:

### **Internet**

- Residents continue to want better access to high speed internet;
- This topic is already featured among Council's priorities;

### **Roads**

- Residents feel strongly about the condition of the roads in their communities;
- Concerns raised were primarily about provincial roads;
- This topic is already featured among Council's priorities.

### **Climate Change**

- Many residents want the Municipality be a leader in climate change action and create regulations to protect the coastline.
- While climate change is not included in the 2019/20 chart, coastal/floodplain protection is captured, and Council has already passed a motion to include Climate Change in the 2020/21 priorities chart.

### **Lyme Disease**

- Residents continue to express concern over the spread of Lyme Disease
- This topic is already featured among Council's priorities.

### **Doctor Recruitment**

- Healthcare was discussed by many residents and the problem of doctor recruitment was discussed at each meeting. Residents predominately the province to provide better pay for doctors from the province.
- This issue is not featured in Council's current priorities, and is clearly a provincial responsibility.

## **Potential Revisions to Priorities Chart**

Given the number of multi-year priorities already in the approved Council chart, and the concurrence between current priorities and the results of the Your Government Your Ideas engagement, there are fewer opportunities and rationale for replacing existing priorities with new initiatives, however, as the priorities grow and mature, there is a continued need for governance from Council. Below are some recommended revisions to the priorities chart and the objectives for these priorities in 2019-20.

### ***Rural Internet***

- This is a continuing project and should remain in the strategic priority chart; it remains one of the most discussed issues put forward by residents.
- The proposed outcome for 2020/2021 is: Continued implementation of the Connectivity Strategy including:
  - Completing the Hemford Fibre Extension Project (CTI),
  - Complete the Tancooks & Whynott's Settlement Fixed Wireless Project,
  - Continue TNC Fixed Wireless (CTI) project tower approvals and installations
  - Designing new potential internet expansion projects with partner ISPs

### ***Sound Finances***

- Council successfully completed a 5-year financial strategy, and the tool is now effectively employed to help inform the budget and significant capital decisions of Council, such as land purchases.
- The proposed outcome for 2020/2021 is: Continued implementation of the strategy including maintaining stable tax rates and capital planning to be debt free by October of 2021.

### ***LaHave River Straight Pipes***

- Project continues as planned, with the goal of seeing the lower LaHave River Straight pipe free by 2023.
- The proposed outcome for 2020/2021 is: Installation of 75-100 more systems to replace straight pipes and inspection of 400 more existing systems to determine the need for replacements, while remaining within the project budget.

### ***Expand Recreation Infrastructure***

- Council continues to invest in the improvement of MODL's network of recreation assets; this priority should remain on the chart in 2020/21.
- Because of the extent of potential recreation projects ongoing or contemplated, Council's focus should be on projects that are already underway.
- The proposed priority projects are: River Ridge Commons, Osprey Village Trail, MARC Improvements, and LaHave Sunset Park.

### ***Roads Strategy***

- This is a continuing project and should remain in the strategic priority chart. This is one of the highest priority items raised at public meetings, and public input continues to support the need for improvement to public roads, some of which are in very poor condition and have not seen capital repairs in many years.

- The proposed outcome for 2020/21 is: Continued road paving through provincial cost-sharing program for J-class roads, and begin municipally-initiated paving of municipal streets, based on Road Improvement Policy.

### ***Fire Services Recruitment and Retention***

- This is a continuing project and should remain in the strategic priority chart. The approval of the strategy and initial efforts have received national attention, anecdotally, some departments have observed an increase in membership attributable to the campaign.
- The proposed outcome for 2020/21 is: Continue marketing and department supports, hold a fire service appreciation event, implement employee/family assistance.

### ***Accessibility Plan***

- This is a continuing project and should remain in the strategic priority chart. Provincial legislation will require the municipality to establish an accessibility committee, then prepare and implement a plan to significantly improve universal accessibility to municipal facilities.
- The proposed outcome for 2020/21 is: Continue to provide leadership to the regional accessibility committee, as they prepare a county-wide accessibility plan.

### ***LCLC Governance***

- With the agreement from the Town of Bridgewater, the management model for the Lunenburg County Lifestyle Centre has been changed. MODL is currently overseeing day-to-day operations under direction from the new management board. Further work is required to amend agreements between MODL and the town, and to establish a more permanent model for the operation of the facility. The LCLC management and cost has also been a frequent topic raised at Your Government, Your Ideas meetings, and the steps taken reflect public input asking for greater financial accountability for the facility's management.
- The proposed outcome for 2020.21 is: complete the implementation of new organization structure, and carry out capital and operating recommendations including the upgrades recommended in the energy audit.

### ***Lyme Disease***

- The bait station and public education projects were both launched in 2018, and Council has committed to the completion of these two components of the Lyme Disease Response Project. This topic remains one of the most important ones to residents participating in our public engagement.
- The proposed outcome for 2020/21 is: complete the third year of the public education campaign and bait station research.

### ***Municipal Services Building***

- Construction on the new facility has begun, with completion in the following fiscal year.
- The proposed outcome for 2020/21 is: construction of new facility and relocation of municipal services to Osprey Village; Sale of 210 Aberdeen property.
- 

### ***Flood Mitigation***

- While MODL has made progress collecting LiDAR data and preparing floodplain maps, which will be important in holding evidence-based discussion on land use planning when the province enacts the mandatory planning requirements. In parallel, Council has invested in

studying the flood risk, and mitigation options for the Petite Riviere watershed. These are important climate adaptation measures.

- Given Council's declaration of a climate emergency, this strategic priority should be broadened to cover Climate change, including the mitigation actions Council has approved.
- The proposed outcome for the revised *Climate Emergency Response* priority is: Complete inventory of greenhouse gasses; establish community committee, and hold public engagement on floodplains and land-use policy, including continued study of flood risk in the Petite Riviere Watershed.

## **Alternatives for Council Consideration**

In addition to the items identified on previous Council plans and charts, there are numerous existing projects and potential priorities that are competing for municipal resources. Below is a short summary of some of these topics.

### ***Doctor Recruitment***

- This issue was one of the most cited concerns during Your Government Your Ideas meetings and on the online questionnaire. Health care, including the recruitment of physicians is a provincial responsibility. The municipality currently funds a local organization that works in collaboration with the Province to recruit and host health professionals. Council and the mayor also speak public on the matter and advocate for improvements to the health system.
- Should Council determine that there is a need for municipal involvement in this provincial responsibility, some options for a municipal strategy would need to be developed for consideration

### ***Recreation Infrastructure***

- Due to the number of park spaces, the public interest in recreation facilities, and the limited municipal resources, there are many potential capital improvements to recreation assets which cannot all proceed concurrently.
- As resources permit beyond the priorities noted above, MODL will focus on smaller projects such as the Indian Point Rest Stop, or projects with externally driven components such as acquisition of land at Broad Cove Beach, and the Active transportation connection from Bridgewater to Osprey Village on Trunk 10.
- Should additional progress be made, attention and resources will then be focussed on other projects including: Sherbrooke Lake, Sawpit Wharf's switchback trail, Riverport School playground, and Wile's Lake redevelopment.

### ***LCLC Agreements***

- LCLC governing agreements require revision. It is not anticipated that this can be completed in this council term, but it should remain a high priority for the incoming council to complete cooperatively with the Town of Bridgewater.

### ***Osprey Village Development***

- The development of the business park at Exit 12 has been an ongoing project for MODL Council and was included as the number one priority in the 2014-2019 action plan.

- The construction of Nathan Cirillo Road and the completion of the water loop from Pine Grove Road to Chemin Petite Evangeline has remove some recurring impediments to sales and development in the area. Council continues to work with The Town of Bridgewater on expanding water rights for the development of the entire park.

### *Transit*

- MODL has worked collaboratively with neighbouring municipalities to explore possible transit initiatives.
- With a fixed route service now operating within the town of Bridgewater there has been increased discussion about possible options for getting people from the town boundary to Osprey Village.
- A possible option could be for MODL to issue an expression of interest for providers who could offer a transportation service from the Town border to Osprey Village.

## **Discussion**

A draft chart with project outcomes for the upcoming year is appended to this report. This is provided in draft format to help visualize the possible changes. Direction is being sought from the Committee on whether the projects identified in the draft chart reflect Council's priorities as a whole, and whether the outcome descriptions are appropriate.

## **Conclusions**

With limited means, and the continued desire to maintain a conservative financial approach to the municipal budget, it is simply not possible to work on all the potential projects before Council.

The purpose of the Strategic Priorities Chart is to increase Council and staff's focus on the key initiatives Council wishes to achieve. Establishing the draft priorities is necessary to provide guidance to staff and the Finance Committee during the budget preparation process and in setting work programs through the year. Projects not identified on the priorities chart may proceed, however, where there is a conflict between resources required, staff and financial resources will be allocated to the prioritized project.

If the Committee is satisfied with the potential strategic priorities identified, then a recommendation to Council could be made to adopt the priorities as presented. If an alternative option is of higher importance to Council direction should be given to staff at the meeting. This information will be used to determine what projects would need to be removed in order to accommodate an alternative, which would form the basis of a revised report.

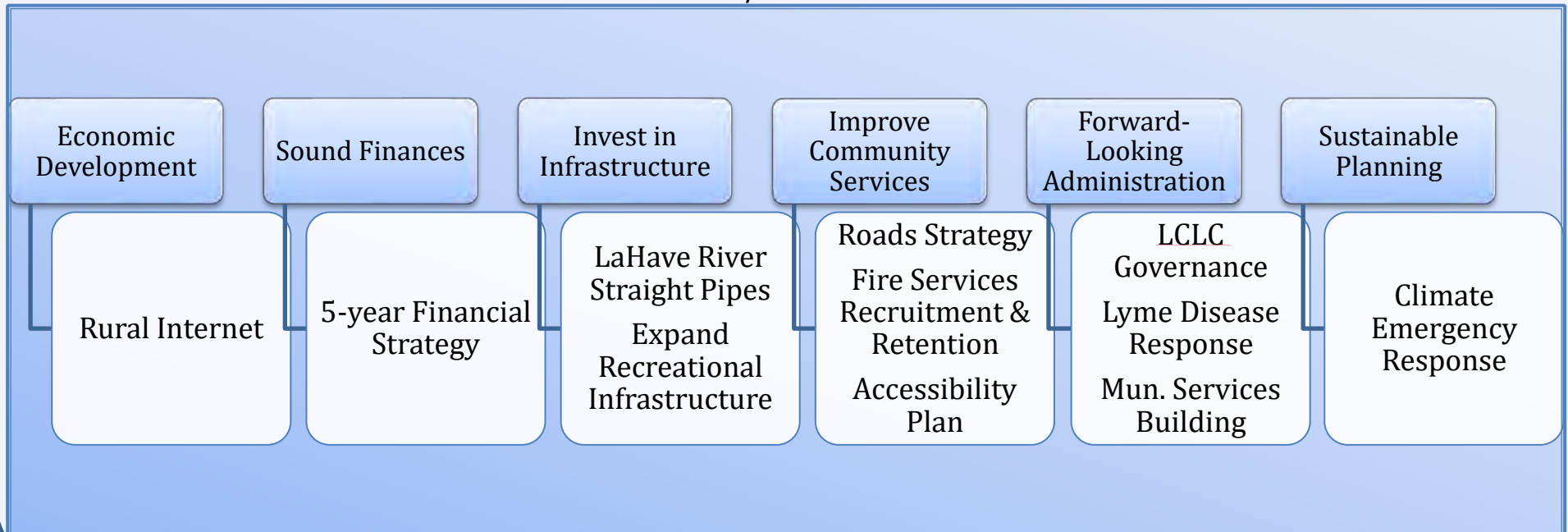


## Municipality of the District of Lunenburg 2020/21 Strategic Priorities

### Council's Vision

The Municipality will maximize opportunities for social and economic development while retaining an attractive, sustainable and secure environment for the enjoyment of residents and visitors. Through responsible and professional leadership and in partnership with others, the Municipality will strive to improve the quality of life for all residents living and working in the larger community.

### Council's 2020/21 Priorities



Priority	Outcome 2020/21
Rural Internet	Complete the Hemford Fibre Extension Project (CTI); Complete the Tancooks & Whynott's Settlement Fixed Wireless Project; Continue TNC Fixed Wireless (CTI) project tower approvals and installations; Designing new potential internet expansion projects with partner ISPs.
5-year Financial Strategy	Continued implementation of the strategy including maintaining stable tax rates and capital planning to be debt free by 2021.
LaHave River Straight Pipes	Installation of 75-100 more systems to replace straight pipes and inspection of 400 more existing systems to determine the need for replacements, while remaining within the project budget.
Expand Recreational Infrastructure	Continued development of recreation facilities: River Ridge Commons, Osprey Village Trail, MARC Improvements, and LaHave Sunset Park.
Roads Strategy	Continued road paving based on Road Improvement Policy and begin municipally-initiated paving of municipal streets, based on Road Improvement Policy.
Fire Services Recruitment & Retention	Continue the recruitment strategy's marketing and department supports, hold a fire service appreciation event, and implement employee/family assistance.
Accessibility Plan	Continue to provide leadership to the regional accessibility committee, as they prepare a county-wide accessibility plan.
LCLC Governance	Complete the implementation of new organization structure, and carry out capital and operating recommendations including the upgrades recommended in the energy audit.
Lyme Disease Response	Complete the third year of the public education campaign and bait station research.
Municipal Services Building	Construction of new facility and relocation of municipal services to Osprey Village; Sale of 210 Aberdeen property.
Climate Emergency Response	Complete inventory of greenhouse gasses; establish community committee, and hold public engagement on floodplains and land-use policy, including continued study of flood risk in the Petite Riviere Watershed.

### Request for Agenda Items under Mayor's/Deputy Mayor's/Councillors' Matters

TO: Chief Administrative Officer  
FROM: Deputy Mayor Eric Hustvedt  
DATE: December 3, 2019

1. Agenda Item  
Report of delegates to Nova Scotia Federation of Municipalities AGM, November 5 - 8, 2019, at Halifax

2. On what agenda do you want the item placed?  
Council December 10, 2019

3. Do you have written material to circulate with the agenda? Yes  No


If you do, please attach it to this form. If you do not, please explain.

Conference program: <https://www.nsfmconference.ca/media/attachments/2019/10/08/2019-full-nsfm-conference-program.pdf>

Link to downloadable presentations: <https://www.nsfmconference.ca/presentations.html>

4. What is its relevance to Council or the committee?  
The Mayor, Deputy Mayor and several Councillors represented our Council at the AGM.

5. What outcome(s) are you seeking?  
-- An evaluation of the potential benefit to Council of the information gathered and connections made at the Conference.  
-- The benefit of a discussion among delegates to compare experiences.  
-- A report of the conference on the public record.



Councillor's Signature

December 3, 2019

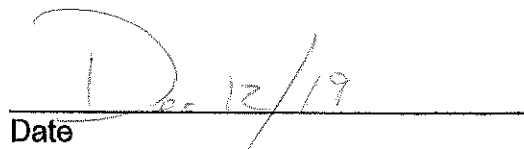
Date

Approval for agenda: Yes  No

Reason for Denial:



Mayor or Chair of Committee



Date



NOVA SCOTIA  
FEDERATION OF  
MUNICIPALITIES

2019 CONFERENCE

**LEADING  
THE CHANGE**



NOVEMBER 5-8, 2019  
WESTIN NOVA SCOTIAN  
HALIFAX

# Registration Information

Delegate Type	Early Bird Registration Fee by October 14 <sup>th</sup> , 2019	Registration Fee after October 14 <sup>th</sup> , 2019
Member	\$ 500 + \$ 75 HST + \$ 5 Carbon Offset Fee = \$580 Includes Banquet	\$ 550 + \$ 82.50 HST + \$5 Carbon Offset Fee = \$ 637.50 Includes Banquet
Non-Member	\$ 550 + \$ 82.50 HST + \$5 Carbon Offset Fee = \$ 637.50 Includes Banquet	\$ 600 + 90.00 HST + \$5 Carbon Offset Fee = \$695 Includes Banquet
Banquet Ticket	\$ 65 + HST = \$ 74.75	\$ 65 + HST = \$ 74.75

NSFM is not able to accept credit card payments. If you are a member, your municipality will be invoiced following the event. Non-Members will be invoiced following the event to the address/email provided upon registering.

[Click here to register](#)

## Cancellation Policy

All cancellations of delegates must be received by email to [abell@nsfm.ca](mailto:abell@nsfm.ca) by October 25<sup>th</sup> to incur no fee. Cancellations received between October 26<sup>th</sup> and November 1<sup>st</sup> will be subject to a \$175 charge. Cancellations received after November 1<sup>st</sup> are subject to the full registration fee. Cancellation of banquet tickets will be subject to the full fee if received after October 25<sup>th</sup>. Substitutions are welcome at no charge.

# Accommodation

## Host Conference Hotel – The Westin Nova Scotian Hotel

Please indicate you are part of the NSFM block. Please use the link below to book your room at the Westin or call 1-888-627-8553. **All reservations must be secured with a credit card.** The block will be held until October 4<sup>th</sup>.

**[CLICK HERE TO BOOK YOUR ROOM AT THE WESTIN](#)**

*Westin Cancellation Policy for Guestroom Reservations is 15 days prior to the guest's date of arrival. The penalty for not cancelling before this time is a charge of the first night's room and tax charged to the form of payment that the reservation is guaranteed by. No charges will be processed until the completion of the NSFM event. If the cancelled guestrooms can be re-sold to another attendee, the cancellation penalty will be waived. This policy has been put in place to provide maximum guestroom availability to all attendees.*

If you have specific billing needs (such as billing to your municipality) you need to contact Dave Pitchuck at [dave.pitchuck@thewestinnovascotian.com](mailto:dave.pitchuck@thewestinnovascotian.com).

Type of room	Rate
Traditional Double	\$ 152 ++
Traditional Queen	\$ 152 ++
Traditional King	\$ 162 ++

## Optional Hotel – Cambridge Suites Halifax

\$ 123 single or \$ 133 double – includes deluxe continental breakfast – ask for the provincial government rate when booking -Book Online using booking code “provgov” (enter under promo/access code) Or call 1-800-565-1263 and be sure to have your municipal government ID available when checking in.

Once these hotels are full there are several other options available in Halifax. [Click here](#) for an easy reference link. NSFM does not have room blocks at these hotels.

# Day One

Tuesday, November 5

2:00 p.m. – 8:00 p.m.

Registration

7:00 p.m. – 8:30 p.m.

Meet & Greet Reception

# Day Two

Wednesday, November 6

8:00 a.m. – 9:15 a.m.

Opening

9:15 a.m. – 10:15 a.m.

Keynote Address: Deep Service- A Call to a Higher Level  
Bill Carr

10:15 a.m. – 10:45 a.m.

Break/Networking/Viewing of Exhibits

10:45 a.m. – 11:45 a.m.

Concurrent Sessions

- The Political Administrative Dichotomy – AMANS
- The Nova Scotia Asset Management Program & The Municipal Flood Line Mapping Project – DMAH
- Digital Engagement for Municipalities - SimplyCast

11:55 a.m. – 12:55 a.m.

Delegates Luncheon

1:00 p.m. – 1:15 p.m.

Remarks by NSFM CEO Juanita Spencer

1:15 p.m. – 2:00 p.m.

AGM

2:00 p.m. – 3:00 p.m.

Caucus Meetings & Elections

3:00 p.m. – 3:30 p.m.

Break/Networking/Viewing of Exhibits

3:30 p.m. – 4:15 p.m.

Caucus Meetings continued

FREE EVENING

4:30 p.m. – 5:30 p.m.

Optional Event: Women Creating Future Leaders

4:45 p.m. – 5:45 p.m.

Optional Event: Powered by Communities Film Festival

## Wednesday, Nov 6 8:00 a.m. to 9:15 a.m. Opening

- Remarks by Conference Chair Mayor Pam Mood, Town of Yarmouth
- Greetings from Halifax
- Remarks by NSFM President Wayne Mason, Halifax
- Remarks by Honourable Chuck Porter, Minister of Dept of Municipal Affairs & Housing (tbc)
- Greetings from Mike Dolter, President, AMANS
- Greetings from Saeed El-Darahali, President & CEO of Presenting Sponsor SimplyCast
- Presentation of Climate Change Leaders Award and Carbon Surcharge Fund Recipient
- Presentation of NSFM Long Service Awards

## 9:15 a.m. – 10:15 a.m. Keynote Address – Deep Service: A Call to a Higher Level Speaker: Bill Carr

People involved in government, whether elected or employed as a civil servant, have an amazing opportunity to serve and serve deeply. Too often we get caught up in the day to day details and mania of our work-a-day world and lose sight of why we are here. Public service is a noble calling when we remember it as such. This keynote address is about bringing us back to a shared commitment to serve and serve deeply our community and thereby our society, our families and all who will come after us. Deep Service: a Call to a Higher Level seeks to unite us all and reignite the fire to serve Nova Scotia and Nova Scotians and be

truly Leading the Change to a better future for all.

**About the Speaker:** Bill Carr is known as a multi-medium artist, an actor, humorist, writer and motivational speaker. For over twenty-five years, Bill has been making people laugh at what's trivial while helping them think deeply about what counts. Bill helps people see their world in new and

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*"It's all a matter of justice, empathy and peace" - Bill Carr*

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exciting ways. Bill's unique blend of humour and insight inspires laughter and consideration; offering his audience a fresh perspective on what they face everyday. Bill researches and studies his audience and takes on the themes of their event, helping everyone focus on those things that truly matter. His humour is always directed straight to the point of the event in order to help achieve the outcomes the organizers are working so hard to achieve. His thirty-year career has seen him perform on stages across the country and most notably here in Nova Scotia at Neptune Theatre, Mermaid Theatre and the Atlantic Theatre Festival. He has written and performed in numerous radio dramas for CBC and has made appearances on countless television programs, several movies and more advertisements than he'd care to think about. Bill studied philosophy, English and theatre at Acadia University, and theology at Christian Theological Seminary in Indianapolis, Indiana, and the Atlantic School of Theology in Halifax. Bill is a



community activist and is a cofounder of a new company called ARC: The Atlantic Restorative Company, which works to integrate restorative practices into every aspect of family, business and community.

## Sponsored by [CUPE NOVA SCOTIA](#)

CUPE Nova Scotia represents more than 18,000 working women and men employed throughout the public sector. We are proud to be part of Canada's largest and fastest-growing union. CUPE represents workers in health care, education, municipalities, libraries, child-care, universities, social services, public utilities, transportation, emergency services, and airlines. CUPE members are service-providers, white-collar workers, technicians, labourers, skilled tradespeople, and professionals. More than two-thirds of CUPE members are women. About one-third of our members work part-time.

## 10:15 a.m. – 10:45 a.m.

### Break/Networking/Exhibits

## 10:45 a.m. – 11:45 a.m.

### Concurrent Session – The Political-Administrative Dichotomy – AMANS

Municipal Councils make many decisions that impact their community and the municipality. The best decisions are made when Council and staff have a certain level of harmonization. It sounds simple, policy and politics are the domain of elected officials and administration is the domain of staff. But the best decisions are not the result of one of these perspectives triumphing over the other, but those that integrate the technocratic public service view with the local sensitivity that municipal elected officials contribute. This session will discuss ways in which council can balance what the public expresses with what staff advises. It will look at what steps can be taken to ensure that decisions are made in the best interest of the community and the municipality. Presenters:

Alain Muise, CAO, District of Argyle and Deputy Mayor Emily Lutz, County of Kings.

## 10:45 a.m. – 11:45 a.m.

### Concurrent Session – The Nova Scotia Asset Management Program & The Municipal Flood Line Mapping Project

Jennifer Duncan, Senior Engineer and Gordon Smith, Director of Planning, Department of Municipal Affairs & Housing

This two-part session will provide overviews of two initiatives that are creating valuable resources for municipalities to increase their resilience. *The Nova Scotia Asset Management Program* continues to make progress to support municipalities with their infrastructure planning efforts by developing tools and resources that lay a solid foundation for making informed, evidence-based decisions for managing municipal assets. At this session, you will learn about the tools and resources developed from pilot projects led by the Department of Municipal Affairs and Housing, which involved 7 of our local municipalities. You will also hear about the progress made with the associated *Infrastructure Registry for Municipal Assets (IRMA)* system that aims to provide a "one stop shop" to house, maintain and map asset information, and allow municipalities to access preliminary state of infrastructure analytics. *The Municipal Flood Line Mapping Project*, jointly funded by the Province and Public Safety Canada's National Disaster Mitigation Program, will provide specifications and guidance to support municipalities in developing consistent and accurate flood maps. In the second half of this session, you will learn about this project and the resources being developed for municipalities. These resources include recommendations on minimum requirements for flood mapping, a climate change scenario to be used in flood hazard mapping, and publicly available province-wide LiDAR data.

The overall goal of the project is to provide municipalities with baseline information to

## **10:45 a.m. – 11:45 a.m.** **Concurrent Session –Digital Engagement for Municipalities – SimplyCast**

With diverse audiences, municipal communicators have the opportunity to personalize engagement for citizens and stakeholders. From all different levels — individual, organizational, public, intra- and interpersonal — municipalities and their communicators require the ability to facilitate engagement and analyze the responses received from audiences. The opportunity? Digital engagement. Digital engagement initiatives are picking up traction in many departments and offices as citizens expect to be digitally engaged. Municipal digital engagement strategies have been able to help municipalities of all sizes complement existing processes while also streamlining organizational procedures and offering citizens more in the way of personalized communication and services. Digital municipalities are able to improve citizen engagement by leveraging online technologies to learn about each individual citizen and their needs and interests. Having this information automatically generated allows municipalities to make better decisions, enhance public services, and increase safety. With standardized, digitized communication and engagement strategies, municipalities can ensure proper and timely distribution of emergency and non-emergency communications to all citizens. As experts in engagement and digitization, SimplyCast is excited to have this opportunity to impart knowledge and aid local municipalities in their endeavors to organize, communicate, and engage their citizens. Hosted by Saeed El-

Darahali, President and CEO of SimplyCast, this session will explore the opportunities municipalities have today to digitize components of their day-to-day operations in order to gain new insights, optimize procedures, and offer citizens engaging communication. Russell Stuart, Director of Health Services Emergency Management for the Nova Scotia Department of Health and Wellness, will also be joining via teleconference to outline emergency scenarios and the ways in which digital technologies are able to help in preparation, response, and restoration efforts.

## **11:55 a.m. – 12:55 p.m.** **Delegate’s Luncheon**

### Sponsored by [Nova Scotia Municipal Finance Corporation](#)

The Nova Scotia Municipal Finance Corporation is a Crown Corporation of the Province of Nova Scotia. The Corporation is governed by a board of directors appointed by the Governor-in-Council. Legislation requires that 40 per cent of the board be appointed on the recommendation of the Nova Scotia Federation of Municipalities. The mission of the Corporation is to provide capital infrastructure financing to clients at the lowest available cost, within acceptable risk parameters, and to provide financial management advice and assistance to clients. The enabling legislation is the [Municipal Finance Corporation Act](#).

## **1:00 p.m. – 1:15 p.m.** **Update from NSFM CEO Juanita Spencer**

## **1:15 p.m. – 2:00 p.m.** **Annual General Meeting**

**2:00 p.m. – 3:00 p.m.**  
Caucus Meetings & Elections

**3:00 p.m. – 3:30 p.m.**  
Break/Networking/Exhibits

**3:30 p.m. – 4:15 p.m.**  
Caucus Meetings continued

**FREE EVENING**

**4:30 p.m. – 5:30 p.m.**  
Optional Event – Women  
Creating Future Leaders – Moving the  
Needle to gender balance

What would you tell a woman coming into  
politics that you wish you had known?

Come and join these frank round table  
discussions with your fellow female municipal  
colleagues.

**4:45 p.m. – 5:45 p.m.**

Optional Event – Powered by  
Communities

Film Festival –  
QUEST



Striving to make the unknown, known and the  
uncelebrated, celebrated - the **Powered by  
Communities** initiative is bringing community  
energy success stories in Nova Scotia to the  
forefront. As part of this initiative, the  
**Powered by Communities Film Festival** has  
brought together short films, some familiar  
and some new, to showcase the amazing  
achievements of Nova Scotia's municipalities.  
Join us and be inspired by the possibilities of  
how municipal government can better serve its  
residents through innovative energy projects.

# Day Three

Thursday, November 7

6:45 a.m. – 7:30 a.m.	Early Morning Walk (weather permitting)
8:00 a.m. – 9:00 a.m.	FCM Panel
9:00 a.m. – 9:30 a.m.	Premier Stephen McNeil (tbc)
9:30 a.m. – 10:15 a.m.	Resolutions/Member Feedback
10:15 a.m. – 10:45 a.m.	Break/Networking/Viewing of Exhibits
10:45 a.m. – 11:30 a.m.	Resolutions/Member Feedback
11:30 a.m. – 12:00 p.m.	Tim Houston, Leader of the PC Party
12:00 p.m. – 1:00 p.m.	Delegates' Luncheon
1:05 p.m. – 1:35 p.m.	Gary Burrill – Leader of the NDP party
1:35 p.m. – 2:35 p.m.	Municipal Government Needs a Good Decluttering
2:35 p.m. – 3:00 p.m.	Break/Networking/Viewing of Exhibits
3:00 p.m. – 3:30 p.m.	Dr. Thomas Trappenberg - Leader of the Green Party
3:30 p.m. – 4:30 p.m.	Panel: Successful Partnerships between Municipalities and First Nations
6:15 p.m.	Reception
7:00 p.m. – 9:00 p.m.	Banquet
9:00 p.m. – 11:30 p.m.	Dance - Bluesmobile

**Thursday, Nov 7**

**6:45 a.m. – 7:30 a.m.**

**Early Morning Walk** (weather permitting)

Enjoy an early morning walk lead by Rebecca Kolstee, Municipal Wellness Coordinator, Association of Municipal Administrators NS

**8:00 a.m. – 9:00 a.m.**

**What can FCM do for your municipality?**

This session will provide you with an update on current FCM activities and initiatives. President Bill Karsten and Councillor Tom Taggart, County of Colchester and Vice-Chair of the FCM Rural Forum will discuss their funding opportunities, online resources and how they are working with NSFM to advocate for Nova Scotia's Municipalities.

**9:00 a.m. – 9:30 a.m.**

**Premier Stephen McNeil** (tbc)

**9:30 a.m. – 10:15 a.m.**

**Resolutions/Feedback from Members**

**10:15 a.m. – 10:45 a.m.**

**Break/Networking/Exhibits**

**10:45 a.m. – 11:30 a.m.**

**Resolutions/Feedback from Members**

**11:30 a.m. – 12:00 p.m.**

**Tim Houston, Leader of the PC Party**

**12:00 p.m. – 1:00 p.m.**

**Delegates' Luncheon**

**1:05 p.m. – 1:35 p.m.**

**Gary Burrill, Leader of the NDP Party**

**1:35 p.m. – 2:35 p.m.**

**Municipal Government Needs a Good De-Cluttering – Jordi Morgan, CFIB**

Jordi Morgan oversees all legislative activities and communications for the Atlantic region for Canada's largest business association. CFIB represents 5,200 business owners in Nova Scotia. Jordi chairs HRM's Joint Project for Regulatory Modernization (JPRM) Business Advisory Panel and, along with his colleagues at CFIB, provides strong advocacy for federal, provincial and municipal red tape reduction.

**2:35 p.m. – 3:00 p.m.**

**Break/Networking/Exhibits**

**3:00 p.m. – 3:30 p.m.**

**Dr. Thomas Trappenberg, Leader of the Green Party**

*NSFM may take photographs and video at the Conference and may use them in our newsletter or promotional materials whether in print, electronic or other media including the NSFM website. By participating in the NSFM Conference, you grant NSFM the right to use your name and photograph for such purposes.*

**3:30 p.m. – 4:30 p.m.**

## Panel: Successful Partnerships between Municipalities and First Nations

Strong relationships with the First Nations Community are essential to the viability and sustainability of our municipalities. Come and learn how some of your colleagues have created this success within their own municipalities. Mayor Brenda Chisholm from the Town of Port Hawkesbury and Laura Prosper and Karen Ann Bernard from Eskasoni will be on hand to outline the Government FOCUS (Female Objectives Cape Breton Unama'ki Strait) initiative. FOCUS is a movement of community leaders from the six First Nation communities and 10 municipalities in the Strait region as well as in Unama'ki - Cape Breton. The focus will be to host a school to encourage women from all 16 communities to learn more about, and consider running for, local government, whether it is First Nation Councils or Municipalities. The desired result is to reach a better gender balance at First Nation and Municipal councils for eastern Nova Scotia, and the best way to achieve this goal is for our community leaders to collaborate and work together to achieve this desired result. Mayor Cecil Clarke, CBRM and Chief Terry Paul from Membertou will also be joining the discussion. A lot has changed in the last 25 years. Amalgamation created the CBRM and with that, a new relationship between the municipality and the local First Nations communities began. Leveraging traditional knowledge and contemporary processes, the communities have created a strong connection and positive change. Growing together, through shared projects and priorities, CBRM and Membertou have forged ahead in the spirit of cooperation and collaboration, producing shared infrastructure and economic benefits, resulting in reconciliation via action; not just words. There are bumps along the road but with renewed political trust and open dialogue, CBRM and Membertou continue to

evolve together. Rose Paul, the CEO of Bayside Development Corporation will also join the panel to discuss her experiences with economic development in municipalities.

**6:15 p.m. – 7:00 p.m.**

## Reception

**7:00 p.m. – 9:00 p.m.**

## Banquet

Sponsored by [Frank Cowan Company](#)

Frank Cowan Company is a leader in providing specialized insurance programs, including risk management and claims services to municipalities, healthcare, education, community, children's and social service organizations across Canada. Proven industry knowledge, gained through over nine decades of partnering with insurance companies and independent brokers, gives Frank Cowan Company the ability to effectively manage the necessary risk, advisory and claims services for both standard and complex issues. Frank Cowan Company is a Managing General Agent (MGA) with the authority to write and service business and municipalities on behalf of strategic partners who share our commitment and dedication to protecting specialized organizations. Because our partners are long-term participants on our program, they understand the nature of fluctuating market conditions and complex claims and are prepared to stay the course.

**9:00 p.m. – 11:30 p.m. Dance**

[BLUESMOBILE](#) is the Annapolis Valley's own 15-piece dance band featuring a 6-piece horn section, 5-piece rhythm section, and 4 vocalists. The band plays music from many musical styles including blues, funk, rock, soul and R&B!



# Day Four

Friday, November 8

8:00 a.m. – 9:00 a.m.	Are Your Municipal Facilities Climate Ready?
9:00 a.m. – 10:00 a.m.	Concurrent Sessions <ul style="list-style-type: none"> <li>• Bulk Purchase of Electronic Voting Services</li> <li>• PVSC Strategic Update</li> </ul>
10:10 a.m. – 11:15 a.m.	How Immigration is Helping Employers and Communities Succeed
11:15 a.m.	Draw Prizes & Conference Wrap Up



## Networking Bingo

A big part of NSFM events is the insight you glean from networking with your fellow municipal colleagues. During the conference, you will have the opportunity to participate in Networking Bingo! It's simple and fun! You will be provided with a bingo card in your kit. All you will need to do is put your networking skills to good use and find people during the 3 days who meet one of the criteria in the bingo squares. Criteria such as: Is afraid of heights; Has 2 or more pets; Can Juggle; Does volunteer work; to name a few.

Full bingo cards will then go into a draw at the conclusion of the event for a special prize!

Friday, Nov 8

**8:00 a.m. – 9:00 a.m.**

**Sponsored Session: Are your  
Municipal Facilities Climate  
Ready? – AMERESCO**

Climate disruption is causing damage to infrastructure, cost increases, and adverse health effects that have enormous financial implications for municipalities. Ameresco is helping municipalities of all sizes reduce exposure to climate risks, lower liability costs, and reduce operating costs by making new and existing facilities more efficient and climate resilient.

[AMERESCO has become a leading energy efficiency and renewable energy company by approaching its business with a specific set of values and goals. All of our projects and our employees embrace our Mission, Vision and Values as we work to meet the energy and sustainability goals of our clients and stakeholders](#)

**9:00 a.m. – 10:00 a.m.**

**Concurrent Session: Bulk  
Purchase of Electronic Voting  
Services - AMANS**

Municipal Councils will soon have to decide which voting method they wish to use for the upcoming 2020 municipal elections. Joining the bulk purchase of electronic voting services will provide significant cost savings to municipal units. Lead by Kevin Arjoon, Municipal Clerk, HRM and Mark Phillips, CAO Region of Windsor/West Hants, this session will provide information about the bulk purchase, such as: what the bulk purchase entails; how to join; and municipal obligations. It will also provide key information about the use of e-voting in past municipal elections; the realities of

electronic voting; Council's role in municipal elections; and perceived vulnerabilities.

**9:00 a.m. – 10:00 a.m.**

**Concurrent Session: PVSC  
Strategic Update**

As a municipally funded service provider to all 50 municipalities in Nova Scotia, Property Valuation Services Corporation (PVSC) prides itself in providing municipalities with the information required to budget, set municipal tax rates and bill and collect property taxes. Grounded in Service Level Agreements with municipalities, PVSC has spent the last year expanding its client care program highlighting its commitment to the quality of the assessment roll. Come hear how PVSC is capitalizing on emerging technology to continuously provide municipalities with timely, accurate assessment information while exploring alternative methods of revenue generation. Presenters: Warden Jimmy MacAlpine, Chair, PVSC Board of Directors and Kathy Gillis, CEO, PVSC.

**10:10 a.m. – 11:15 a.m.**

**How Immigration is Helping  
Employers and Communities  
Succeed**

Nova Scotia is welcoming a record number of newcomers. The Honourable Lena Metlege Diab, Q.C., Minister of Immigration, along with representatives from NS Health Authority and the NSOI, will discuss how immigration benefits all Nova Scotians through a strengthened economy and population growth. During this informative panel, learn how the Nova Scotia Office of Immigration's innovative programs are supporting businesses and communities succeed by helping employers fill labour needs, diversifying our communities, contributing to improvements in

healthcare and education, and the retention of newcomers.

**11:15 a.m. – 11:30 a.m.**

Closing Ceremonies & Prize  
Draws

## 2019 Planning Committee

Chair – Mayor Pam Mood, Town of Yarmouth  
Mayor Jeff Cantwell, Town of Wolfville  
Councillor Cheryl Fritz, Town of Truro  
Deputy Mayor Heather Kelly, Region of Queens Municipality  
Councillor Ty Walsh, Town of Berwick



**Request for Agenda Items under  
Mayor's/Deputy Mayor's/Councillors' Matters**

TO: Chief Administrative Officer  
FROM: Michael ernst  
DATE:

1. Agenda Item - Proposed Cemarq Acquaculture Operations
2. On what agenda do you want the item placed? PSC Dec 18
3. Do you have written material to circulate with the agenda? Yes see below.
4. What is its relevance to Council or the committee?

Cemarq Canada was recently granted two options to lease in the South Shore area. One of these options includes greater Mahone Bay, but according to the attached article it could be a larger area. I have received enquiries about their plans and currently there is nothing I can share beyond my own research on the company. Having Cemarq come and make a public presentation would give us a better insight into their intentions.

5. What outcome(s) are you seeking?  
Clarification on the company's plans so that the Municipality can provide the correct information to its residents.



Councillor's Signature

Date December 7, 2019

Approval for agenda: Yes  No

Reason for Denial:



Mayor or Chair of Committee

12 Dec 2019

Date

# Cermaq Canada looking at fish farming in Mahone Bay

By CHARLES MANDEL

The second largest salmon farming company in Canada is looking at Mahone Bay and St. Margaret's Bay as potential areas for fish farms.

Cermaq Canada was recently granted two options to lease in the South Shore waters.

"These options will allow us to investigate the potential for salmon farming in the two bays, and we will start collecting data and looking at potential feasibility," says David Kiemele, Managing Director for Cermaq Canada in a press release issued November 7.

"We believe the South Shore region of Nova Scotia could present excellent opportunities for salmon farming due to the sheltered nature of the bays, the depth and water temperatures. As before we are sharing this information very early in the process and need to get on the water and into the communities to better understand the area."

Cermaq Canada's head office is located in Campbell River, B.C. and they are part of Cermaq Global, headquartered in Oslo, Norway, with operations in Norway, Chile and Canada. Cermaq is owned by Mitsubishi, and is part of the organization's Healthy Living branch.

The Mahone Bay option area covers from Pollock Point to New Harbour Point.

According to Vicki Savoie, Cermaq Canada's east coast sustainable development director, the firm will begin feasibility and engagement work in St. Margaret's Bay and Mahone Bay shortly.

The company said it needs enough sites to support some 20,000 metric tonnes of production, which translates into some 15 to 20 farms, which would be spread between the two bays. Cermaq would also require two

hatcheries, and a processing plant in the region.

The company estimates that it would create more than 300 jobs, and contribute half-a-billion dollars to the local economy.

Within the Mahone Bay and St. Margaret's Bay region, initial meetings will be held with commercial fishing associations, the Mi'kmaq of Nova Scotia, municipal government and interested groups and associations. Following that, broad community engagement will be launched. Feasibility work will also begin as the company starts to collect information regarding potential farming sites.

"Through this work, it would be noted and respected that the waters and shoreline of both Mahone Bay and St. Margaret's Bay are home to a UNESCO World Heritage site, many significant historical buildings and a thriving tourism industry," the company said.

In September, the digital publication *The Narwhal* reported that at Cermaq's fish pens in B.C. that "regulations require industry keep parasite levels below a certain threshold. During this past spring and early summer three of Cermaq's farms exceeded sea lice levels in violation of federal rules."

*The Narwhal* also reported: "In an open letter in the *Tofino-Uchuelet Westerly News* Cermaq's managing director, David Kiemele, admitted the company was 'unable to effectively manage sea lice populations for a variety of reasons' during the critical wild salmon migration period from March to June."

It remains to be seen how Cermaq's proposal will be met. Cooke Aquaculture has encountered significant opposition to its plans to try and expand its aquaculture operations in Liverpool Bay.

### Request for Agenda Items under Mayor's/Deputy Mayor's/Councillors' Matters

TO: Chief Administrative Officer  
FROM: Michael Ernst  
DATE: Dec 9, 2019

1. Agenda Item – Update on Waste Issues
2. What agenda do you want the item placed? PSC Dec 17, 2019
3. Do you have written material to circulate with the agenda? Yes See Attached
4. What is its relevance to Council or the committee?

Waste management is major expense for our Municipality. With the recent release of the Efficiency and Effectiveness Report for Waste Management, Council members may be interested in the attached notes from a Regional Chairs workshop on Waste Management, a map showing the movement of waste in Region 6 and an update from the Regional Coordinator Valda Walsh.

5. What outcome(s) are you seeking?

This is solely an information session.

Councillor's Signature  Date Dec 6, 2019

Approval for agenda: Yes  No

Reason for Denial:

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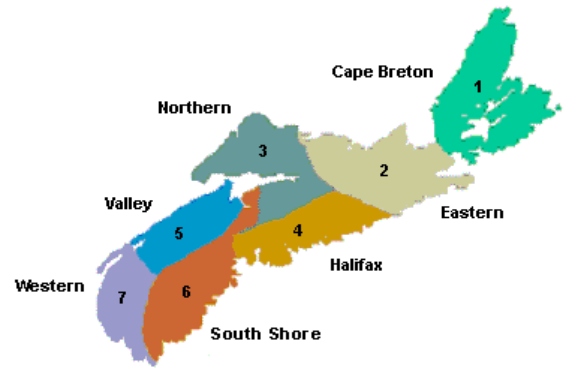
  
\_\_\_\_\_  
Mayor or Chair of Committee

Dec 12, 2019  
\_\_\_\_\_  
Date

## Regional Chairs Workshop – October 17 and 18, 2019

### Solid Waste Resource Management Regions (for Reference)

1. Cape Breton: Cape Breton, Inverness, Victoria and Richmond
2. Eastern: Antigonish, Pictou and Guysborough
3. Northern: Colchester and Cumberland, District of East Hants
4. Halifax: H.R.M.
5. Valley: Annapolis and Kings
6. South Shore: Lunenburg and Queens, District of Hants West
7. Western: Digby, Shelburne and Yarmouth



### Regional Notes

1 – Divided into 2 sub regions

1A – No representative, not part of Regional Chairs

1B – CBRM

Screened material is taken from compost at front end and sent to Guysborough for land fill.  
Partners with Cape Breton correction system to assist with illegal clean ups.

370 students are enrolled in the Waste Management programme at Cape Breton University

2 Divided into 2 sub regions

2A – 5 municipalities, covers Antigonish and Guysborough areas. Managed by ERSWM- Eastern Region Solid Waste Management, meets monthly, comprised of Councillors, CAOs and Staff

2B – Has a textile diversion programme – diverts 100 tons annually

3 Northern Region

Clean Dry Wall used for Compost- disposal fee of \$35/ton

Clean Shingles used for fuel and traction sand – disposal fee of \$35/ton

Cumberland County has the smallest landfill in N.S. and serves three municipalities.

They have a \$500,000 compactor that is used 2 hours a week

There is no common collection stream among the three municipalities.

Cumberland MRF (Municipal Recycling Facility) caught fire on Sept 12-017 and destroyed the facility. Fire source was a lithium battery in stockpiled material waiting to be sorted. **There are an estimated 360+ fires a year in waste facilities a year in the U.S. and Canada.**

4 – H.R.M. - Same geographical area as P.E.I., 1,000,000 acres.

25 to 39s and the 55+s are the fastest growing demographics.

Halifax Recycles app is available in English, French and Mandarin.

Flyer Bye Law 400 prohibits delivery to a driveway. 'No Flyer' stickers are available.

5.-Valley Waste Resource - Provides services to 6 municipal units, managed by an Authority Board.

Also provides services to 3 First Nations communities.

Has two Management Centres (**Transfer Stations**) at Kentville and Lawrencetown  
Office is LEED certified and Recycled/Reused materials are used throughout.

They have a 'Last Resort/Reuse Centre' for the public.

-Province has approved a transfer station for Annapolis County-creating unnecessary infrastructure and increased costs.

- 6 South Shore: Lunenburg and Queens, District of Hants West Presented overview of Region, contributions by individual municipalities, costs for administration and fees returned to municipalities plus information on R6 Recycles app and JIBYO programme.
- 7 Waste Check Yarmouth Area  
Includes 6 municipalities each with its own waste by law in each and collection contract.  
Holds an annual Repair, Reuse and Re-purpose Fair.  
Zero Waste Pod is a joint programme with Sobeys, aging fruits and vegetables are turned into powder and used additives for human and Pet food manufacture.  
Has a development programme for value added manufacturing.  
Provides student research grants.  
Signing a 20 year contract with Queens for waste disposal.

### Notes by Topic

**Data** – Is seen as the key for proper decision making. The gate keepers are important for proper entry.

**EER** – (Stephen Rayworth) Report was for 2016/7 conditions ‘Lack of a clear shared Provincial vision...’ ‘Need for a single organisation to organise and manage landfills.’ ‘Simplify the language eg acronyms.’ ‘Clarify the role of Regional Chairs’ Report was released the same week as the Provincial plastic bag announcement and the Youth Climate Change Marches.

**EPR** – New Brunswick has announced they will be taking steps to introduce EPR in the Province. Their collection and recycling programmes are not to the same standards as Nova Scotia. With this announcement could they end being the EPR leaders for Atlantic Canada ?

EPR report suggests producers will likely want to design a system that is unique to Atlantic Canada.

Provincial Messaging on EPR (Andrew Garrett)

Key points of EPR      Introduces Fiscal Responsibility  
                                  Producers need to be accountable for their waste.  
                                  Stream lines the processing of waste.  
                                  Time for Nova Scotia to take a lead. 80-85% of items in Blue Bags is getting recycled.

**Green House Gas** – estimated 5-10% of greenhouse gases come from waste.

**Oil and Glycol, Electronics Recycling**- comes into effect on January 1, 2020, with landfill bans March 1<sup>st</sup>.

Used oil can be refined, used glycol can have the particulate matter removed and be reused.

Information on recycling electronics can be found at [www.recyclemyelectronocs.ca/ns](http://www.recyclemyelectronocs.ca/ns)

### New Acronyms

EHF – Environmental Handling Fee

UOMA – Used Oil Management Assoc.

SWANA – Solid Waste Association of North America (there is an Atlantic Canada chapter)

**Plastics** - Scotia Recycling is having trouble finding markets. Dan Chassey using it for plastic lumber and fuel.

### Regional Chairs

Group formed in 1998, meets approximately 4-5 times a year.

Priorities Group is sub Committee of Regional Chairs

Regional Co-ordinators also participate in the meetings, but only elected members my vote.

Group receives \$43,000 a year to cover meeting expenses, travel and stipends.

General feeling that their role needs to be clarified.                      (compiled by M.Ernst, Reg 6 Chair, Nov 20-019)

# Region 6

13 Municipalities

Population 90,459

Addresses 54,799

**Diversion Sites -**  
 Whynotts Sett.- Compost  
 Queens- Material Recovery

**Disposal Sites**  
 Queens - MSW  
 Kaiser Meadow - MSW  
 West Hants - MSW  
 Barrington - C & D

**Transfer Stations**  
 Whynotts Sett.- C & D, BI Bag, MSW  
 Kaiser Meadow - BI Bag, Organics  
 West Hants - BI Bag  
 Shelburne - C & D

(MSW = Municipal Solid Waste i.e. garbage)

