



PO Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Halifax Regional Council
September 26, 2006

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY:

A handwritten signature in black ink, appearing to read "Brad Anguish", written over a horizontal line.

Brad Anguish, P.Eng., Director, Environmental Management Services

DATE: September 12, 2006

SUBJECT: **Municipal Sustainability Coordinator**
Partnership with the Union of Nova Scotia Municipalities

INFORMATION REPORT

ORIGIN

Staff wish to update Regional Council on a collaborative partnership with the Union of Nova Scotia Municipalities (UNSM) and Province of Nova Scotia.

BACKGROUND

Union of Nova Scotia Municipalities (UNSM)

The UNSM is a not-for-profit organization mandated to represent the Provincial interests of municipal governments across Nova Scotia. Total membership is 441 elected officials representing all 55 municipalities, including HRM.

UNSM Sustainable Practices Committee

As part of its proactive work for Nova Scotia municipalities, the UNSM formed a "Sustainable Practices Committee" to work with municipalities across the province to raise awareness of and promote sustainable practices with an emphasis on the importance of energy conservation and greenhouse gas (GHG) reduction. The committee includes representatives from UNSM, Nova Scotia Department of Energy, Service Nova Scotia and Municipal Relations, Halifax Regional Municipality and Clean Nova Scotia.

A “Municipal Energy Conservation Survey” carried out by the Committee indicated a significant demand to increase the capacity of municipalities in Nova Scotia to reduce energy consumption and greenhouse gas emissions.

Further, municipalities large and small will be impacted by climate change. The expected increase in climate variability (including extreme weather and long term climate shifts) is expected to negatively impact municipal infrastructure. Built systems (roads, bridges, underground systems, etc.), natural systems (water sheds, forests, etc.) and human systems (health, education, etc.) will all be affected and all will have to be adapted, primarily at the cost of the municipality.

Forward thinking and planning is essential to minimize impacts and financial costs.

HRM - Healthy, Sustainable, Vibrant Community

Under this corporate theme HRM has taken an integrated systems approach to clean air, land, water and energy options. This also includes forward thinking and planning to minimize social, fiscal and environmental impacts. An excellent example is HRM’s 25 Year Regional Plan.

DISCUSSION

The Fit for HRM

This collaborative partnership with the Union of Nova Scotia Municipalities and Province of Nova Scotia will provide valuable and very cost effective assistance in helping HRM to continue to move forward on a number of its environment and energy related priorities.

Along with the shared benefits, HRM will also receive some specific time and resource deliverables to assist with such things as community energy planning, climate change efforts and long term sustainability planning.

UNSM Municipal Sustainability Office/ Coordinator

The Coordinator’s position is presently being advertised with plans to have the successful candidate in place by late October, early November. The position will be located at Municipal Relations - Service Nova Scotia. Approximately 20% of the total resource/ staff time will be allocated to specific HRM matters working closely with the Sustainable Environment Management Office of Environmental Management Services. HRM will also gain considerably from the balance of efforts targeted for all UNSM members.

Primary duties include facilitating partnerships related to sustainability; providing grant application assistance and searching out new opportunities; acting as the first point of contact for municipalities interested in incorporating sustainable activities with an initial focus on energy; assisting municipalities in the reduction of greenhouse gas and in the purchase of energy efficient products and services and other duties such as public education and outreach.

This partnership with the UNSM provides excellent value for HRM, particularly with limited resources in the areas of sustainability.

A copy of the Terms of Reference for the Municipal Sustainability Coordinator is attached.

BUDGET IMPLICATIONS

HRM's share of the partnership is 21K over a two year period (October 2006 - October 2008) which will come from EMS operational cost centre D945-6999 (Projects).

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

Regional Plan

This collaborative partnership supports the principles of the Regional Plan.

ALTERNATIVES

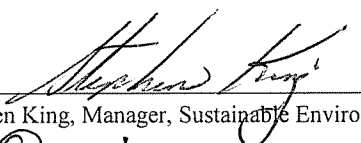
N/A

ATTACHMENTS

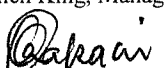
- Copy of the Terms of Reference for the Municipal Sustainability Coordinator, dated September 5, 2006

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/agenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.


Report Prepared by :


Stephen King, Manager, Sustainable Environment Management Office, 490-6188

Financial Review :


Ferdinand Makani, MBA, CMA, Financial Consultant, 490-6902

Report Approved by:


Brad Anguish, P.Eng., Director, Environmental Management Services, 490-4825

The Union of Nova Scotia Municipalities

Municipal Sustainability Coordinator

Terms of Reference

September 5, 2006

1.0 INTRODUCTION

The Union of Nova Scotia Municipalities (UNSM) is creating a new two-year term position of a Municipal Sustainability Coordinator to work with municipalities across the province to increase their capacity to reduce greenhouse gas emissions, reduce energy consumption and focus on measures that address the impacts of climate change.

Many Nova Scotia municipalities have identified energy consumption and high energy costs, greenhouse gas emissions and climate change as serious concerns but do not have the financial or human resource capacity to address these issues. The Municipal Sustainability Coordinator will be able to assist municipalities in addressing these issues by identifying and developing opportunities in the energy sector, developing strategies to reduce greenhouse gas emissions and initiating climate change adaptation strategies.

Potential benefits to municipalities that undertake such activities include reduced operating costs, improved service delivery, job creation and the protection of human health and the environment.

It is important to note that “sustainable practices” can be broadly defined. The initial focus of the Municipal Sustainability Coordinator will be the reduction of energy use and greenhouse gas emissions. These actions have the most potential for immediate benefit to municipalities and for Nova Scotia’s environment.

2.0 BACKGROUND

The Union of Nova Scotia Municipalities (UNSM) is a not-for-profit organization mandated to represent the Provincial interests of municipal governments across Nova Scotia. Total membership is 441 elected officials representing all 55 municipalities. The UNSM has a Board of Directors comprised of twelve elected officials and one appointed non-voting member from the Association of Municipal Administrators (AMA). The UNSM has a staff of four who work on behalf of the Board and general membership.

As part of its proactive work for Nova Scotia municipalities, UNSM in 2004 formed a “Sustainable Practices Committee” to work with municipalities across the province to raise awareness of and promote sustainable practices with an emphasis on the importance of energy conservation and greenhouse gas (GHG) reduction. The committee includes representatives from

UNSM (both elected officials and staff), Nova Scotia Department of Energy, Service Nova Scotia and Municipal Relations, Halifax Regional Municipality and Clean Nova Scotia.

The committee's initial work involved the production and distribution of a municipal GHG reduction guide in 2005 entitled "Save Money, Save Energy, & Cut Emissions: Quick and Easy Steps for Nova Scotia Municipalities" (this is available on the UNSM website at unsm.ca). This was followed by a Municipal Energy Conservation Survey in April 2006.

The "Save Money" guide outlined actions municipalities could take to reduce energy use and save operating costs. The Municipal Energy Conservation Survey measured the municipalities' level of knowledge of their energy use and identified key areas where municipalities could reduce their energy consumption. 36 of 55 municipal units completed the survey for a response rate of 65 percent.

The survey results highlighted several needs of municipalities. Specifically, municipalities indicated that lack of staffing resources and funding were the biggest barriers challenging their ability to reduce greenhouse gas emissions. The survey results reported six ways in which UNSM could assist municipalities:

1. Provide technical information on technology and funding opportunities (85%)
2. Provide specifications for energy efficiency equipment purchases (62%)
3. Assist in developing programs that promote energy efficiency and greenhouse gas reduction (59%)
4. Training for staff (53%)
5. Assistance in writing funding applications (50%)
6. Provide help with compiling an energy inventory (50%)

In addition, only 32% indicated that greenhouse gas reduction was not a priority of council, and only 28% indicated a lack of information available to move forward on a greenhouse gas reduction strategy. These results, as well as the results listed above, suggest that there is significant demand to increase the capacity of municipalities in Nova Scotia to reduce energy consumption and greenhouse gas emissions.

As well as the need to reduce greenhouse gas emissions, it is also important that municipalities incorporate "sustainable practices" within their operations. As a leading organization in the community, municipal units have a desire to consider all consequences of maintenance and growth.

Sustainable practices involve strategies and activities that meet the needs of the community and its stakeholders today, while protecting, sustaining and enhancing the human and natural resources that will be needed in the future. Sustainability already plays an important role in the decision-making processes of businesses, municipalities and individuals, and this role will increase in importance as resources become limited.

Municipalities large and small will be impacted by climate change. The expected increase in climate variability (including extreme weather and long term climatic shifts) is anticipated to

negatively impact municipal infrastructure. Built systems (roads, bridges, etc.), natural systems (watersheds, forests, etc.) and human systems (health, education, etc.) will all be affected and all will have to be adapted - primarily at the cost of the municipality. Forward thinking about adaptation is essential to minimize impacts and financial costs.

In recognition of the above facts, as well as the concept that energy consumption and greenhouse gas emissions are a recognized component of sustainability, the Union of Nova Scotia Municipalities, through its Sustainable Practices Committee, is requesting assistance in the creation of a Municipal Sustainability Coordinator. A detailed description of this position, including the operating structure, is outlined in the following section.

3.0 MUNICIPAL SUSTAINABILITY COORDINATOR - PROJECT DESCRIPTION

Creating a Municipal Sustainability Coordinator position through the UNSM has the potential to give Nova Scotia municipalities a significant advantage in dealing with the rising costs of energy, reducing greenhouse gas emissions, and adapting to climate change. However, given the scope of work that can be allocated under the sustainability umbrella, as well as the fact that there are 55 municipalities in Nova Scotia, a definitive framework for the position has to be established to ensure that the position is productive and produces measurable positive results.

The Municipal Sustainability Coordinator will be a term employee of the UNSM, and operate under the direction of the Sustainable Practices committee. Day-to-day management will be the responsibility of UNSM. The proposed framework is outlined below:

4.0 PROJECT FRAMEWORK AND OPERATIONAL STRUCTURE

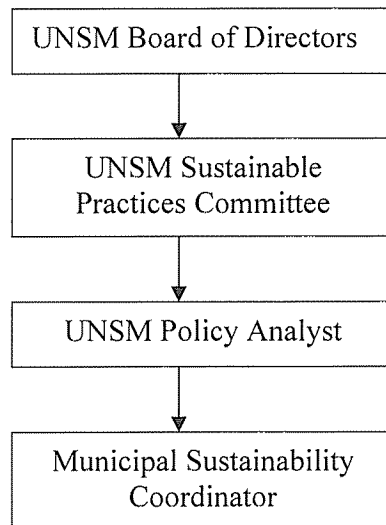
4.1 Lead Organization: Union of Nova Scotia Municipalities
Suite 1106, 1809 Barrington Street
Halifax, NS B3J 3K8
Ph: 902.423.8331
Fax: 902.425.5592
www.unsm.ca

4.2 Contact: Lyle Goldberg, Policy Analyst
Ph: 902.423.8673
goldberg@eastlink.ca

4.3 Partnering/Supporting Organizations:

- Nova Scotia Department of Energy
- Service Nova Scotia and Municipal Relations
- Halifax Regional Municipality
- Clean Nova Scotia
- South West Shore Energy Office

4.4 Project Management: The project will be managed using the following structure:



4.5 Timeline

The UNSM will have the Municipal Sustainability Coordinator in place on or before October 1, 2006. The initial operational period will be 24 months, after which the position will be re-evaluated based on: 1) deliverables met, 2) projects initiated, and 3) its relevance in the current provincial and municipal environment. The details of project evaluation are outlined in Section 8.0.

5.0 PROJECT GOALS, OBJECTIVES, ACTIVITIES AND DELIVERABLES

This section will outline the goals and objectives of the Municipal Sustainability Coordinator, as well as provide a list of activities under three general themes. This will be followed by a list of deliverables for year one and year two of the project.

5.1 Goals and Objectives

The goals and objectives of the Municipal Sustainability Coordinator will be to work with Nova Scotia municipalities to identify and develop opportunities in the energy sector, reduce greenhouse gas emissions, initiate climate change adaptation strategies, and incorporate sustainable practices. The Coordinator will be the first point of contact for Nova Scotia municipalities on issues of energy and sustainability.

5.2 Activities

The Municipal Sustainability Coordinator will undertake a number of activities under the direction of three broad themes – Capacity Building, Project Initiation and Management and Public Education and Outreach. Activities will be conducted on a regional basis whenever possible. These activities will be coordinated with and complement the preparation of Integrated Community Sustainability Plans that must be prepared under the Canada Nova Scotia Gas Tax Agreement.

1. Capacity Building

Capacity building activities are meant to increase the ability of Nova Scotia municipalities to effectively capitalize on sustainable opportunities. Its aim is to increase the ability of municipalities to address energy and sustainability issues without the assistance of an outside organization, empowering the municipality to become sustainable through its own means. Capacity building activities include:

- acting as the first point of contact for municipalities interested in incorporating sustainable activities with an initial focus on energy
- assisting municipal units in the reduction of greenhouse gas emissions
- providing grant application assistance to municipal units as it relates to energy efficiency/conservation, greenhouse gas emissions reduction or renewable energy incorporation
- advising municipal units on the purchase of energy efficient goods and services
- facilitating partnerships between municipal units and other organizations relating to sustainability
- identifying opportunities for sustainable infrastructure and/or infrastructure adaptation
- developing, implementing and managing comprehensive plans which will identify opportunities in energy efficiency, energy conservation, renewable energy and climate change
- identifying government and non-government programs and supports available for municipal units and community groups, as directed by municipal units

2. Project Initiation and Management

The Municipal Sustainability Coordinator will be expected to initiate and manage specific projects through the UNSM and/or with identified municipalities that do not have the capacity to do so themselves. The coordinator will work directly with municipalities that will be affected by the project to ensure its relevance and good governance. Projects can take many forms, and may incorporate public education/outreach and/or capacity building components as well.

3. Public Education/Outreach

Public education and outreach activities are meant to increase the level of knowledge of municipalities (staff and elected officials) and other groups targeted by the municipal units including learning institutions, chambers of commerce, local industries and businesses, NGO's,

and community groups. Public education and outreach activities may include facilitation, organization and/or presentation of workshops, conferences or information sessions targeted at groups, individuals and/or sectors. Specific activities may include:

- providing education programs to municipal council members and employees
- advocating for Nova Scotia municipalities on issues of sustainability
- obtaining and disseminating information on sustainability to Nova Scotia municipalities
- maintaining a knowledge of trends, forecasts and opportunities in the energy sector and communicating these to municipalities
- attending climate change and sustainability workshops, conferences and networking sessions and providing a summary of those activities to municipalities
- act as a clearinghouse of information for Nova Scotia municipalities.

The above list is by no means comprehensive of the specific activities of the Municipal Sustainability Coordinator. Duties and activities can change and adapt at the direction of the Sustainable Practices Committee, the UNSM and according to the needs of Nova Scotia municipalities.

5.3 Project Deliverables

The Municipal Sustainability Coordinator will be required to produce the following deliverables in the two-year pilot project operating timeline, based on the goals, objectives and activities previously outlined. The activities of the first two years will be weighted towards the energy/greenhouse gas emission component of sustainability, as those are the activities that: 1) can be addressed in the most effective, efficient and expedient manner, 2) will provide the most significant immediate benefit to municipal units, and 3) address the immediate concerns of municipal units. All three orders of government as well as the private sector and non-governmental organizations will support the following initiatives, where appropriate:

5.3.1 Year One Deliverables

In the first year of operation, the Municipal Sustainability Coordinator will:

- a. Act as the first point of contact for Nova Scotia municipalities on issues of sustainability, with an initial focus on energy issues within a sustainable framework.
- b. Assist municipalities in the identification and adoption of a standard accounting system for energy usage and greenhouse gas emissions for municipal units in Nova Scotia, consistent with the Federation of Canadian Municipalities' Partners for Climate Protection (PCP) framework.
- c. Create a network of contacts and information that will build the capacity of municipal units to reduce energy consumption and lower corporate greenhouse gas emissions, as well as increase awareness and encourage the adoption of sustainable practices. This will include a detailed database of sustainable practices projects (with a focus on energy) and the creation of web-based resources. To accomplish this deliverable, the UNSM's

Sustainable Practices Committee will liaise with the Provincial Government to ensure activities of the Coordinator are linked to current Provincial programs related to energy conservation and climate change.

- d. Conduct four regional workshops that focus on energy management, utilizing resources previously developed by UNSM, such as the “Save Money, Save Energy & Cut Emissions - Quick and Easy Steps for Nova Scotia Municipalities” guide published in 2005.
- e. Initiate strategic energy planning processes with no fewer than two municipal units in Nova Scotia as identified by the Sustainable Practices Committee. The Municipal Sustainability Coordinator will utilize the national template for energy planning currently being developed by HRM in partnership with Natural Resources Canada. The planning process will also follow the framework required under the Partners for Climate Protection (PCP) program of the Federation of Canadian Municipalities.

5.3.2 Year Two Deliverables

In the second year of operation, the Municipal Sustainability Coordinator will:

- a. Expand and strengthen activities “a,” “b,” “c” and “d” as described in Section 5.3.1.
- b. Expand the strategic energy planning process outlined in “e” above with no fewer than five municipal units as identified by the Sustainable Practices Committee.

6.0 OPERATING BUDGET

Given the scope and operation of the position of the Municipal Sustainability Coordinator, and based on the operational experience of other similar positions in Nova Scotia, the following operational budget is proposed:

ITEM	Year One	Year Two	TOTAL
Salary Expense (includes salary, EI, CPP, benefits, etc.)	60,500	60,500	121,000
Overhead Expenses (includes rent sharing, equipment, operational costs, etc)	20,000	20,000	40,000
Travel Expenses (includes travel costs, conference/workshop fees, training, etc.)	20,000	25,000	45,000
Marketing (includes advertising and marketing activities)	5,000	5,000	10,000
Regional Workshops	20,000	25,000	45,000
TOTAL:	\$ 125,500	\$ 135,500	\$ 261,000

As the Municipal Sustainability Coordinator project will be managed by UNSM, it will utilize the current operating systems available through that organization. This includes financial functions such as payroll, invoicing, bill payment, etc. The Sustainable Practices Committee will give the final direction for all spending activities.

7.0 PROJECT FUNDING

The Sustainable Practices Committee is seeking to fund this two-year term position from the following sources in the amounts outlined below.

Department/Municipality	Amount Requested
Interest Accrued from Canada-Nova Scotia Gas Tax Agreement (currently being held by Service Nova Scotia & Municipal Relations)	200,000
Service Nova Scotia & Municipal Relations* *(in-kind contribution to cover overhead expenses)	40,000
Halifax Regional Municipality	21,000
TOTAL	\$261,000

8.0 PROJECT MONITORING AND EVALUATION

At the end of the two-year term, the Municipal Sustainability Coordinator will be evaluated using the project deliverables outlined in section 5.3. Evaluation of the performance of the project as compared to expected outcomes will be conducted by the Sustainable Practices Committee, and, by extension, the UNSM.

Continuous monitoring of performance and adjustment of targeted activities will be conducted through regular meetings of the Sustainable Practices Committee. This committee will provide the Municipal Sustainability Coordinator with the direction to meet its mandate, monitor performance, and monitor potential changes in the local, regional, national and international environment that could provide opportunities or present issues to its work.