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BRIEFING FORM

SUBMITTED TO: Environment and Sustainability Standing Committee

DIRECTOR'S APPROVAL:

A handwritten signature in dark ink, appearing to be "J. A. [unclear]".

DATE OF MEETING: June 2, 2011

SUBJECT: UNSM Sustainable Practices Committee

ORIGIN

The Manager of the HRM Sustainable Environment Management Office is a member of the UNSM Sustainable Practices Committee.

RECOMMENDATION/ DECISION REQUIRED

(NONE REQUIRED IN THIS CASE, INFORMATION ONLY)

BACKGROUND

Approximately quarterly, the UNSM Sustainable Practices Committee meets. Attached are the minutes of the March 24th meeting. Some of the Committee work has alignment with ESSC Committee Work. This Briefing Note is simply to inform.

ALTERNATIVES AND ASSOCIATED RISKS

N/A

IMPACT/BENEFITS:

N/A

COMMUNICATION ISSUES/OPPORTUNITIES:

N/A

ATTACHMENTS:

March 24, 2011 Meeting Notes

KEY STAFF CONTACT: Richard MacLellan, Manager,
Sustainable Environment Management Office, 490-6056

SUSTAINABLE PRACTICE COMMITTEE MEETING NOTES
THURSDAY, MARCH 24 FROM 1 TO 3:30 PM

LOCATION: UNION OF NOVA SCOTIA MUNICIPALITIES BOARD ROOM

IN ATTENDANCE: Marney Simmons (Chair), Sachi Gibson, Tammy Wilson, Richard MacLellan and Debbie Nielsen

REGRETS: Graham Fisher, Keith Irving, Eric Bolland and Darrin McLean

MEETING CALL TO ORDER

Marney welcomed everyone and called the meeting to order at 1:00 pm.

ADDITIONS TO & APPROVAL OF THE AGENDA

Tammy moved and Richard seconded to accept the agenda as presented.

APPROVAL OF NOTES FROM THE SEPT. 21 MEETING

Richard moved and Sachi seconded to accept the notes as presented.

BUSINESS ARISING FROM THE SEPT. 21 MEETING

- a. **Discussion around a buy local initiative at the spring conference:** This agenda item was deferred as Keith was not in attendance and it was he who proposed the idea.
- b. **Guiding principles for hosting SPC meetings:** Debbie presented the following “green” meeting principles for the SPC:

PROPOSED GREEN MEETING PRINCIPLES FOR UNSM’S SUSTAINABLE PRACTICES COMMITTEE: Adhering to green principles ensures that all aspects the SPC’s meetings, including locations, food services, transportation and materials, are approached with environmental sustainability in mind. By adopting these principles, the committee will improve its environmental performance and demonstrate leadership to other municipal committees.

RECOMMENDATIONS FOR GREENING SPC MEETINGS

1. TRAVEL

- a. A minimum of 50 % of meetings will be held via videoconference.
- b. When travel to a meeting is required:
 - i. Meeting locations will be chosen that require fewer committee members to travel
 - ii. Committee members will attempt to car pool when possible
 - iii. Committee members will attempt to use alternative-fuelled vehicles when possible
 - iv. Committee members will contribute \$5 to UNSM’s Carbon Surcharge Fund for each journey they make to a SPC meeting by car

2. CATERING/FOOD CHOICES

- a. Efforts will be made to purchase local, organic and fair-trade products when possible.
- b. Beverages and condiments will be purchased in bulk, rather than single-serve containers.
- c. Efforts will be made to eliminate disposable cups, cutlery, dishes and other food-related implements.
- d. Committee members will confirm their attendance prior to each meeting to ensure accurate quantities are purchased and to eliminate leftovers.
- e. Committee members will bring their own reusable mugs to meetings.
- f. Pitchers of water will be used instead of bottled water.

3. MEETING MATERIAL CHOICES

- a. All meeting minutes, reports and agendas will be supplied electronically and paper copies of the agenda package will not be made available at meetings.
- b. Technology will be used to communicate information to committee members, rather than flip charts.
- c. Efforts will be made to limit the distribution of paper copies of meeting items not included in the agenda package.
- d. Any PowerPoint presentation made during meetings will be provided to committee members electronically.

Richard moved and Sachi seconded to accept the “green” meeting principles as presented.

UPDATE FROM DEBBIE ON WORK AT THE MUNICIPAL SUSTAINABILITY OFFICE

Debbie provided an overview of her work since the last SPC meeting (see attached report).

UPDATE ON RESEARCH PROJECTS CONDUCTED BY DALHOUSIE UNIVERSITY GRADUATE STUDENTS

- 1) **Carbon Offset Project and Spending of Offset Revenue:** Debbie noted that the student report clearly laid out the advantages and disadvantages of carbon offset programs and recommended that UNSM stick with its self-managed carbon surcharge. The committee agreed to poll municipalities at the spring conference to see if they would be interested in paying a \$5 carbon surcharge. Tammy suggested the money be awarded to a smaller municipality to undertake an energy efficiency project. Marney said she would be willing to present the findings of the poll and the student’s research to UNSM’s Board of Directors in June.
- 2) **ICSP Projects and Next Steps** (see attached recommendations from the two student reports): Debbie noted that a webinar was held in November with 17 participants including members of the SPC, municipal leaders engaged in implementing their ICSPs, graduate students from Dalhousie University and Chris Lindberg from Stratos Inc. to discuss best practices and ways UNSM could support municipalities in bridging the planning to implementation gap. It was recommended that UNSM host a hands-on workshop for elected officials and staff in advance of the spring

workshop to support this process. Following the webinar, Chris provided a quote to facilitated a workshop and introduce participants to a framework developed by Stratos to help municipalities with the implementation process. Debbie asked the committee if they would be willing to support this proposal, which came in at approximately \$6,000. The committee agreed that we should proceed with the workshop on May 11 and emphasized that the workshop should address rural municipalities. Debbie offered to develop a report on the workshop so its proceedings could be shared with other units.

UNSM SPRING WORKSHOP SESSION IDEA

Debbie provided the following session description to UNSM's conference planner as the sustainability session on May 12 at the spring conference in Digby:

Short Snappers Highlighting New Municipal Sustainability Resources

Come and learn about new programs that will help make your municipality more vibrant and sustainable! This session will feature a number short and snappy presentations to highlight new municipal resources to help you save money, make your operations more energy efficient and prepare your municipality for the impacts of climate change. We'll talk about a municipal idle-free toolkit, model climate change actions plans, a new community emissions reduction program, resources for developing wind energy plans and the results of the Municipal Sustainability Scan.

Sachi suggested delivering the presentations in a pecha kucha style (20 slides, 20 seconds each). She will send a sample pecha kucha presentation.

WORK PLAN & BUDGET

The committee decided to defer the discussion of the work plan and budget to a conference call in late April/early May.

CLIMATE CHANGE LEADERS PROGRAM

Sachi noted that Paul Schwartz of NS Environment would be interested in discussing the idea of developing a climate change leaders program in collaboration with UNSM. The development of this program would fulfill one of the commitments in the MOU on Climate Change with UNSM and the Province. The committee agreed to invite Paul to one of our Sustainable Practices Committee meetings.

It was also suggested that we work with Paul's department to develop a municipal sustainability policy for AMANS policy manual.

NEXT MEETING

The next meeting will be a conference call to discuss the MSO work plan and budget, scheduled for May 16, from 10:30 am until 12 noon.

**THE MUNICIPAL SUSTAINABILITY COORDINATOR'S REPORT TO UNSM'S
SUSTAINABLE PRACTICES COMMITTEE**

OCTOBER 2010 - MARCH 2011

1. The Municipal Sustainability Office (MSO) organized a Sustainability Breakfast at UNSM's Fall Conference in Membertou on October 28 with guest speaker, David Miller, principal partner of BioGas Inc., a renewable energy technology company headquartered in Centreville. BioGas Energy Inc. has developed a closed-loop system that uses organic materials to generate various forms of energy, such as thermal energy and biogas to fuel vehicles (it also produces biomass, which would provide an additional source of renewable energy).
2. The MSO hosted its first webinar on November 15 with 17 key sustainability people to discuss ways to help municipalities implement their ICSPs. The webinar combined presentations on best practices in bridging the planning to implementation gap and updates on local initiatives. A number of key next steps were identified at the webinar, including hosting a workshop for elected officials in at UNSM's spring workshop.
3. The projects relating to the implementation of ICSPs and a municipal carbon offsetting initiative with the Dalhousie University graduate students in the Management Without Border class wrapped up on December 1st with a poster conference. Final reports for all three projects were provided for the MSO (see attached overview of recommendations from the two ICSP reports).
4. The MSO hosted its first sustainability tour with HRM on November 24th with 22 participants. The tour combined a number of presentations and site visits to highlight HRM's key sustainability projects and share best practices. The intent is to partner with different municipalities annually to host sustainability tours which will create learning opportunities from the successes of these other units.
5. The MOS issued a questionnaire in October to identify existing wind by-laws in Nova Scotia, which will be made available on the MSO website. The results of the questionnaire have also been used to develop a wind energy toolkit for municipalities in partnership with the Department of Energy to help elected officials and staff addressed questions relating to wind development in their municipalities. The toolkit will include fact sheets, videos, an analysis of potential job opportunities and tax benefits from wind development, and a listing of municipal wind bylaws. The toolkit will be available in early April.
6. UNSM's Active Transportation Committee developed a work plan based on the outcomes of its strategic planning session in the early fall. The committee continues to meet regularly to create projects based on the results of its strategic plan (meeting dates: October 18, Dec. 10, Jan. 17, Feb. 3, and Feb. 24). Currently, committee members are developing a funding proposal to submit to the Department of Health and Wellness to undertake the following initiatives:

- a. Provincial active transportation conference in 2012*
- b. Active Transportation policy templates
- c. Regional active transportation workshops
- d. Monitoring active transportation progress by re-administering the survey

*A meeting to discuss this idea is scheduled for March 29 with UNSM's interim executive director and event planner, and members of the AT Committee to discuss the feasibility of this initiative before presenting to UNSM's Board of Directors

7. An energy asset mapping workshop was held on Oct. 15 in partnership with Natural Resources Canada, the Canadian Urban Institute and Strait-Highlands RDA was very well received. Over 40 registrants participated in this integrated community energy and greenhouse gas mapping initiative.
8. The call for applications for the *LED Holiday Light Exchange Program* with Nova Scotia Power closed on October 15. Sixty municipalities and communities across Nova Scotia hosted events between Nov. 25 and December 16 to exchange incandescent holiday lights for energy efficient LEDs.
9. A status report for 2010-11 and business case for 2011-14 for the MSO, a requirement under the Canada-Nova Scotia Federal Gas Tax Agreement, was submitted to Service Nova Scotia & Municipal Relations for the January 15 deadline. The allocation of funds for this fiscal year will be based on the submission.
10. A conference call with municipal representatives and Nova Scotia Energy staff was held on February 17 to discuss what resources municipalities may need to take advantage of the new Community Feed-in Tariff (COMFIT) program and other opportunities presented in the Renewable Electricity Plan. NS Energy shared their roster of educational initiatives planned for the coming year. The call also provided an opportunity to hear what training/workshops municipalities feel they need to understand the COMFIT program and to position them to take advantage of the opportunities it provides.
11. A project evaluation session was held on March 15 with representatives from Nova Scotia Energy, UNSM, Ecology Action Centre, Cumberland County and the District of Shelburne to identify lessons learned and best practices from the Wind Energy Development Plan Projects. Both municipalities are required to provide a final report on their projects, which will be made available on the MSO website. Also, a report will be developed to highlight both projects and identify lessons learned and best practice.
12. I attended FCM's Sustainable Communities Conference in Victoria from Feb. 7-10 and participated as a table facilitator for Natural Resources Canada's session on Energy Asset Mapping on Wednesday, Feb. 9 with 120 participants. My role was to help lead the session's hands-on mapping exercise.
13. On February 18, members of the Active Transportation Committee presented to UNSM's Board of Directors and asked them to support the following motion:

That the UNSM write the Premier requesting the various departments mandated to support active transportation work together to develop a provincial AT policy and plan, and provide resources for implementation. The motion was carried and a letter was sent out under the President of UNSM's signature to Premier Dexter asking for his support (a copy of this letter is attached).

14. The MOU on Climate Change's coordinating committee completed a status report on progress made towards the achievement of the 23 commitments detailed in the agreement. On February 22, the coordinating committee presented a draft status report to the executive directors of UNSM, Nova Scotia Environment and Service Nova Scotia & Municipal Relations for their comments. The final status report, which incorporated comments from that meeting, was presented to UNSM's Board of Directors on March 18. In addition to highlighting progress made so far, the status report recommends changes to the commitments and the implementation plan (a copy of the status report is attached).
15. On March 2, the Nova Scotia Steering Committee for the Atlantic Climate Adaptation Solutions (ACAS, formerly RAC) met to discuss the current status of all components of the project in the pilot municipalities (including HRM, Town of Yarmouth, Town of Windsor, Municipality of the District of Yarmouth, Town of Oxford, Town of Wolfville, Town of Kentville, Municipality of the County of Kings, Town of Hantsport, Municipality of the District of Lunenburg, Municipality of the County of Cumberland, Municipality of the District of West Hants and Town of Amherst). The MSO submitted a request for funding to develop a knowledge transfer initiative to make relevant information and resources from the ACAS project available and accessible to municipal decision-makers and staff for their use in practice, planning and policy-making. It would involve two main components: an outreach program and the development of a summary document that provides project component overviews and highlights key findings from the ACAS project.
16. The MSO prepared a presentation (delivered by UNSM's President, Mayor Billy Joe MacLean) on the role of municipalities in developing community energy systems and outlining challenges and barriers to implementing these systems to the Standing Senate Committee on Energy, the Environment, and Natural Resources on February 28.
17. A series of COMFIT training workshops were held throughout Nova Scotia from March 10-18. The Department of Energy contracted a team lead by the Ecology Action Centre to develop a training toolkit around the COMFIT program to engage potential community advisers or trainers across the province. Following these workshops, the MSO will work with municipal representatives and Dept. of Energy to identify if further training is required.
18. Equipment was purchased through AMA's Video Conferencing Program to provide webcams and licenses for SPC members to participate in future meetings by video conference.
19. The MSO is wrapping up the following projects for the March 31 fiscal year-end deadline:

- a. The Municipal Sustainability Scan (\$12,000 with funding from ecoNova Scotia, Nova Scotia Environment and Service Nova Scotia & Municipal Relations)
 - b. The Wind Energy Development Plan Projects with the District of Shelburne and Cumberland County (\$80,000 in funding from Department of Energy)
 - c. The Idle-less Toolkit for Municipalities (\$9,000 with funding from Nova Scotia Environment's Climate Change Directorate and Air Quality Branch)
 - d. The Model Climate Change Mitigation Plan Project (\$10,000 in funding from Nova Scotia Environment and Service Nova Scotia & Municipal Relations)
20. Since September, the MSO has been working with Nova Scotia Environment to develop a new website initiative, titled *Dollars and Sense*, which highlights municipal projects that resulted from ecoNova Scotia funding from 2007-10. The purpose of the project is to capture the successes and "lessons learned" from these projects so that they might inspire the development of further sustainability initiatives within our municipalities. A launch to announce the project is scheduled for March 25 in Bridgewater, where remarks will be given from UNSM's President, the Minister of Environment, the Mayor of Bridgewater and the town's Sustainability Planner.
21. In an effort to let municipalities know about the work of the MSO and available resources, a number of presentations were scheduled throughout the fiscal year. These included: Municipality of the District of St. Mary's (Dec. 1), CBRM (Dec. 7), Municipality of the County of Victoria (Jan. 10), AMA's Fall Conference (Oct. 7), A workshop on updating ICSPs for Pictou County municipalities (March 4), *The South Shore Active Transportation Symposium* (March 8) and *The Changing with the Climate Workshop* hosted by the Nova Scotia RDA Association in Debert (March 10).
22. The MSO is currently working with EAC to create a summary document of their Municipal Idle-free Report to make it more accessible to busy elected officials.
23. The MSO is working with a group of Masters of Public Administration students at Dalhousie University to research ways to change drivers' behavior to reduce unnecessary idling.
24. The MOS continues to provide a monthly update to UNSM's Board of Directors and to make monthly contributions to UNSM's e-newsletter.

REPORT FINDINGS FOR IMPLEMENTING INTEGRATED COMMUNITY SUSTAINABILITY PLANS

PROVIDED BY MANAGEMENT WITHOUT BORDERS GRADUATE STUDENTS ON DECEMBER 2010

RECOMMENDATIONS FOR RURAL MUNICIPALITIES

1. Make sure that the municipality has the capacity to implement the ICSP, i.e. ensure that the proposed projects and initiatives are not beyond the means and capability of a municipality.
2. Ensure that, as much as possible, an ICSP is a community-created and -based plan by reminding community members of their significant role in its creation, and by involving them in the implementation process.
3. Create a municipality or community-based ICSP website that provides updates on implementation progress as a way of helping the community stay connected and keeping community members informed about the progress of their ICSP.
4. Develop a system to measure and report progress, and to evaluate the success of efforts to implement the ICSP.
5. Seek assistance with securing funding (e.g., writing grant applications/proposals) from municipalities with more experience and access to resources.
6. Start with small projects and initiatives, especially when confronted with budgeting restraints, and let the momentum build as awareness increases and more funding becomes available.
7. Be creative and seek innovative ways for increasing public awareness concerning sustainability issues, e.g., through public art projects or murals.

TO INCREASE SOCIAL COHESION AND RESTORE A SENSE OF COMMUNITY:

1. Hold community events and gatherings (e.g. local farmers' markets, sporting events, and festivals) as opportunities to develop and strengthen relationships between community members.
2. Make use of appropriate tools and technology for maximizing communication and sharing information.
3. In addition to using websites and the internet to communicate within rural communities, take advantage of other opportunities for building networks through local institutions including schools, libraries, and churches.
4. Encourage development of committees of concerned citizens to be responsible for discussing issues of importance to the community and who will be responsible for coming up with ideas for related projects that the community can be involved with implementing.
5. Establish and/or maintain public spaces that reflect local heritage, culture, and/or identity, and that promote community involvement and positive interactions between community members.
6. Explore opportunities for investing in projects with both social cohesion and potential tourism benefits, such as the creation of public art (e.g., murals), development of recreational trails and services, and the organization and marketing of unique goods, services, and/or cultural and historic sites.

TO ENSURE THE NECESSARY AND APPROPRIATE POLICIES AND PROCESSES ARE IN PLACE TO SUPPORT DESIRED OUTCOMES:

1. Appoint a stakeholder committee to review by-laws for out-dated and unnecessary barriers to growth, i.e. zoning by-laws, licensing and permit processes, hiring and purchasing practices to make sure each reflects the vision for the community.
2. Determine criteria and processes for appointing the stakeholder committee clearly outlining size and scope of the committee and reporting/accountability structure.

TO DEVELOP PARTNERSHIPS:

1. With the environment a top priority, collaborate with non-profit environmental non-governmental organizations to help address issues.
2. In general, steer away from a growth-driven economy (and the inherent industry or monetary bias) and support projects that encourage long-term, steady-state, non-profit economic well-being.
3. Form effective networks between municipalities and the non-profit sector by building partnerships linked by commonalities in project goals and mandates.
4. Form steering committees comprised of 5 to 20 members by recruiting individuals with respected backgrounds in environmental and social issues and with no monetary bias.

UNSM's RECOMMENDED ROLE:

1. Support initiatives for increasing community cohesion
2. Help municipalities work through statutory barriers
3. Provide support and guidance throughout the implementation process
4. Provide assistance to identify funding opportunities

RECOMMENDATIONS FOR TOWNS AND REGIONALS

1. **FORM AN INTERNAL ADVISORY COMMITTEE TO TAKE THE LEAD ON ICSP IMPLEMENTATION.** These committees will be vital in identifying and directing priorities, and developing methodology to move ICSPs forward. One task for the committee can be to examine existing tools and policies within the municipality, which is an important step to implementation. By looking at such things as existing bylaws, active transportation projects and the structure of road networks, municipal representatives can better understand what tools are already in place to help turn their plans into action. This knowledge will help to build capacity, which in turn can improve the structure of the organization. It will also provide an opportunity to link specific actions (e.g. infrastructure investments) to larger goals of sustainability, which will be an important step in expanding community support. Strong leadership is essential for implementing sustainability projects; internal committees can take on this role, spearheading initiatives that will allow ICSPs to move forward.
2. **DEVELOP A MULTI-STAKEHOLDER COMMITTEE TO ASSIST WITH THE IMPLEMENTATION PROCESS.** This will help to capitalize on the knowledge and skills of community members while involving them in

the process of ICSP implementation. This form of stakeholder engagement is essential for the success of ICSPs, allowing for ownership of the projects to be extended into the community. Hemmati et al. (2002) explain that dialogue between stakeholders is crucial to successful multi-stakeholder processes; our recommended committee will allow for this to occur. With such a committee the public engagement that took place during the planning process of the ICSPs can be expanded, leading to more support for projects. It will be essential for this group to engage with the wider community to keep communication flowing, which will improve the transparency of the process.

3. **DEVELOP A LONG-TERM VISION TO AID IN THE IMPLEMENTATION PROCESS.** This is crucial, for it will help to guide current municipal initiatives and allow for continuity in the actions of future council representatives. The multi-stakeholder committee should help to establish this vision statement, ensuring it is compatible with views of community members. Moreover, we recommend that municipalities develop new bylaws and policies that focus on long-term agendas to aid in this process. This can help to bridge the gap between policy and action, as a unifying mandate and policies will ensure accountability in municipalities now and in the future.
4. **EDUCATE STAFF (AND ELECTED OFFICIALS) ON THE BENEFITS OF SUSTAINABLE ACTIONS.** Not only will education led to the acceptance of plans, it will also motivate staff to become more engaged. For example, in the planning department this knowledge will allow staff to look at different ways of using finances that focus on long term purchasing. Integrating sustainability issues into departmental policy planning is essential to ensure that there is policy connectivity across different departments. Whenever possible, we recommend a decentralized approach to education, getting experts to collaborate and share what they know with others in order to cut down on costs. Further, a decentralized approach helps with ICSP implementation, as measures are more likely to succeed if they come from the bottom up (SFU CSCD, 2008c).
5. **EDUCATE THE COMMUNITY.** Municipalities should involve the public school system in this process, making ICSP projects accessible to teachers so that youth can be taught about sustainable initiatives that are being implemented in their communities. We also recommend that municipalities reach out to post-secondary institutions in the province. There is a wealth of knowledge and expertise that can be harnessed from students and professors, which can be helpful in implementing ICSPs. For example, education departments could be in charge of creating community outreach and information campaigns. This Management Without Borders project is an excellent example of how this can take place. Education also needs to be extended to the wider community. This can take place in the form of information booths and community bulletins on both the importance of sustainability projects and the initiatives that are underway in communities.
6. **INVOLVE CITIZENS IN PROJECTS.** Instead of contracting work out, we suggest to hire from within the community for projects (e.g. carpenters, electricians, etc.). Not only will this support the local economy, which is a sustainable measure in itself, it will also foster community spirit and increase support for ICSP projects. As well, future projects will be easier to accomplish with these well-trained professionals.
7. **ENGAGE BUSINESSES AND INDUSTRIES IN THE ICSP IMPLEMENTATION PROCESS.** It is essential to show them the incentives in moving towards sustainable practices. For example, such measures as

using fewer resources, producing less waste and using recycled materials in manufacturing can be beneficial to corporations in the long run, for the cost of changing their practices now will result in profits in the future (Renner, 2004). Not only are these practices good for the long-term health of the environment, they can also lead to greater efficiency and economic gains (Rao, 2000; Duk & Lee, 1997). Moreover, companies who are aware of future trends and changes, such as rising fuel costs and depleting fish stocks, are more able to adapt to these new conditions. Municipalities should play a role through incentives (e.g. promotion of 'green business') and disincentives (e.g. taxes for heavy polluters) to get the business community on board, illustrating that in moving towards more sustainable actions they are protecting the future of Nova Scotia, their consumer base and future profits.

8. **BEGIN WITH SMALLER, MORE EASILY ACHIEVED PROJECTS.** In Bridgetown, for example, one of their first initiatives was the protection of built heritage sites. This comparatively easy task allowed for an initial 'win' to be established, which got the ball rolling for the implementation of more projects. Indeed, focusing on tangible actions that can be (relatively) easily accomplished allows municipalities to move from the planning to action stages, as the visibility and success of projects will result in more enthusiasm from the community on ICSP implementation, allowing momentum to be built.
9. **ENGAGE THE COMMUNITY TO CREATE PRIDE AND INSPIRATION THAT ALLOWS FOR MORE PROJECTS TO BE CARRIED OUT.** While there are many creative ways to do so, to begin we recommend that municipalities identify key priority areas within their own community to get people motivated. Focusing on shared goals and creating projects around them will facilitate the implementation process. Creating opportunities for volunteers to become engaged is recommended as well, for helping to accomplish projects will increase civic pride and support. Indeed, a holistic, integrative approach is also recommended for ICSP implementation.
10. **ENGAGE IN REGIONAL COLLABORATION.** While this may prove difficult because of the competitive nature of municipal relations, it is important to work on. Partnerships between municipalities could cut down on fiscal costs through various cost sharing methods, including areas such as snow removal, water management, and transit systems. Joint solutions to problems will enable more ICSP projects to be implemented. The South Shore collaboration is an excellent example of how this can be achieved, as they worked together and shared ideas to produce their ICSPs.
11. **DEVELOP A NETWORK OF SUPPORT FOR THE IMPLEMENTATION PROCESS.** This can be achieved by appointing representatives from each municipal committee to form a regional committee of mixed stakeholders. This network of municipal committee representatives could then be a unified voice to the province, advising policy recommendations and putting pressure on them for more support. This collaboration of municipalities could be the push the province needs to move forward on implementing policy changes that will in turn help municipalities implement their ICSPs.

UNSM's RECOMMENDED ROLE

1. Take leadership on collaboration among municipalities

2. Provide tools needed to effectively coordinate projects (for example, the UNSM could hold workshops to bring municipal representatives together with the purpose of highlighting ways in which collaboration can be achieved (e.g. cost sharing methods)).
3. Facilitate communication among municipal representatives, allowing ideas and best practices to be shared.
4. Educate elected officials on various aspects of sustainability, providing municipalities with the information they need to move ahead on projects. This can be achieved by developing toolkits or a website where knowledge can be shared.

THE PROVINCE'S RECOMMENDED ROLE

1. Develop a policy structure that supports and enables the implementation process. One example of this is developing a new way for municipalities to gain funding that does not focus on competition amongst them, but instead encourages cooperation.
2. Develop an overarching framework to guide large-scale sustainable management issues such as waste, energy and food security.
3. Develop guidelines for municipalities to measure sustainability. The province should consider making these policy changes so that ICSP implementation can be successful.