

Municipality of the District of Shelburne 2010

Integrated Community Sustainability Plan



Our Vision for 2030...

The creative and resourceful people of the Municipality of the District of Shelburne deeply value their diverse communities, healthy living and quality of life.

We enjoy our clean, natural environment and sustainable resource economy from ocean to forest.

Our tradition of self reliance partnered with new technologies creates a robust economic climate that welcomes renewable energy and new, sustainable industries.

Through cooperation and strong, progressive leadership we build on our rich history to create a vibrant future.



Final Version

2/1/2010

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ACKNOWLEDGEMENTS

This plan was prepared by:

Emily Tipton, P.Eng.
ICSP Planner/Project Coordinator

With the assistance of the ICSP Advisory Committee:

Penny Smith, Municipal Clerk
Marilyn Johnston, Director of Recreation & Parks
Morgan Harlow, Youth Resident (Lockeport Regional High School)
Alex Buchanan, Youth Resident (Shelburne Regional High School)
Scott Robinson, Resident
Christine Curry, Resident
Cathy Holmes, Councillor
Sherman Embree, Warden

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- Members of the South Shore Regional ICSP coordinators group.



ENDORSEMENT BY COUNCIL

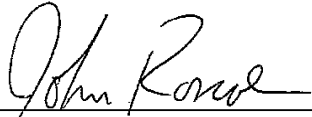
MOTION: ADOPTION OF THE INTEGRATED COMMUNITY SUSTAINABILITY PLAN

Being duly moved and seconded, be it resolved that on the recommendation of the Committee of the Whole, Council accept the staff report regarding Adoption of the Integrated Community Sustainability Plan which states that:

The Municipality of the District of Shelburne adopt the final version of the Integrated Community Sustainability Plan, dated February 1, 2010, and commit to adhere to the principles and goals described within the plan and to undertake to implement its actions.

-MOTION CARRIED

February 22, 2010
Date



Warden Sherman Embree

SECTION 1

INTRODUCTION

ABOUT THE ICSP

An Integrated Community Sustainability Plan (ICSP) is a long term (20 to 50 year) plan that will guide us in making the right investments today so that our community is healthy and sustainable economically, socially, environmentally and culturally for our citizens in years to come. Communities across Nova Scotia are required to develop an ICSP by 2010 as a key requirement of the Federal Gas Tax Agreement and the Municipal Funding Agreement with the Nova Scotia Government. The District of Shelburne has used this requirement as an opportunity to put a long term strategic plan in place to ensure a healthy, sustainable community and assure the quality of life of all our residents. Sustainability is a global issue and it is important to understand it from a global perspective, but also within a local context.

Sustainable development is defined as the global use of resources to meet our present needs without damaging the ability of future generations to meet their needs. Sustainability planning must consider the economic, social, cultural and environmental aspects of the community.

GLOBAL PERSPECTIVE

Sustainability is a global challenge that is well documented. The most recent “Living Planet Report” (World Wildlife Fund, Zoological Society of London, Global Footprint Network, 2008) shows that by the mid 2030’s we will need the equivalent of two planet earths to sustain our current lifestyles if our demands on the planet continue to increase at current rates. The report shows more than three quarters of the world’s people now living in nations that are ecological debtors, where national consumption has outstripped their country’s biological capacity. Global sustainability challenges include water scarcity, pollution, deforestation and climate change as well as social and income inequality. The world’s poor also tend to be disproportionately affected by environmental problems.

LOCAL AND REGIONAL CONTEXT

Closer to home, Atlantic Canadians will recognize through personal experience the impacts of unsustainable activities in the fishing industry. The Atlantic Canada Opportunities Agency (ACOA) included the following description of the sustainability challenges we face in Atlantic Canada in their 2004-2006 Sustainable Development Strategy:

...[M]any areas of Atlantic Canada face social challenges in enabling communities to simultaneously enhance or maintain the well-being of their people, with due regard for ecosystem, health and employment objectives. Confronting these challenges must occur in ways that do not place unbearable environmental, economic or social burdens on this and future generations.

The Province of Nova Scotia has recognized the importance of sustainability as a guiding principle for our economy and our society. In 2007 the Nova Scotia Legislature passed Bill No. 146, the Environmental Goals and Sustainable Prosperity Act (EGSPA), which contains 21 economic and environmental goals for 2020, and is considered to be one of the strongest pieces of provincial or territorial legislation on sustainability in Canada.

For individual communities, sustainability is about balance; we need to change behaviours to create a sustainable community to improve and assure quality of life for ourselves, our children and our grandchildren. As a community we

need to learn how to live more sustainably and continuously evaluate the impacts of our actions – on our neighbours, our culture, our planet and our grandchildren.

SUSTAINABILITY FOR THE DISTRICT OF SHELBURNE

Sustainability is a word that means many things to many people. This document is the beginning of a journey for the District of Shelburne through which the community will define what sustainability means for our community, and what action the municipal government should take to address the sustainability challenges faced by this community.

As part of the process of developing this ICSP, many definitions of sustainability were reviewed and considered. There are many ways of expressing the concept of sustainability and it was important that the definition of sustainability reflect maintaining the health of all aspects of our community including the economy, environment and people.

The definition below was adapted from the definition developed by the Town of Bridgewater based on a science-based definition of sustainability called The Natural Step. For more information on The Natural Step, please visit www.naturalstep.ca.

Ultimately, sustainability means that future generations will be able to enjoy the same quality of life as we do. The Natural Step outlines clear goals for a sustainable society, which can be summarized as:

- All people have the capacity to meet their basic needs
- Natural ecosystems do not become continuously degraded
- Pollutants do not continuously build up in the environment

From these principles comes the definition of sustainability for the District of Shelburne, shown below:

Sustainability Means...

	Living within the Earth's means: •Eliminating pollution •Protecting natural systems •Conserving resources for future generations
While...	
Meeting Basic Human Needs: •Physical, mental, social, economic, spiritual •Protection from harm •For current and future generations	

THE ICSP DOCUMENT AND STRUCTURE

The District of Shelburne ICSP structure is illustrated in the following figure. Each element is described in the text below.



VISION FOR 2030

The vision statement expresses how our Council and our residents imagine the future of the District of Shelburne as a sustainable community in 2030.

SUSTAINABILITY SOLUTION AREAS:

The sustainability solution areas define the areas that will be addressed in the ICSP based on input from the public. These areas have been prioritized based on public feedback and connected to the four pillars of sustainable development.

SUSTAINABILITY PRINCIPLES:

In order to achieve sustainability, we have defined the following four principles (adapted from the Natural Step framework¹), which will form the basis of the ICSP and the decision framework for future development in the municipality. These principles have been used in the development of the plan to test the goal and strategy statements against the definition of sustainability for the District of Shelburne.

¹ www.thenaturalstep.ca



Economy: We will take action to enhance and support our local economy and future economic development, and ensure that economic development is balanced with social, environmental and cultural concerns.



Resources: We will minimize our consumption of non-renewable resources and creation of pollution and waste to preserve resources and the environment for future generations.



Natural Environment: We will work to prevent damage to the natural assets within our community including our coastal areas, beaches, harbours, clean air, protected forest environments, lakes and rivers.



People, Culture & Communities: We will take action to maintain and improve the quality of life of all our residents and ensure that they can meet their basic needs – physical, mental, social, economic, and spiritual and protection from physical harm.

PATTERNS FOR IMPLEMENTATION:

Part of the ICSP planning process has been to look systemically at the Sustainability Issues and Sustainability Solution Areas in order to understand how they are interrelated and how action in some areas may affect results in others. Several methods were used in order to understand the relationships between the issues and solution areas. This analysis included the use of systems thinking archetypes (Hersymowych & Senko, 2007). The systems thinking archetypes were used to describe the common themes and connections between the sustainability solution areas in our desired future system. The systems thinking archetypes are a way of expressing generalized patterns of behaviour to help define how things work in a complex system.

Using the systems thinking archetypes, we have developed a set of *patterns for implementation* of the plan's goals and actions in order to create significant progress toward a sustainable future for the community.

The patterns for implementation that were identified are presented below. These patterns have been used in the development of the action plan to ensure the actions we take are most effective by designing them to create the system dynamics required to move the community towards a sustainable future.



Strut our Stuff: Raise the profile and spirit of our community by focusing on our strengths.

We need to identify our unique assets and plan how we will leverage these to achieve our goals. We will also work with others who have additional strengths and align ourselves toward a common purpose and shared vision.



Invest for Success: Invest sustainably for the future in our community infrastructure, both physical and social.

We need to define success for our community, identify the infrastructure we need to support our future success, identify and plan for limits to our success and monitor the plan. We will continue to build the capacity to meet future demands.



Cooperative Partners: Create cooperative partnerships with other communities, businesses and organizations to achieve our goals.

We need to establish partnerships with organizations that share common goals, be clear about how the partnerships are mutually beneficial, maintain open and honest communication with our partners and trust that motivations and actions come from the best of intentions.

SUSTAINABLE DEVELOPMENT GOALS:

The sustainable development goals define what the District of Shelburne will try to achieve in each of the solution areas. Each solution area will have one or more goals (what we are trying to achieve by 2030) and associated strategy statements (how we will achieve our goals). We have also examined what the desired results from the goals are and what potential positive outcomes the goals may contribute to. The goals, outcomes, strategies and associated indicators are presented in a table for each solution area in Section 4.

SUSTAINABLE DEVELOPMENT ACTION PLAN:

The sustainable action plan describes how the District of Shelburne will take action on sustainability from 2010 to 2015. For each solution area, actions are categorized based on the type of action and the leading organization (whether it is an operations change, or a new project or program and whether it is a municipal action or a regional project). Other related solution areas affected by the actions are indicated. The responsible person or department is also identified for each action. Every 5 years the ICSP will be reviewed and a new action plan will be developed (See Section 6 for more information).

INDICATORS:

To ensure the ICSP is providing tangible benefits to the community and also contributing to the desired outcomes of the federal government (cleaner air, cleaner water and reduced greenhouse gases), indicators for each solution area have been identified to define how success will be measured. As part of the ICSP implementation process, as actions are undertaken, appropriate targets for identified indicators will be defined and monitored accordingly.

GAS TAX FUND

This ICSP has been prepared to comply with federal and provincial requirements for continued receipt of monies from the Gas Tax Fund. This fund is provided by the federal government and administered provincially by Service Nova Scotia and Municipal Relations (SNSMR). Gas tax funds are to be invested in environmentally sustainable municipal infrastructure. Eligible project categories include public transit, community energy systems, water, wastewater management, solid waste management, and roads and bridges, where it can be demonstrated that they will enhance environmental sustainability outcomes. Funding can also be used by municipalities to help them develop long-term plans for improving local quality of life. The required outcomes defined by the federal government are cleaner air, cleaner water and reduced greenhouse gas emissions.

Funding is distributed to municipalities by the Province of Nova Scotia. The distribution is based on a formula proposed by the Union of Nova Scotia Municipalities (UNSM) and the distribution formula includes population, the number of dwellings in a municipality and municipal expenditure. Municipalities must enter into an agreement with the Province (Municipal Funding Agreement) and submit a capital budget identifying eligible project expenditures as well as meet reporting requirements (of which this ICSP is one) before funds are released (Service Nova Scotia and Municipal Relations, 2010). It was recently announced that the Gas Tax Fund will continue indefinitely beyond 2013–14 and become a permanent measure. This will allow all municipalities, both large and small, to better plan and finance their long-term infrastructure needs (Infrastructure Canada). The amount which will be received each fiscal year after 2009/10 is expected to be approximately the same as the amount received in the 2009/10 fiscal year.

The Municipality is required to submit a Capital Investment Plan (CIP) annually, which provides to the Canada-Nova Scotia Infrastructure Secretariat a detailed understanding of anticipated investments into tangible capital assets, including basic facilities, services and installations needed for the functioning of the community such as bridges, roads, water systems and wastewater treatment and collection facilities.

The table below details the Gas Tax Funds that have been received to date by the Municipality of the District of Shelburne and how money has been spent so far:

Fiscal Year	Funds Received	Expenditures	Interest Earned	Net TOTAL
2005/06	\$82,624	Sandy Point Sewer \$16,890		\$65,734
2006/07	\$80,885	Sandy Point Sewer \$10,935	\$2,685	\$72,635
2007/08	\$106,678	Sandy Point Sewer \$14,748	\$4,013	\$95,943
2008/09	\$133,043	Sandy Point Sewer \$11,471 ICSP Development \$28,341 Capital Asset Ledger \$20,000	\$5,703	\$78,934
2009/10 (projected)	\$255,083	Sandy Point Sewer \$166,666 ICSP Development \$100,000 Capacity Building \$50,000	\$5,000	(\$56,583)
TOTAL	\$658,313	\$419,051	\$17,401	<i>Balance carried forward</i> \$256,663

SECTION 2

COMMUNITY INFORMATION

COMMUNITY BASELINE

OVERVIEW

The District of Shelburne is located on the Southwest shore of Nova Scotia and is a rural area with a population of 4,828 (Statistics Canada, 2007) concentrated in the coastal regions. The total land area of the District is 1818.5 km². Established by Statute in 1855, the District of Shelburne is one of five municipal units in Shelburne County and is located on the eastern side of the county, bordering the District of Barrington on the west, the Region of Queens on the east, and surrounding the towns of Shelburne and Lockeport. The District of Shelburne boasts rugged coast line, white sand beaches, fishing villages, a rich maritime history and friendly people.

DEMOGRAPHICS & PERSONAL INCOME

The 2006 Census showed a 2.0% decrease in population in the District of Shelburne, dropping from 4925 in 2001 to 4828 in 2006 (Statistics Canada, 2007). Population decline is a trend common to rural Nova Scotia, and one that has been accelerating in some areas (Rural Communities Impacting Policy Project, 2003).

The median age of the population is 44.9 years, significantly higher than the Nova Scotia median (41.8 years) (Statistics Canada, 2007). Figure 1 below shows the age distribution of the population from the 2006 Census data. This graph indicates in particular that the District of Shelburne has a lower percentage of the population between the ages of 20 – 34, and a higher percentage of the population aged greater than 55, than both the Nova Scotia average and Halifax. Some of this difference can be attributed to migration of youth from rural to urban communities. This trend is not unique to Nova Scotia; it is evident in rural communities across Canada. It has been reported that Nova Scotia has had fewer of its youth move from rural to urban centres than many other provinces and territories (Rural Communities Impacting Policy Project, 2003). However, this age distribution has a significant impact on the community, schools and economy in the District of Shelburne.

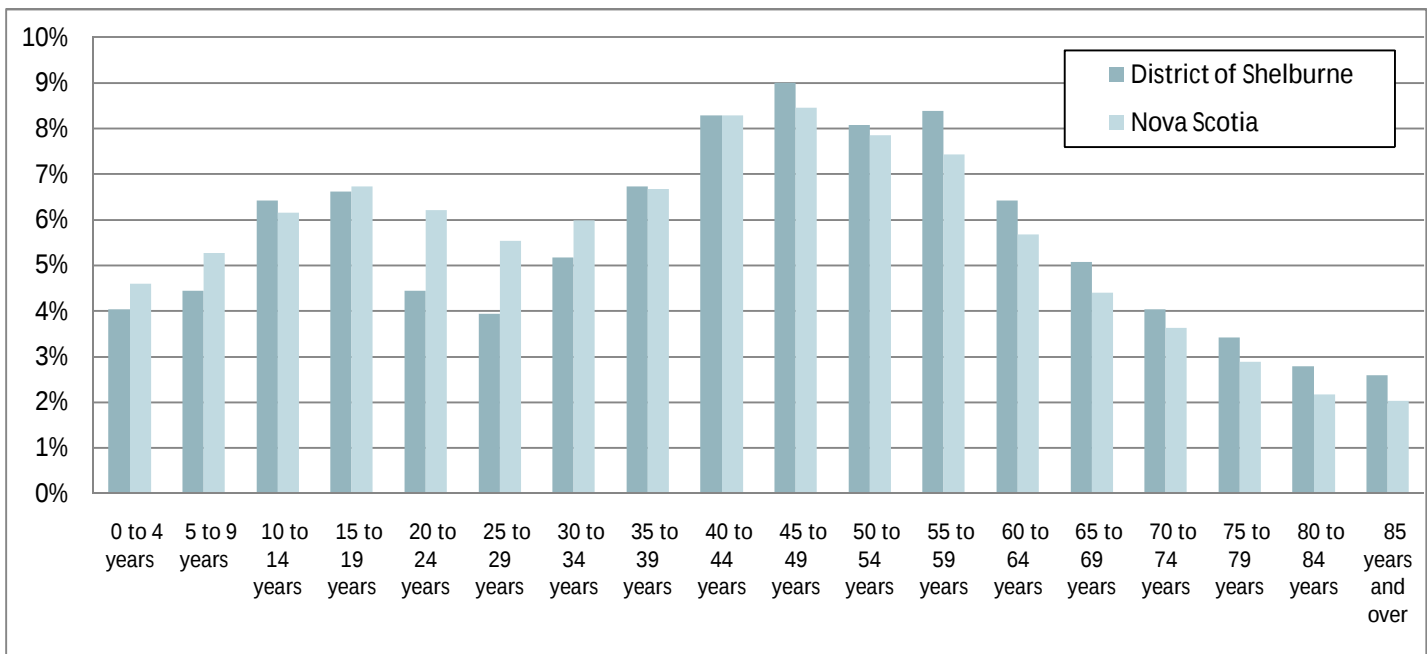


Figure 1. Age Distribution from 2006 Census for the District of Shelburne compared with Halifax and Nova Scotia

The District of Shelburne has a small bilingual population, with 6% of the population fluent in both English and French. There is also a small immigrant population, which comprises just over 3% of the total population (Statistics Canada, 2007).

The District has many seasonal residents, with almost 25% of the private dwellings not occupied year round. Many private dwellings are older, with 83% of dwellings constructed before 1986 compared to the Nova Scotia average of 72% (Statistics Canada, 2007). The majority of dwellings are single detached houses (89.7%), which is consistent with the rural nature of the municipality. However, this statistic does highlight that housing options are somewhat limited.

The median household income in 2005 in the District of Shelburne was \$43,237, which is significantly lower than the Nova Scotia average of \$55,412. Even larger is the disparity between the figures for couple households with children; the median for the District of Shelburne in 2005 was \$53,703 and for Nova Scotia was \$73,048. Figure 2 below compares income by household for the District of Shelburne with other municipalities in Nova Scotia.

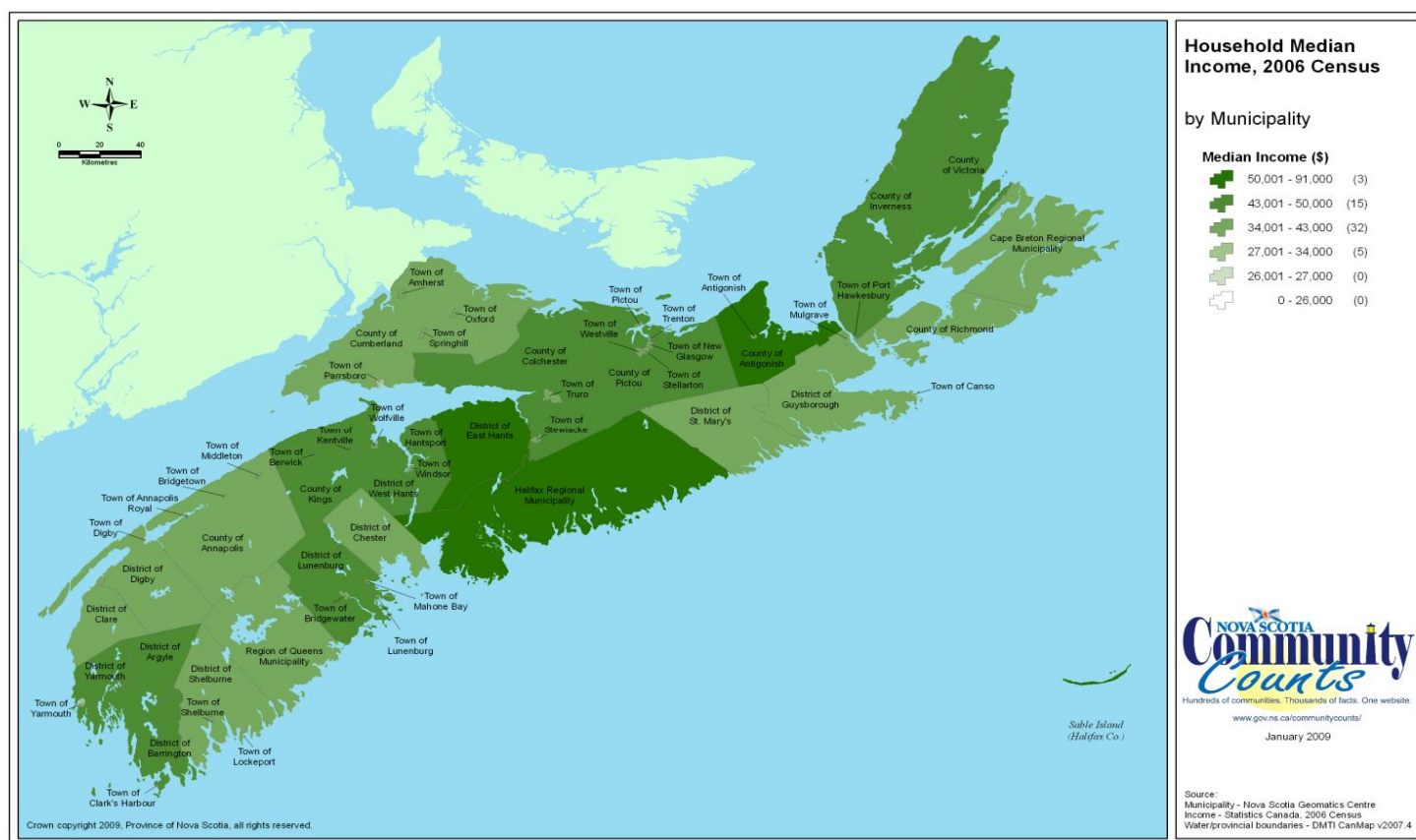


Figure 2. Household Median Income (2006)

Statistics Canada uses the Low-Income Cut-Off (LICO) as a measure to identify families and individuals who have incomes that are below an established level where the household expenditures are disproportionately high for meeting basic needs, including food, shelter and clothing (Statistics Canada, 2008). In 2005, 9.3% of residents were classified as Low Income in the District of Shelburne, compared to 13.8% for Nova Scotia. Although this figure is lower than the Nova Scotia average, the difference in median income figures indicate that many residents of the District of Shelburne have incomes just above the LICO measure.

ECONOMY

Residents in the District of Shelburne consider economic challenges to be the most pressing issues facing the community today. As in many rural communities in Nova Scotia and Canada, a lack of permanent and well-paying jobs places pressure on all aspects of the rural economy.

The primary economic activities in the District are fishing, fish processing and related marine industries. There is also a significant tourism industry, a furniture manufacturer, forestry and mining activity. The economy, as a result, is very dependent on natural resources, particularly the fishing industry. Sustaining rural resources is vital to sustaining the rural economy in the District of Shelburne and it is important to address resource sustainability in a way that does not have a negative impact on the culture, society, environment and economy of the region (Voluntary Planning Natural Resources Citizen Engagement Committee, 2009). The distribution of employment by industry is shown in Figure 3 below (Statistics Canada, 2007):

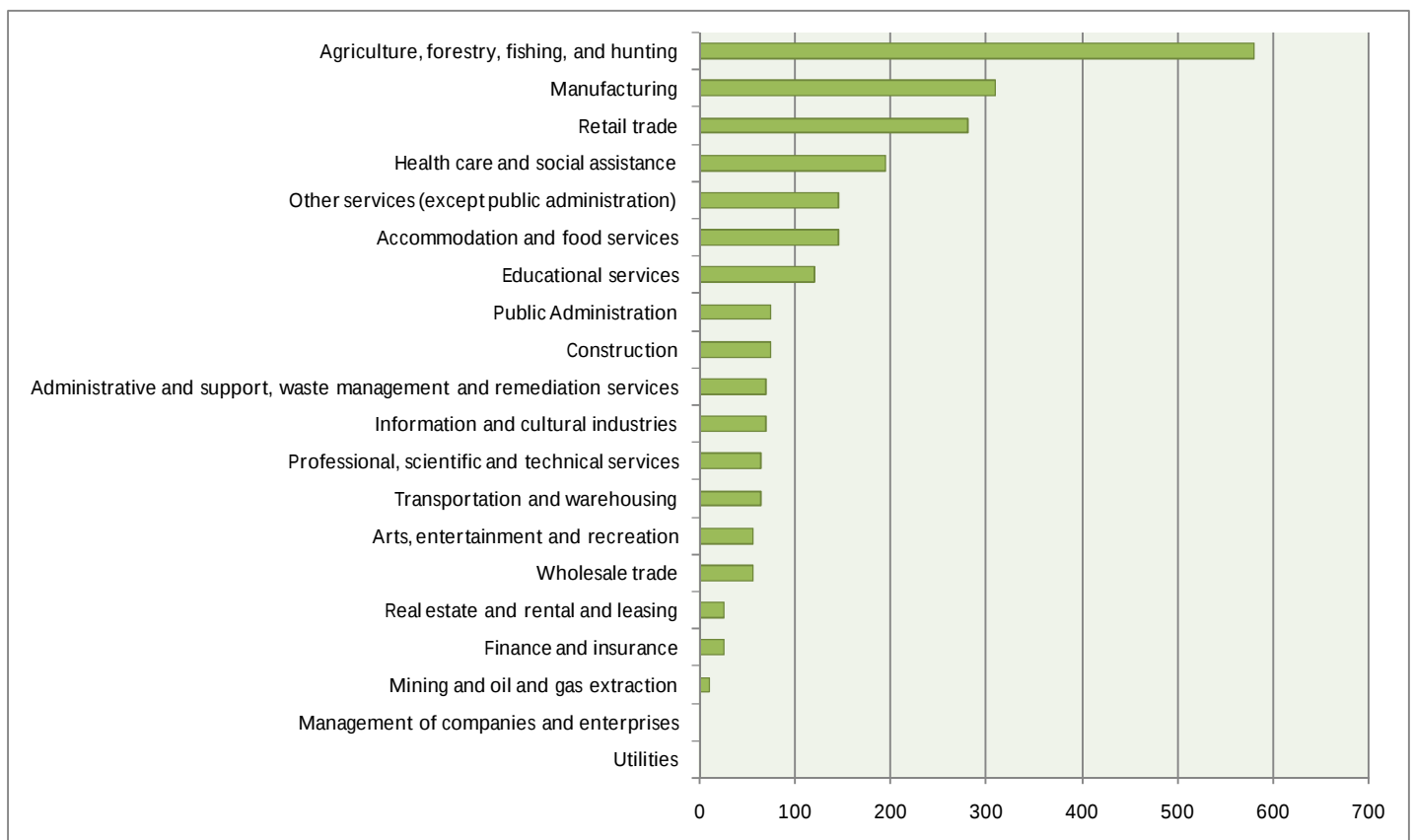


Figure 3. Distribution of Employment by Industry from 2006 Census

Self-employment is much more prevalent in the District of Shelburne than in Nova Scotia in general. The proportion of workers classed as self employed in the District of Shelburne is 18.9% (including both incorporated and non-incorporated), compared to 9.0% in Nova Scotia. Economic diversity is also relatively high. The Economic Diversity Index (Horne, March 2009) illustrates the diversity of an economy based on the distribution of employment amongst industries. Values range from 0 – 100 and a score of 80 or greater is considered a highly diverse economy. From 2006 Census information, the District of Shelburne's Economic Diversity Index is 77.8, compared to 84.2 for Nova Scotia as a whole.

Unemployment in 2006 was considerably higher in the District of Shelburne (16.1%) than the Nova Scotia average (9.1%), as shown in Figure 4.

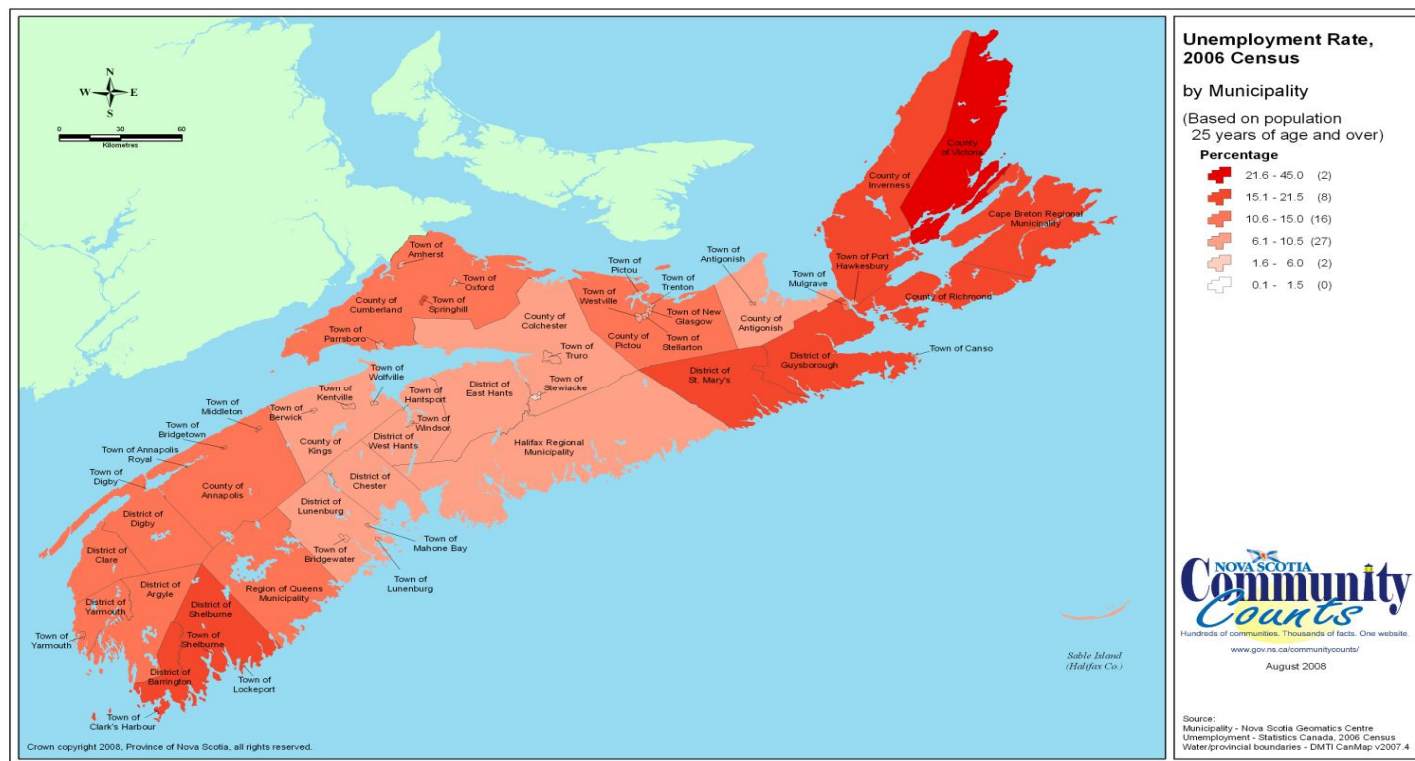


Figure 4. Unemployment Rate by Municipal Unit (2006 Census)

ENVIRONMENT

Protecting the environment is an important issue for the residents in the District of Shelburne as it contributes significantly to quality of life as well as the resource economy.

Low population density and the rural setting of the District of Shelburne means it is home to many spectacular natural areas. There are three provincially protected Wilderness Areas in the District of Shelburne: Bowers Meadows, Tigney River and the Tobeatic, which borders Kejimikujik National Park. Islands Provincial Park and campground is also located in the District of Shelburne. All of Shelburne County is included in the Southwest Nova Biosphere Reserve (one of 15 UNESCO designated Biosphere Reserves in Canada), which also includes Queens, Yarmouth, Digby and Annapolis Counties.

The District of Shelburne includes parts of two Important Bird Areas (IBAs): IBA South Shore (Roseway to Baccaro) and IBA South Shore (Port Joli sector). These sites are particularly important for piping plovers, an endangered bird species which makes its home in Nova Scotia during the breeding season. These sites are also important for many other species of migrating birds.

There are 9 species at risk that are native to the District of Shelburne, including one reptile, three birds, one mammal, one lichen, and three plants as described in the table below (Nova Scotia Department of Natural Resources, 2003):

Species at Risk		National Status	Provincial Status
Wood Turtle <i>(Clemmys insculpta)</i>		Special Concern	Vulnerable
Roseate Tern <i>(Sterna dougallii)</i>		Endangered	Endangered
Piping Plover <i>(Charadrius melodus)</i>		Endangered	Endangered
Harlequin Duck <i>(Histrionicus histrionicus)</i>		Special Concern	Endangered
MOOSE (Mainland Population) <i>(Alces alces americana)</i>		not listed	Endangered
Boreal Felt Lichen <i>(Erioderma pedicellatum)</i>		Endangered	Endangered
Thread-leaved Sundew <i>(Drosera filiformis)</i>		Endangered	Endangered
Tubercled Spike-rush <i>(Eleocharis tuberculosa)</i>		Threatened	Threatened
Long's Bulrush <i>(Scirpus longii)</i>		Special Concern	Vulnerable

COMMUNITY ASSETS

In December 2008, residents of the District of Shelburne were invited to participate in an Asset Mapping workshop. The objectives of the session were to:

- Identify important rural assets;
- Build an understanding of the residents' appreciation of these assets;
- Understand the support currently in place to sustain these assets;
- Identify the threats to the long term sustainability of these assets;
- Plan how the community can sustain and build upon the collective value of these community assets.

The following prioritized list of assets resulted from the workshop.

Asset
1. Hospital/Health Services
2. Fishery
3. People/Skills/Volunteers
4. Schools
5. Coastline
6. Clean & Safe Environment
7. Existing Commerce / Industry / Employment
8. Heritage / Historical Buildings
9. Community Centres
10. Natural Resources
11. Schools/NSCC
12. Recreation/Healthy Living
13. Affordable Land
14. Shelburne Harbour
15. Wilderness
16. Weather
17. Volunteer Fire Departments
18. Potential for Wind Power
19. Undeveloped Land
20. Heritage & Culture

MUNICIPAL INFRASTRUCTURE

Infrastructure assets owned by the District of Shelburne include three buildings, a sewage treatment plant and vehicle fleet. The table below summarizes all municipally owned assets and infrastructure:

Category	Assets	Description
Buildings	Municipal Administration Building	Approximately 16,000 sq. ft. Municipal offices, rented office space & lock-up. Original building 1902, Addition 1969.
Buildings	Public Works Garage	Garage approximately 3000 sq. ft. Built approximately 1940
Buildings	Joint Services Board	C&D Site Office (120 sq. ft.) Scale House (140 sq. ft.)

Category	Assets	Description
Wastewater Treatment	Sandy Point Sewage Treatment Plant	30,000 USGPD design capacity Services industrial park, nearby residences and institutions
Vehicle Fleet	Joint Services Board	3 Garbage Trucks 1 Pickup Truck
Vehicle Fleet	Public Works	1 Pickup Truck 1 Forklift 1 Backhoe
Vehicle Fleet	Recreation	1 Pickup Truck 1 Lawn Tractor
Parks & Trails	Recreation	Welkum Park, West Green Harbour Hall, Trails (Roseway River, Tom Tigney, Foot Bridge, Jordan River)

INFORMATION SOURCES AND COMMUNITY CONSULTATIONS

EXISTING INFORMATION

The District of Shelburne does not have a Municipal Planning Strategy (MPS) that covers the entire District, although there is a MPS and Land Use Bylaw which covers the Lake Rodney Watershed Area. Therefore, this Integrated Community Sustainability Plan is a stand-alone document. However, there have been several documents and surveys developed by Council in previous years, and these documents have been reviewed and their content incorporated into the ICSP where relevant. These include:

- 1993 Strategic Plan
- Rodney Lake Watershed Area Municipal Planning Strategy (2001)
- 2003 Community Survey
- 2005 Economic Development Priorities
- 2006 Strategic Planning (not completed)
- 2007 Physical Activity Strategy
- 2009 Council Goals & Objectives
- 2009 Age Friendly Road Show

The contents of these documents and surveys, as relevant to the ICSP, are summarized in Appendix A. Many of the challenges and issues identified in these documents still exist in our communities today, and many of the priorities are still relevant. These documents were all considered in the ICSP development process.

ICSP PUBLIC INPUT PROCESS

The community engagement process was designed to maximize the opportunities for the public to participate by providing a variety of venues through which people could learn more about sustainability and the ICSP process. Full results of the ICSP Public Input Process can be found in the ICSP Community Engagement Report (Municipality of the District of Shelburne, 2009), and a summary has been included as Appendix B of this document. The public was invited to participate in the following ways:

- **Press Release:** A press release was written and published in the Coast Guard to inform the public about the ICSP process in December, 2008.
- **ICSP Brochure:** A brochure was designed that provided some background information on sustainability and the ICSP and advertised the opportunities for public participation. This brochure was distributed to all mailboxes in the District of Shelburne, Town of Shelburne and Town of Lockport in late January, 2009.
- **Community Sustainability Survey:** A survey was made available online, by pickup at the municipal offices, at all public information sessions and was also mailed out to 10% of residential addresses in the Municipality (562 residences in total).
- **Municipality of Shelburne Website:** The ICSP page on the website offers information about the ICSP process as well as the opportunity to fill in the Community Sustainability Survey online.
- **Open Office Hours:** Open office hours were advertised in the ICSP Brochure for the public to meet with the ICSP Planner / Project Coordinator on Thursdays from 12 – 2 pm in the Council Chambers.

- **Sustainability Line / Email:** An email address and direct telephone line were installed and advertised in the press release and ICSP Brochure for the public to contact the ICSP Planner / Project Coordinator.
- **Asset Mapping Workshop:** In December, 2008, Councillors were asked to invite members of the public to attend an Asset Mapping Workshop to initiate the Community Engagement process for the ICSP. This workshop has been described in a separate report, which can be found in Appendix 2 of the ICSP Community Engagement Report (Municipality of the District of Shelburne, 2009).
- **The Future of Our Assets - Visioning Workshop:** Community members who attended the Asset Mapping Workshop in December, 2008 were invited to attend a follow-up workshop that examined the future of our assets and the opportunities they present in the context of sustainable development. This workshop has been described in a separate report, which can be found in Appendix 3 of the ICSP Community Engagement Report (Municipality of the District of Shelburne, 2009).
- **Public Community Workshops:** A series of seven public community workshops were held (one in each district of the Municipality). These workshops were advertised in the ICSP Brochure, on the website, in the Coast Guard newspaper and with Eastlink cable.
- **Community Group Information Sessions and Workshops:** Over 150 letters and brochures were sent to community groups and businesses in the Municipality in January, 2009, inviting them to participate in the process by holding an ICSP information session or a group workshop for members or employees.
- **Public Goals & Actions Workshops:** Following the initial consultation process from December, 2008 – March, 2009, the public was also invited to participate in two workshops designed to prioritize solution areas and identify possible goals and actions in June, 2009.

Organizations were also invited to participate in a series of workshops exploring issues, possible solutions and the role of the municipal government under each of the four pillars of sustainability (Economic, Social, Cultural, and Environmental). These workshops were held in cooperation with other Municipal Units in Shelburne County and as such covered the entire county in their scope. A summary of the workshop results can be found in the Community Organization Consultations Summary Report in Appendix C of this document. The organizations that participated in these workshops are listed in the table below:

Economic	Social	Cultural	Environmental
ACOA (Atlantic Canada Opportunities Agency)	Roseway Hospital	Churches	Southwest Nova Biosphere Reserve Association
CBDC (Community Business Development Corporation)	South West Health	Shelburne Historical Society	TREPA (Tusket River Environmental Protection Association)
SWSDA (South West Shore Development Authority)	NSCC (Nova Scotia Community College) – Shelburne Campus	Nova Scotia Health Promotion	Nova Scotia Environment – Protected Areas
NSERD (Nova Scotia Economic and Rural Development)	Community Services	Municipal Recreation Directors	Harbour Authorities (Lockeport)
	Schools (Shelburne Regional High School representing all schools)	Shelburne County Trails Association	Nova Scotia Department of Natural Resources
	VON (Victorian Order of Nurses)	Western Counties Regional Library	Agriculture Industry Representative
	Day care (Little People's Place)	Cape Sable Island Historical Society	Private Woodlot Owner Representative
	Long term care (Roseway Manor)	Osprey Arts Centre	Bird Studies Canada
	Tri-County Housing Authority	Shelburne County Arts Council	Federal Department of Fisheries and Oceans
	Tri-County Women's Centre	Shelburne County Women's Fishnet	
		Harmony Bazaar	

SECTION 3

VISION FOR 2030 AND SUSTAINABILITY SOLUTION AREAS

Our Vision for 2030...

The creative and resourceful people of the Municipality of the District of Shelburne deeply value their diverse communities, healthy living and quality of life.

We enjoy our clean, natural environment and sustainable resource economy from ocean to forest.

Our tradition of self reliance partnered with new technologies creates a robust economic climate that welcomes renewable energy and new, sustainable industries.

Through cooperation and strong, progressive leadership we build on our rich history to create a vibrant future.



SUSTAINABILITY ISSUES FOR THE DISTRICT OF SHELBURNE

The following list of sustainability issues was generated based on community feedback from all sources and are listed alphabetically:

Issue	Examples
Coastal Areas	▪ Unrestricted development; no land use planning in place for preservation ▪ Restricted access to beaches due to private land ownership ▪ Rising sea level and erosion
Community Spirit	▪ Negative attitudes and mindsets ▪ Scepticism ▪ Lack of knowledge about change, sustainability
Economy	▪ Lack of industry and jobs ▪ Lack of sustainable, green local economy ▪ Limited access to high speed internet ▪ Challenges for small businesses ▪ Dependent on outside communities for financial survival
Education	▪ Limited opportunities for adult and post-secondary education ▪ Youth need education about finances ▪ Affordable day care is not available for all (economically, geographically)
Energy	▪ Long term trends for rising fuel costs ▪ Dependency on non-renewable resources - oil and imported fuels ▪ Cost, availability and reliability of electricity ▪ High cost of adoption for alternative energy solutions ▪ Inefficiency
Fishery	▪ Decline in the fishery ▪ Reduced local processing of fish ▪ Ineffective government intervention ▪ Destructive fishing practices, big business
Food	▪ Lack of availability of local food ▪ People are not self reliant enough ▪ Lack of food security – dependent on Sobeys
Global Environment	▪ Climate Change ▪ Carbon footprint ▪ World population increase ▪ Reversing damage done to our environment
Health care	▪ Reduced Hospital services (ER closures, travel to Yarmouth/Bridgewater for services) ▪ Shortage of doctors, nurses (and other medical professionals)
Housing	▪ Lack of Seniors housing options ▪ Lack of housing options for young families
Municipal Affairs	▪ Affordability of taxes (increased assessments) ▪ Lack of recognition provincially and federally ▪ Leadership and political will ▪ Inefficiency due to five municipal units in Shelburne County
Population	▪ Out-migration of youth ▪ Ageing population ▪ Seasonal population and/or retirees with conflicting priorities to young families

Issue	Examples
Recreation	- Limited recreation options for children and youth (gym, pool, etc.) - Recreation options are not available to all (due to transportation, cost, etc.)
Transportation	- Poor road conditions, ageing infrastructure - Lack of public transportation
Waste Management	- Increasing litter - Not all residents comply with recycling, composting requirements - No local recycling and composting facility
Water	- Drinking water quality - Sewage disposal

SUSTAINABILITY SOLUTION AREAS

Based on the list of issues generated from the public input process and the other input received regarding possible solutions, the District of Shelburne has identified the thirteen (13) Sustainability Solution Areas. These have been prioritized based on public input and are listed below in order of priority. The priority numbers are the same where the solution area received the same number of public priority votes. Also indicated in the table is which of the four sustainable development pillars the solution area relates to.

Solution Area	Priority	Four Pillars
1 Robust Local Economy	1	   
2 Natural Environment	1	  
3 Economic Growth & Development	1	   
4 Health Care, Recreation and Social Services	2	   
5 Education	3	  
6 Waste Management	3	 
7 Transportation	4	  
8 Municipal Operations	4	 
9 Climate Change Adaptation	5	  
10 Cooperative Community Spirit	5	 
11 Affordable, Healthy Local Food	5	  
12 Renewable Energy	5	 
13 Heritage & Culture	5	 

	Economic
	Environmental
	Social
	Cultural

SECTION 4

SUSTAINABLE DEVELOPMENT GOALS AND ACTION PLAN TO 2015

ACHIEVING OUR VISION: GOALS AND ACTIONS

Beginning on page 26 is a series of tables that describe the sustainable development goals for each solution area and then lists actions identified for the period from 2010 – 2015.

In the first table for each solution area, the goals are stated in terms of what we want to achieve as a community by 2030. The strategies describe how the Municipality will approach these goals. Indicators have been identified for each solution area in order to design targets in the future as the action plans are implemented.

In the second table, action items to be undertaken between 2010 and 2015 are listed for each solution area. These actions have been designed to be systemic in nature, so also impact progress in other solution areas. All the solution areas that an action will impact have been listed in the table. The actions that have already started are indicated. Actions are categorized based on whether they are related to operations or identify a new project or program, and actions that may be approached through regional partnerships are also specified. The actions are numbered based on the action type, solution area and sequential number. The action types are described in the following table:

Action Type	Symbol	Description
Municipal Operations	MO	Actions listed in this table relate to municipal operations (as opposed to capital projects or new programs). In many cases these actions refer to changes or the continuation of ongoing programs.
Municipal Projects & Programs	MP	Actions listed in this table relate to new municipal projects or programs.
Regional Projects	RP	Actions listed in this table are projects and programs for which the Municipality will seek collaboration from other municipal governments, other levels of government and other organizations in the community.

1 Robust Local Economy – Goals & Strategies



In order to be resilient in tough economic times, the District of Shelburne needs to develop its local economy to embrace the emerging “green” economy globally but also to develop a culture that encourages and values local cooperation and collaboration between businesses and organizations. In the past, our communities have been economically vulnerable and strongly affected by external economic conditions. By strengthening the local economy, wealth generated here will stay here and the benefits will be distributed amongst our residents.

What do we want to achieve by 2030?	How will we achieve our goals?	Measuring Success...
1-1 Our local economy is resilient and self-supporting. <i>Local businesses thrive and are able to offer our residents meaningful work at a liveable wage.</i>	→ By creating the conditions to ensure that most businesses are locally-owned and that local businesses are supported by the community. → By helping local businesses to plan for and adapt to future economic challenges. → By fostering a creative, cooperative and collaborative community spirit and encouraging entrepreneurship and innovation.	1-1 Locally owned businesses
1-2 Everyone in our community has access to a sufficient livelihood. <i>Residents are employed in work that contributes to family, community and economy.</i>	→ By enhancing education options to ensure our residents have access to education and training to develop the skills they need. → By helping to ensure that energy, food and transportation costs are affordable and secure for all in the long term. → By creating the conditions to enable our residents to have access to meaningful work with a liveable wage.	1-2 Residents employed by local businesses. 1-3 Residents with income below the Statistics Canada Low Income Cut-Off. 1-4 Number of people using the Shelburne Loyalist Food Bank.
1-3 Goods are produced and consumed locally using environmentally responsible practices. <i>People and businesses shop locally for food, goods and services and our local businesses are environmentally responsible.</i>	→ By increasing the amount of local value-added processing of our resource based products. → By helping to ensure that essential goods and services are available locally, from locally owned and operated companies. → By supporting the transition of local business operations to be more environmentally responsible. → By encouraging and supporting initiatives that increase access for our residents to locally produced goods and services.	1-5 Businesses and organizations with sustainable purchasing practices. 1-6 Community greenhouse gas (GHG) emissions.

1

Robust Local Economy – Actions to 2015

ID	Action	Responsibility	Related Solution Areas
Municipal Operations			
MO-1-1	<u>Economic Development Officer</u> Establish an Economic Development Officer to focus on the District of Shelburne. This could be a staff position, contract position or achieved through a Regional Development Authority.	CAO	1 2 3 5 10 11 12
Municipal Projects & Programs			
MP-1-1	<u>Local Business Conference & Trade Show</u> Work with local business organizations to host an annual capacity building event, including networking, seminars, outreach and a trade show for local businesses. Encourage networking to enhance cooperation and use the event to help define current and future human resource and education needs. Invite external businesses that may potentially want to locate or relocate to the Shelburne area.	Economic Development Officer	1 3 5
Collaborative Regional Projects and Programs			
RP-1-1	<u>Sustainability Partnership Program</u> Establish a Sustainability Partnership Program for local businesses and organizations in Shelburne County. Provide planning and decision making support and collaboration opportunities for businesses and organizations who want to transition their operations to become more sustainable. <i>The District of Shelburne will work with other municipalities in Shelburne County on this action.</i>	ICSP Project Officer	1 2 3 6 8 9 11 12
RP-1-2	<u>ICSP Project Officer</u> Establish a Project Officer for Eastern Shelburne County to manage project implementation for the ICSPs for the District of Shelburne, the Town of Shelburne and the Town of Lockport. <i>The District of Shelburne will work with other municipalities in Eastern Shelburne County on this action.</i>	CAO	1 2 3 5 6 7 8 9 10 11 12
RP-1-3	<u>Enhance Role of Waterfront Development Committee</u> Incorporate harbour development and water use into the mandate of the Waterfront Development Committee; a Committee of Council of both MDS and the Town of Shelburne. Invite industrial stakeholders in Shelburne Harbour, fishing, aquaculture, tourism and recreational organization representatives onto the committee to ensure development of the harbour respects the interests of all residents. <i>The District of Shelburne will work with other municipalities in Eastern Shelburne County on this action.</i>	Municipal Clerk ICSP Project Officer	1 2 3 5 8 9

1 Robust Local Economy

4 Health Care, Recreation & Social Services

7 Transportation

10 Cooperative Community Spirit

13 Heritage & Culture

2 Natural Environment

5 Education

8 Municipal Operations

11 Affordable, Healthy Local Food

✓ Action already started

3 Economic Growth & Development

6 Waste Management

9 Climate Change Adaptation

12 Renewable Energy

G T Potential Gas Tax Eligible Project

2

Natural Environment – Goals & Strategies



Our community has a very strong connection, economically and culturally, to our natural environment including forests, wetlands, coastal regions and our harbours. Our environment now faces many potential threats including climate change and sea level rise, unsustainable harvest practices in our resource based industries and industrial development. Our economy and our culture are dependent on preserving our environment, ensuring access to it for future generations.

What do we want to achieve by 2030?	How will we achieve our goals?	Measuring Success...
2-1 Our natural resource industries have been revitalized, and are based on practices that sustain our resources for future generations. <i>Our natural resource economy will be sustainable and a key part of our local economy.</i>	→ By ensuring education and resources are available to new and existing local resource based businesses for improvements to sustainable practices. → By promoting and marketing our resource based products locally and globally as sustainably harvested. → Through advocacy, cooperation with other stakeholders and active participation in consultation processes with other levels of government to protect our natural resources and the industries that depend on them.	2-1 Resource-based businesses with sustainable operating practices. 2-2 Effective Land-Use Policy covering important natural areas. 2-3 Coastal and watershed water quality
2-2 Our coastal areas, beaches and harbours, forests, wetlands and watercourses are protected from development that may damage the natural ecosystems. <i>Residents and visitors have access to pristine wilderness inland and along our coast.</i>	→ By creating a Land Use Policy which balances environmental protection with public access and sustainable economic activity. → By ensuring municipal policies align with other regional, provincial and federal initiatives for management of coastal areas, forests, wetlands and watercourses. → Through advocacy and by working cooperatively with other stakeholders to ensure policy is effective and enforced.	2-4 Eco-tourism visitors to Shelburne County
2-3 Our natural environment is accessible, where appropriate, for passive recreational use by residents and visitors. <i>Residents and visitors value our environment.</i>	→ By educating and increasing the awareness of our residents and visitors about their responsibilities in protecting the natural environment. → By working cooperatively with other stakeholders and communities to promote the Shelburne area for eco-tourism.	

2

Natural Environment – Actions to 2015

ID	Action	Responsibility	Related Solution Areas
Municipal Projects & Programs			
MP-2-1 G T	<u>Coastal Management Policy & Land Use By-Law</u> Create a Coastal Management Policy and associated Land Use By-Law for coastal zone areas, ensuring alignment with federal and provincial policy on coastal management.	ICSP Project Officer	2 8 9
MP-2-2	<u>Water Resource Strategy and Water Quality Protection</u> Work with the provincial government and other municipalities in the region on effective implementation of the Provincial Water Resource Strategy and integrate into land use planning activities and policies to protect our residents' drinking water quality. Consider incorporating water quality monitoring for natural and protected watershed areas.	ICSP Project Officer	2 8 9
MP-2-3 ✓ G T	<u>Sandy Point Sewage Treatment Plant</u> Complete the replacement and re-siting of the Sewage Treatment Plant at Sandy Point to improve treatment capability and increase capacity. Ensure the new plant is designed for modular expansion as treatment volumes increase with the development of the Shelburne Industrial Park. Include a climate change vulnerability assessment on this new public infrastructure.	ICSP Project Officer CAO	2 3
MP-2-4 G T	<u>Riparian Zone Management Policy & Land Use By-Law</u> Create a Riparian Zone Management Policy and associated Land Use By-Law for watercourses, wetlands, lakes and forests, ensuring alignment with federal and provincial policy on watercourses and forests. Include a review of the existing Land Use By-Law for the Lake Rodney Watershed and a review of the Hayden Lake Watershed Area.	ICSP Project Officer	1 2 3 11
Collaborative Regional Projects and Programs			
RP-2-1	<u>Education Program for Building and Renovation Projects</u> Compile information and provide clear direction to residents on what they can do to help protect the natural environment and become more sustainable through building and renovation projects. Disseminate information on energy efficiency, green building materials, site planning, renewable energy and case studies through the Building Inspection Department. <i>The District of Shelburne will work with other municipalities in Eastern Shelburne County on this action through the Joint Services Board.</i>	ICSP Project Officer	2 11 12
RP-2-2	<u>Advocate for and actively promote a sustainable fishery</u> The local economy depends on an economically and environmentally sustainable fishing industry. This action will involve actively participating in consultative processes and advocating for effective ocean resource management.	CAO	1 2 3

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G T Potential Gas Tax Eligible Project

3 Economic Growth & Development – Goals & Strategies



The Shelburne area has faced many challenges to economic growth in recent years including out-migration, regionalization and challenging conditions in our natural resource industries such as forestry and fishing. The future will provide further challenges for our natural resource economy, so we must focus our economic growth efforts on areas that will help to sustain our community in the long term including diversification of the economy and growth in sectors such as value added resource products, renewable energy and sustainable agriculture and food production.

What do we want to achieve by 2030?	How will we achieve our goals?	Measuring Success...
3-1 Our economy has grown and diversified and exists in harmony with our natural environment. <i>We will see growth in home and internet-based businesses as well as new industries, including renewable energy, which will bring new skills as well as prosperity to the region without damaging our environment.</i>	→ By attracting, retaining, encouraging expansion and removing barriers for businesses that meet sustainability criteria. → By developing and promoting new infrastructure to improve the unique advantages of doing business in Shelburne.	3-1 <i>Economic diversity</i> 3-2 <i>Residential tax burden</i> 3-3 <i>Land occupied at Shelburne Industrial Park</i> 3-4 <i>Population in the District of Shelburne and neighbouring municipalities</i> 3-5 <i>Confidence of residents in economic development strategy</i>
3-2 We have grown our population and seen our young people return to our thriving community. <i>Our local economy offers options for our young people to stay or return to the area and people are attracted to the region as a growth centre for sustainable business.</i>	→ By implementing a re-population and human resource strategy in cooperation with local businesses and economic development organizations. → By developing and nurturing long term relationships between local businesses, organizations and governments and our young people before they leave school.	
3-3 We are confident in and have seen success with an economic development strategy that reflects local values and incorporates the principles of sustainability. <i>The economy is no longer the biggest concern for our residents.</i>	→ By improving the current approach to economic development and introducing the principles of sustainability to help guide action. → By introducing measureable indicators that reflect our values and principles by which we will judge the success of our efforts.	

3 Economic Growth & Development – Actions to 2015

ID	Action	Responsibility	Related Solution Areas
Municipal Projects & Programs			
MP-3-1	<u>Sustainable Business Tax Incentive Program</u> Investigate options for a Tax Incentive Program to encourage businesses to adopt environmentally responsible practices and attract businesses that are environmentally responsible to the area.	ICSP Project Officer	1 2 3 12
MP-3-2	<u>Community Asset Map and Human Resource / Skills Inventory</u> Develop a Human Resource Skills Inventory and Community Asset Map for business attraction. Incorporate a long term human resource database that includes people who have left the area to seek work or further education.	Economic Development Officer	3 5 10 12
MP-3-3	<u>Shelburne Industrial Park Strategic Plan</u> Develop a long term, strategic plan for the development of the Shelburne Industrial Park	Economic Development Officer	1 2 3
MP-3-4	<u>Shelburne Industrial Park Development</u> Develop and service new lots in the Shelburne Industrial Park and introduce land use policy to encourage environmentally responsible industrial developments in the Shelburne Industrial Park Area.	Economic Development Officer CAO	1 2 3
Collaborative Regional Projects and Programs			
RP-3-1	<u>'Opportunities in your Community' Program for High Schools</u> Create a program for the local high schools in cooperation with other municipal units in Shelburne County which promotes local opportunities in health care, marine industries, agriculture and small business. Support and communicate with students who leave the area for educational reasons and support their return to the area. Include an annual award for residents who "stayed" or "came back" to their local communities. Incorporate coordination of co-op placements for skilled trades in high school and for university students with local businesses. Use summer recreation staff for outreach activities with high schools. Incorporate links to local volunteer programs for youth (e.g. Teens Lending Care – TLC program at Roseway Hospital). <i>The District of Shelburne will collaborate with other municipalities in Shelburne County on this action if possible.</i>	ICSP Project Officer	1 3 4 5 8 12
RP-3-2	<u>Repopulation Strategy</u> Implement a Repopulation Strategy for the Shelburne area in partnership with the Chamber of Commerce. Incorporate strategies to encourage in-migration, immigration and re-migration. <i>The District of Shelburne will collaborate with the Town of Shelburne on this action if possible.</i>	Economic Development Officer	1 3 5
RP-3-3 ✓	<u>Tourism Development Strategy</u> Support the Shelburne County Tourism Development Coordinator and develop a long term strategy for tourism development, including eco-tourism, in Shelburne County.	Economic Development Officer	1 2 3 8 13

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4 Health Care, Recreation & Social Services – Goals & Strategies



Over the past several years, the Shelburne area has seen trends towards regionalization of services, making health care, recreation facilities and social services difficult to access locally. The local facilities we do have are sometimes under-utilized due to population decline and are difficult to maintain and sustain. We also suffer from a shortage of health care professionals to staff those facilities. In order to ensure the health and development of our community into the future we need to find creative solutions to revitalize our infrastructure and ensure access to these services, which are essential for the well being of our residents.

What do we want to achieve by 2030?	How will we achieve our goals?	Measuring Success...
4-1 We have adequate health care staff and facilities to care for all our residents effectively, ensure preventative health care is emphasized and give reasonable access to the health care system. <i>Our residents are healthier and happier and have access to primary health care services, appropriate housing, recreation, transportation and social services in our communities.</i>	→ By ensuring our community and our health care facilities are attractive to medical professionals. → By working collaboratively with the Department of Health, Southwest District Health Authority, and other municipal units in Shelburne County on physician recruitment. → By supporting community-led physician recruitment efforts. → By advocating and supporting preventative health care measures and health care delivery solutions that help to reverse the negative effects of regionalization.	4-1 Residents with access to a family doctor or nurse practitioner 4-2 Closure rate of Roseway Hospital Emergency Room 4-3 Diversity of housing options available 4-4 Physical activity levels of residents 4-5 Residents accessing social services when needed
4-2 We have adequate and appropriate housing options available for residents of all ages and income levels in our communities.	→ By encouraging housing development and re-development projects in our communities which increase the diversity of housing options available.	
4-3 Physical activity in harmony with the natural environment has become a core value of our community and is an integral part of our social interactions, recreation and transportation options.	→ By continuing to promote physical activity and provide opportunities for our residents to participate, and by introducing innovative and accessible ways for our residents to incorporate physical activity into daily life.	
4-4 Our residents have improved access to social services and are aware of the programs available to them and how to access them.	→ By proactively accepting responsibility for helping our residents to access services from all levels of government.	

4 Health Care, Recreation & Social Services – Actions to 2015

ID	Action	Responsibility	Related Solution Areas
Municipal Operations			
MO-4-1	<u>Physical Activity Strategy</u> Update the Physical Activity Strategy and incorporate strategies for increasing the uptake of active transportation and increasing the amount of Fitness and Wellness Programs being offered in community halls.	Recreation	4 7 10
Municipal Projects & Programs			
MP-4-1 ✓	<u>Physician Recruitment Strategy</u> Develop and implement a Strategic Plan for recruiting physicians that includes scholarships for local students, among other possible means to keep the health care system accessible, Roseway ER open and in-patient care effective.	CAO	1 3 4
MP-4-2 ✓	<u>Shelburne Medical Clinic Renovation and Expansion</u> Complete the proposed Shelburne Medical Clinic renovation and expansion to update infrastructure and provide space for 6 practicing health care professionals	CAO	1 3 4
MP-4-3	<u>Flexible Office Space for Social Service Delivery</u> Establish office space (flexible) for local delivery of Provincial Social Services (e.g. Housing Authority, Community Services, etc.)	CAO	4
MP-4-4	<u>Funding Guide for Residents, Businesses and Community Organizations</u> Develop a guide for residents, businesses and community organizations to help connect them to services and funding at all levels of government and designate a key responsible person for developing and communicating this information.	Municipal Clerk	1 2 4 8 10 11
Collaborative Regional Projects and Programs			
RP-4-1	<u>Advocate for Travelling Public Health Clinics</u> Lobby the provincial government to establish travelling public health clinics which visit community halls periodically (Well Woman, Well Man, Health Matters, etc.). <i>The District of Shelburne will collaborate with other municipalities in Shelburne County on this action if possible.</i>	Municipal Clerk	4 10
RP-4-2	<u>Advocate for Increased Social Housing and Seniors Care Facilities</u> Lobby the provincial government to expand availability of social housing in Shelburne County, increase the number of licensed nursing homes, seniors care facilities and retirement homes. <i>The District of Shelburne will collaborate with other municipalities in Shelburne County on this action if possible.</i>	Municipal Clerk	4

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Education – Goals & Strategies



Education relevant to our economy and local industry is key to economic growth and development. The local business community, governments and other service providers suffer from a shortage of skilled workers. Links between our educational institutions and our community and local economy need to be strong in order for the community to adapt to coming changes. An effective connection between locally available education options and the needs of the businesses and community would help build capacity and resilience into the local economy.

What do we want to achieve by 2030?	How will we achieve our goals?	Measuring Success...
5-1 Local business, industry and government have the skilled personnel they need to be effective. <i>Local businesses thrive and are able to offer our residents meaningful work at a liveable wage.</i>	→ By maintaining connections with young people who leave the area for further education to encourage them to return for opportunities that require their skills. → By supporting and advocating for broader remote access to continuing education, training and lifelong learning opportunities.	 5-1 <i>Course offerings (especially marine industry and renewable energy related) at NSCC - Shelburne Campus</i>  5-2 <i>Young people (16 – 34) opening businesses in Shelburne County</i>
5-2 Young people have the option of obtaining further education locally to access local jobs. <i>Our local economy offers options for our young people to stay or return to the area and people are attracted to the region as a growth centre for sustainable business.</i>	→ By developing a strong connection between the high schools and the local business community. → By facilitating the connection between local businesses and local providers of post-secondary education.	 5-3 <i>Opportunities for marine industry related training and apprenticeships in Shelburne County</i>
5-3 Shelburne is a recognized centre worldwide for marine industry related education and training. <i>Marine-related industry thrives and diversifies, providing more opportunities to our residents for work and education.</i>	→ By actively pursuing the development of Shelburne County as a Marine Centre of Excellence. → By supporting all projects and initiatives that create opportunities for marine industry related education and training.	 5-4 <i>Co-op student and apprenticeship placements with local businesses</i>  5-5 <i>Graduates from NSCC - Shelburne Campus who work or open businesses in the Shelburne area post-graduation</i>

5 Education – Actions to 2015

ID	Action	Responsibility	Related Solution Areas
Municipal Operations			
MO-5-1	Community Use Programs at SRHS – Community Input Introduce an annual event for community input into the Community Use Programs at Shelburne Regional High School. Enhance programs to incorporate continuing education relevant for local business and industry.	Recreation Economic Development Officer	1 5 8 10 11
Collaborative Regional Projects and Programs			
RP-5-1	Shelburne County Marine Centre of Excellence Update and enhance the concept of Shelburne County as a Marine Centre of Excellence, leveraging the opportunities that technology has created for this project. <i>The District of Shelburne will collaborate with other municipalities in Shelburne County on this action if possible.</i>	Economic Development Officer	2 3 5
RP-5-2	Advocate for Increased Course Offerings at NSCC - Shelburne Campus Lobby the provincial government and NSCC to enhance course offerings particularly with respect to the fishery and marine industry, and renewable energy technologies. <i>The Municipality of the District of Shelburne will collaborate with other municipalities in Shelburne County on this action if possible.</i>	Economic Development Officer	1 5 12
RP-5-3	Advocate for the Establishment of a Marine Centre of Excellence in Shelburne County Lobby for the establishment of a Marine Centre of Excellence in Shelburne County. <i>The District of Shelburne will collaborate with other municipalities in Shelburne County on this action if possible.</i>	Economic Development Officer	1 5
RP-5-4 GT	Sustainability Leadership and Public Education Program Start a public education campaign for sustainability that includes a leadership program for local businesses and organizations to help them to deal with the changes that transitioning our economy and society to sustainability will introduce. Incorporate a column in the local newspaper to tell the stories of individuals, businesses, community groups and projects that are helping progress the community towards sustainability. <i>The District of Shelburne will collaborate on this action with other municipalities in Shelburne County, and in the South Shore Region, if possible.</i>	ICSP Project Officer	1 2 3 5 8 10

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GT Potential Gas Tax Eligible Project

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Waste Management – Goals & Strategies



Reducing waste through reuse and recycling is an important strategy for a sustainable future for our community. Dealing with waste is costly and negatively impacts our environment. Reducing and effectively managing waste requires a balance of education and regulation to influence behaviour. To be successful at reducing waste, our community needs to reduce the amount of waste generated, manage waste more effectively, and deal with more of our waste locally, either through recycling or composting.

What do we want to achieve by 2030?	How will we achieve our goals?	Measuring Success...
6-1 Waste to landfill is minimized and all recyclables and compost are handled locally. <i>Residents consciously reduce waste and understand the consequences of creating waste.</i>	→ By introducing and enforcing an effective Waste Management Policy and ensuring this policy aligns where appropriate with policy in other municipalities and complements policy at other levels of government. → By developing the capacity for local waste handling.	6-1 Recyclable and compostable materials handled locally 6-2 Waste production per capita 6-3 Greenhouse gas emissions and fuel costs from shipping compost and recyclables to Queens 6-4 Illegal dump sites and prevalence of litter 6-5 Participation in Municipal Litter clean-up programs
6-2 Our community embraces waste diversion and appropriate waste management as a core value, resulting in minimal violation of waste management by-laws (e.g. littering and illegal dumping). <i>Our residents are proud of our clean communities.</i>	→ By continuing and enhancing Waste Management Education Programs in partnership with other municipalities where appropriate. → By introducing effective programs for litter clean-up.	

6

Waste Management – Actions to 2015

ID	Action	Responsibility	Related Solution Areas
Municipal Operations			
MO-6-1 ✓	<u>Waste Management By-Law Review</u> Strengthen, develop and enforce Waste Management By-Laws by adding curb side bag limits for residual waste and implementing increased fines for littering and illegal dumping.	Waste Diversion Coordinator Municipal Clerk	6
Municipal Projects and Programs			
MP-6-1 ✓ G T	<u>Waste Transfer Station (Phase 1)</u> Waste Transfer Station (Phase 1) to compact compost and residual waste before transport to Liverpool	Municipal Clerk Joint Services Board	1 3 6 8
MP-6-2 ✓	<u>Roadside/Beach/Wharf Cleanup Grant Program</u> Introduce a Roadside Litter Pickup / Beach Cleanup / Wharf Cleanup Grant Program for volunteer organizations. Introduce a dedicated education campaign to reduce litter.	Waste Diversion Coordinator	6 10
MP-6-3 ✓	<u>Litter Deterring Signage and Waste Containers</u> Increase litter deterring signage and incorporate waste containers at pull off sites and boat launches.	Waste Diversion Coordinator	6
MP-6-4 G T	<u>Waste Transfer Station (Phase 2)</u> Waste Transfer Station (Phase 2) to add a local composting facility and recycling facility.	Municipal Clerk Joint Services Board	1 3 6 8
MP-6-5 ✓	<u>Illegal Dump Site Inventory and Cleanup</u> Establish a continuing inventory of illegal waste sites for attention and where possible arrange for cleanup or monitoring.	Waste Diversion Coordinator	6
Collaborative Regional Projects and Programs			
RP-6-1	<u>Enhance Waste Reduction and Diversion Education Programs</u> Enhance Waste Reduction and Diversion Education Programs to support backyard composting, improve recycling habits and influence buying habits to reduce waste and packaging. Promote and fund backyard composting. Publish waste diversion statistics regularly. <i>The District of Shelburne will collaborate with other municipalities in Eastern Shelburne County on this action.</i>	Waste Diversion Coordinator	2 6 8
RP-6-2	<u>Advocate for Consistency in Sorting Requirements for Waste</u> Lobby the provincial government for consistency in sorting requirements and labelling of waste containers for garbage, recycling and compost.	Waste Diversion Coordinator	6
RP-6-3 ✓	<u>Advocate for Reducing Packaging and Strengthening Littering Fines</u> Lobby the federal and provincial governments for legislation to reduce packaging, introduce refundable deposits on fast food packaging (e.g. Tim Horton's cups) and to increase fines for littering.	Waste Diversion Coordinator	6

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✓ Action already started

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7 Transportation – Goals & Strategies



Transportation options that connect our community together into the future are essential to ensure sustainable access to employment, social services, health care, education and recreation opportunities. Connecting our community and economy to the rest of Nova Scotia and the world is also essential for growth and development. We must recognize and plan for the fact that the challenge of increasing fuel costs may make current transportation models less viable, and that some people in our community even now do not have access to transportation. The sustainability of our community depends on us developing innovative transportation alternatives for this region that are available for all our residents to access.

What do we want to achieve by 2030?	How will we achieve our goals?	Measuring Success...
7-1 Environmentally responsible and cost effective transportation alternatives are available for goods and people travelling to and from our communities. <i>There is reduced environmental impact from transportation, and transportation of goods and people to and from, and within the region is secure and affordable.</i>	➔ By encouraging other levels of government to invest in the required infrastructure to effectively connect our community with the rest of Nova Scotia.	7-1 Satisfaction with road conditions and transportation options
7-2 All our residents have access to transportation alternatives for travelling within our community which are affordable and environmentally responsible.	➔ By developing innovative transportation solutions to connect our people and communities together. ➔ By ensuring that any new large residential developments (over 20 units) are located in areas that can be reasonably serviced by public transit.	7-2 Usage of municipally facilitated public transportation solutions
7-3 People are choosing active transportation as a mode of transportation wherever possible. <i>Our residents are healthier and there is reduced environmental impact from local transportation.</i>	➔ By encouraging people to participate by incorporating active transportation into the Physical Activity Strategy. ➔ By investing in the required infrastructure to facilitate active transportation within our communities.	7-3 Use of active transportation amongst residents

7

Transportation – Actions to 2015

ID	Action	Responsibility	Related Solution Areas
Municipal Projects and Programs			
MP-7-1 G T	<u>Long Term Strategy for Investment in Active Transportation Infrastructure</u> Develop a long term plan for public and private investment in active transportation infrastructure including bike parking at public sites, pull off sites, boat launch sites, bikeways/lanes, shared multi-use trails, etc.	ICSP Project Officer Recreation	4 7
MP-7-2 ✓	<u>Boat Launch and Pull-off Sites</u> Establish boat launch and pull-off sites throughout the Municipality to encourage tourism, active transportation and recreational use of the road and water infrastructure.	Recreation	2 4 6 7
MP-7-3 ✓	<u>Pilot Program for Municipal Transportation</u> Gather data on transportation needs by funding rides through the Shelburne County Transportation Society Dial-a-Ride Program for municipal residents. Record information on usage of subsidized rides and use the information to develop a long term transportation strategy.	ICSP Project Officer Recreation	1 4 5 7
Collaborative Regional Projects and Programs			
RP-7-1 G T	<u>Transportation Strategic Plan – Eastern Shelburne County</u> Complete a Strategic Plan for transportation in the region that examines feasible options for public transit using the EAC / UNSM rural transportation toolkit. Work with Shelburne County Transportation Society. <i>The District of Shelburne will collaborate with other municipalities in Eastern Shelburne County on this action.</i>	ICSP Project Officer Economic Development Officer	1 3 4 5 7
RP-7-2 ✓	<u>Advocate for Completion of the 103 Upgrade from Broad River to Sable River</u> Lobby the provincial government to complete the 103 upgrade from Broad River to Sable River.	Economic Development Officer	3 7
RP-7-3	<u>Advocate for Sea Transportation Infrastructure in Shelburne Harbour</u> Lobby the provincial and federal governments for investment in sea transportation infrastructure for Shelburne Harbour. <i>The District of Shelburne will collaborate with the Town of Shelburne on this action.</i>	Economic Development Officer	1 3 5 7

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8 Municipal Operations – Goals & Strategies



Ensuring our residents are receiving good value for money for their tax dollars is important, and ensuring tax rates are affordable whilst providing an appropriate level of service is essential. Municipal operations should be improving continuously and finding new ways to become more efficient and more effective. In order to achieve this, our staff and our Council need to have the appropriate skills and capacity. Our organization also needs to seek cooperation with other organizations and governments where appropriate.

What do we want to achieve by 2030?	How will we achieve our goals?	Measuring Success...
8-1 Our municipal government has strong cooperative links to other municipalities in our region, as well as federal and provincial agencies that influence municipal government activities. <i>The municipal government is delivering projects and programs that enhance our residents' quality of life.</i>	→ By enhancing communication and the capacity for cooperative action with other municipal units in Shelburne County. → By enhancing communication with other government agencies to ensure we are informed and able to influence new policy and other decisions that may affect our community.	8-1 Regional projects and up to date inter-municipal agreements
8-2 Municipal operations have become more cost effective and as a result, we have been able to invest more in our communities. <i>Taxes are affordable for our residents.</i>	→ By reducing and conserving energy and using alternative energy sources to reduce energy costs. → By cooperating with neighbouring municipal units on service delivery through Inter-Municipal Agreements where appropriate. → By developing the capabilities, skills and capacity of our staff and Council.	8-2 Municipal Energy costs and greenhouse gas emissions 8-3 Staff and Council capacity to deliver projects successfully 8-4 Public participation in municipal affairs, committees and planning activities
8-3 We are confident that our residents understand and support municipal government activities funded by their tax dollars. <i>Residents are constructively engaged in municipal government activities.</i>	→ By communicating effectively and regularly consulting the public in a comprehensive manner to ensure we understand the public's needs. → By regularly reviewing and adapting our actions as the situation changes to ensure alignment with our long term goals.	8-5 Public satisfaction and feeling of value for tax dollars

Municipal Operations – Actions to 2015

ID	Action	Responsibility	Related Solution Areas
Municipal Operations			
MO-8-1 ✓	<u>Professional Development Program and Succession Planning Program</u> Institute a formal, structured Professional Development Program and Succession Planning Program for municipal staff.	CAO	5 8
MO-8-2 ✓	<u>Greenhouse Gas Inventory</u> Building on work completed in 2009, conduct an annual greenhouse gas emissions inventory for municipal operations and track progress in reducing greenhouse gas emissions.	ICSP Project Officer	8 12
Municipal Projects and Programs			
MP-8-1	<u>Sustainability Committee of Council</u> Establish a Sustainability Committee of Council to oversee ICSP project progress and update the ICSP annually. The committee would meet quarterly and provide advice to the ICSP Project Officer on community involvement, reporting and ICSP projects.	Municipal Clerk ICSP Project Officer (Chair)	1 2 3 8 12
MP-8-2	<u>Facilities Renewal</u> Improve accessibility and efficiency of municipal, provincial and federal government services for the area through the new construction or substantial renovation of the Municipal Administration Building to create a shared Government Services Building. Include demonstration projects for new renewable energy and energy efficient technologies.	CAO	8 12
MP-8-3	<u>Energy Efficiency Improvements – Public Works Garage</u> Implement energy efficiency improvements to Public Works Garage as indicated by Energy Audit results.	ICSP Project Officer	8 12
MP-8-4	<u>Sustainable Procurement Policy</u> Implement a sustainable procurement policy for Municipal Operations.	CAO	8
MP-8-5	<u>Green Office Practices</u> Implement Green Office Practices, as recommended by UNSM.	ICSP Project Officer	8
MP-8-6 G T	<u>Review Streetlight Policy and Improve Efficiency</u> Review policy with respect to streetlights and improve efficiency of street lighting through application of policy and technology where appropriate.	ICSP Project Officer	8 12
Collaborative Regional Projects and Programs			
RP-8-1 G T	<u>Energy Efficiency Education & Awareness Program</u> Develop and deliver an Energy Efficiency Education and Awareness Program for staff and contractors focused on reducing energy consumption in municipal facilities. <i>The District of Shelburne will cooperate with other municipal units in Eastern Shelburne County on this action if possible.</i>	ICSP Project Officer	8 12

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9 Climate Change Adaptation – Goals & Strategies



Our climate is changing. Scientific understanding of climate change indicates that Canada will experience significant shifts in weather patterns over the span of a single generation, a trend that will most likely continue for the next several centuries or longer. Our population is concentrated in coastal areas, which will be hardest hit by climate change through sea level rise, coastal erosion and increased storm surges. Climate change may also have a significant impact on our natural resource economy in the region. One strategy to reduce our community's vulnerability to the effects of climate change is to anticipate, adapt and mitigate where possible.

What do we want to achieve by 2030?	How will we achieve our goals?	Measuring Success...
9-1 We have a sound understanding of the potential impacts of climate change on our communities. <i>Our residents are informed and understand the risks and challenges our communities face with respect to climate change.</i>	→ By working with other levels of government and other municipalities in the region to collect and analyze the data required to understand the potential impacts of climate change. → By creating cooperative partnerships with other municipalities and stakeholders in the region, such as the Southwest Nova Biosphere Reserve Association, for research, mapping and strategy development related to climate change.	<i>Mapping (e.g. LIDAR) available for the region</i> <i>Planning and EMO activities related to Climate Change</i>
9-2 We have implemented an effective Climate Change Adaptation Strategy that includes anticipatory adaptation principles which have significantly reduced the negative impacts of climate change on our communities. <i>We know what we have to do to adapt to climate change and mitigate the effects, and we're doing it.</i>	→ By developing and adapting a Climate Change Adaptation Strategy and ensuring other key policies (including Land Use By-laws for coastal regions) are aligned. → By working with other levels of government and other municipalities in the region to ensure our local strategies are aligned with key provincial and federal strategies and policies and other policies in the region. → By involving the community and other stakeholder organizations in the development of the Climate Change Adaptation Strategy.	<i>Training for emergency response personnel related to climate events</i> <i>Awareness among residents of the potential effects of climate change and vulnerabilities in our communities.</i>
9-3 Our residents understand the importance of climate change adaptation and are protected from climate change events by appropriate and effective emergency measures.	→ By educating the public about climate change and the anticipated impacts for our local area. → By ensuring the Emergency Management Organization (EMO) has incorporated potential climate change events into emergency measures planning.	<i>Study and planning to understand the potential impacts of climate change and ensure new infrastructure is designed accordingly</i>

Climate Change Adaptation – Actions to 2015

ID	Action	Responsibility	Related Solution Areas
Municipal Operations			
MO-9-1	<u>Sustainability Day Camp</u> Add a sustainability day camp to the Summer Recreation Program and include education on greenhouse gas emissions and climate change, as well as other sustainability topics.	Recreation	3 9
Municipal Projects and Programs			
MP-9-1 GT	<u>Climate Change Adaptation Strategy</u> Complete a Climate Change Adaptation Strategy including vulnerability assessment of key public infrastructure.	ICSP Project Officer	2 3 9
MP-9-2 ✓ GT	<u>Climate Change Vulnerability Assessment – Sandy Point Sewage Treatment Plant</u> Complete a Climate Change Vulnerability Assessment on the new Sandy Point Sewage Treatment Plant as part of the engineering design work. Collaborate with Engineers Canada and use the Public Infrastructure Engineering Vulnerability Criteria (PIEVC) process.	ICSP Project Officer	2 3 8 9
MP-9-3	<u>Partnership with Southwest Nova Biosphere Reserve Association</u> Develop a partnership with Southwest Nova Biosphere Reserve Association (SNBRA) and other municipalities in the region to complete mapping (including LIDAR) for Climate Change Adaptation Strategy and Human Resource / Skills Inventory and Community Asset Map (Action MP-3-2) for sustainable economic development. Participate in regional advocacy activities related to climate change as well as air quality improvements and the prevention of acid rain.	ICSP Project Officer	3 5 8 9
Collaborative Regional Projects and Programs			
RP-9-1	<u>Advocate for Coastline Mapping in Shelburne County</u> Lobby the provincial government to create an inventory of environmentally sensitive areas in Shelburne County and LIDAR mapping of our coastline. <i>The Municipality of the District of Shelburne will collaborate with other municipalities in Shelburne County, and possibly throughout the Southwest Nova Biosphere Reserve on this action.</i>	ICSP Project Officer	2 9

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10 Cooperative Community Spirit – Goals & Strategies



The District of Shelburne has a long history of self reliance, innovation and adapting to changes. Our residents have great respect for and deep connections to the land and sea. The coming decades will bring new challenges for our land, sea and people. In order to meet those challenges we will have to work cooperatively. The municipal government, along with community organizations needs to lead the community and foster a sustainable, cooperative spirit which will carry us through the challenges to come.

What do we want to achieve by 2030?	How will we achieve our goals?	Measuring Success...
10-1 We will all be proud of the accomplishments of our community, and inspired to continue to develop. <i>Residents are proud to live here and wouldn't want to be anywhere else.</i>	→ By celebrating, supporting and promoting the accomplishments of our community and the efforts of our volunteers. → By encouraging the development of independent, creative and viable community projects. → By encouraging and facilitating community groups and projects to become self-sustaining and independent.	10-1 Volunteer hours contributed in the community 10-2 Satisfaction from volunteer experiences
10-2 Our local government and community organizations will coordinate efforts and demonstrate a high level of cooperation to the benefit of all community members.	→ By increasing the leadership capability and capacity of our volunteers. → By welcoming and connecting the skills of newcomers into our community groups. → By facilitating the connection of community groups to define shared goals, encourage the sharing of resources and finding ways to support each other to achieve common and connected goals. → By improving the coordination of community events across Shelburne County. → By revitalizing our community halls and establishing them as hubs for transportation, recreation, health and social activities.	10-3 Usage of community halls 10-4 Pride in our communities

ID	Action	Responsibility	Related Solution Areas
Municipal Operations			
MO-10-1	<u>Volunteer Training and Matching Program</u> Establish a system for providing volunteers with training and mentoring and establish volunteer/business skill matching system to link volunteers, young seniors and retirees with organizations and businesses in need of their skills.	ICSP Project Officer	1 2 3 10
MO-10-2	<u>Link Grants to Organizations Process to Volunteer Development and Partnerships</u> Enhance Grants to Organizations process to link volunteer organizations to Training and Mentorship Programs for volunteer development and to favour organizations and projects that can demonstrate partnerships and shared goals.	ICSP Project Officer Municipal Clerk	1 2 10
MO-10-3 ✓	<u>Volunteer Appreciation</u> Participate and support volunteer recognition and appreciation events.	CAO Municipal Clerk Recreation	10
Municipal Projects and Programs			
MP-10-1	<u>Community Group Networking and Information Exchange</u> Host regular meetings to link community groups together and provide a central information exchange for Shelburne County community events (recreation, arts, culture, etc.). This activity should complement the existing event “Our Community Something For Everyone” by focusing on strengthening links and cooperation between organizations.	ICSP Project Officer	1 4 10 13

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11 Affordable, Healthy Local Food – Goals & Strategies



Most of the food we eat in Nova Scotia is shipped from thousands of kilometres away and many people can't afford healthy food. Food security means an individual or a community has access to nutritious, safe, personally acceptable and culturally appropriate foods that are produced, procured and distributed in ways that are environmentally sound and socially just. Increasing access to affordable, healthy local food that has been produced in an environmentally sustainable manner will not only increase the health and well being of our residents but will also help to sustain our rural economy.

What do we want to achieve by 2030?	How will we achieve our goals?	Measuring Success...
11-1 All people in our community can afford and access healthy, local food. <i>Our residents are healthier and our local farmers are prosperous.</i>	→ By facilitating opportunities for our residents to participate in subsistence gardening. → By supporting social programs that aim to make healthy food more affordable. → By providing more opportunities for local food producers to connect with people in the community. → By supporting the efforts of organizations and charities who aim to increase access to food (e.g. Food Bank) and ensuring they have access to healthy food for distribution.	 <i>People growing their own food at home or in community gardens</i>  <i>Proportion of food consumed in the District of Shelburne that has been produced in Atlantic Canada</i>
11-2 Local food sources and distribution systems are secure and can adapt to disruptions. <i>Our local food system is secure and can adapt to unexpected interruptions in supply.</i>	→ By increasing the amount and diversity of food grown in our communities, and ensuring local food is produced using environmentally sustainable practices. → By encouraging the sustainable development of wetland agriculture in Shelburne County and ensuring it is economically viable and supported by the community. → By ensuring sufficient food storage is available in the community. → By encouraging the diversification and development of multiple outside food sources.	 <i>Proportion of locally caught seafood which is consumed locally</i>  <i>Active farmland in Shelburne County</i>

11

Affordable, Healthy Local Food – Actions to 2015

ID	Action	Responsibility	Related Solution Areas
Municipal Projects and Programs			
MP-11-1	<u>Wetland Agriculture Research</u> Develop an information package and make connections within the provincial government for wetland agriculture. Determine permit requirements, key contacts, timeframe and costs. Research resource potential and locate appropriate wetlands in the area for development.	Economic Development Officer	1 2 3 11
MP-11-2 ✓	<u>Annual Harvest Fair Event</u> Support the Harvest Fair, an annual event to celebrate the close of the farmers' markets and provide family fun activities and other displays related to environmental protection, sustainability, renewable energy, etc.	Municipal Clerk	2 10 11
Collaborative Regional Projects and Programs			
RP-11-1	<u>Annual Workshop Series</u> Establish an annual series of free workshops and information on subsistence gardening, preserving and food storage and cooking with fresh ingredients. <i>The District of Shelburne will collaborate with other municipalities in Eastern Shelburne County on this action.</i>	ICSP Project Officer	1 2 5 11

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Renewable Energy – Goals & Strategies



Our society's dependence on fossil fuels for our energy needs is not sustainable. To meet our energy demands, our society will need to transition from fossil fuels to renewable sources of energy. Nova Scotia has the potential not only to generate renewable energy to meet domestic needs, but also to export energy to the United States. Renewable energy and local economic development are mutually reinforcing goals and our residents recognize the potential renewable energy has to enhance our local economy. To benefit from this opportunity we need to ensure we identify and encourage development of renewable energy projects, and create a facilitative policy environment for these projects.

What do we want to achieve by 2030?	How will we achieve our goals?	Measuring Success...
12-1 Our community uses energy efficiently and is dependent on secure, renewable sources. <i>Our residents have access to secure and affordable local energy sources.</i>	→ By developing and implementing a strategy to reduce energy use and develop renewable sources for the supply of energy to the community, local industry and municipal operations.	 12-1 Local power generation from renewable sources
12-2 A renewable energy industry has developed in Shelburne County which includes both power generation and manufacturing. <i>Our residents have access to meaningful work at a liveable wage.</i>	→ By implementing policy which both encourages renewable energy development, but protects residents and our environment from negative side effects. → By creating an attractive economic environment for renewable energy businesses located within the District of Shelburne. → By working with economic development agencies to promote the advantages of locating renewable energy businesses in the District of Shelburne.	 12-2 Community greenhouse gas emissions  12-3 Employment in the renewable energy industry  12-4 Energy poverty in the District of Shelburne  12-5 Education for the renewable energy industry at NSCC - Shelburne Campus  12-6 Renewable energy systems installed on homes and businesses

12

Renewable Energy – Actions to 2015

ID	Action	Responsibility	Related Solution Areas
Municipal Projects and Programs			
MP-12-1 ✓ GT	Wind Turbine By-Law Develop policy and implement a Wind Turbine By-Law for the District of Shelburne which balances the benefits of development with quality of life concerns of our residents.	ICSP Project Officer	2 3 12
MP-12-2 ✓	Shelburne Industrial Park District Energy System Feasibility Study Complete Phase 1 Engineering Study to determine if ocean source heating and cooling and embedded wind generation for the Shelburne Industrial Park is feasible and provides tangible benefits to Roseway Hospital, Industrial Park businesses and NSCC - Shelburne Campus under emerging Provincial Energy Policy.	ICSP Project Officer	1 3 4 5 8 12
MP-12-3 GT	Shelburne Industrial Park District Energy System If the feasibility study indicates the project is beneficial, construct a district energy system for the Shelburne Industrial Park “cluster” to ensure energy security and reduce costs for Roseway Hospital, NSCC – Shelburne Campus and existing industrial park tenants. This new infrastructure will also provide leverage for attracting new tenants to the area. This action will proceed if MP-8 demonstrates technical and financial feasibility, and will depend on appropriate Provincial policy and securing of funds.	ICSP Project Officer	1 3 4 5 8 12
Collaborative Regional Projects and Programs			
RP-12-1 ✓ GT	Eastern Shelburne County Energy Strategy Complete an Energy Strategy for Eastern Shelburne County including joining the Federation of Canadian Municipalities Partners for Climate Protection Program and completing Milestones 1 through 3. <i>The District of Shelburne will collaborate with other municipalities in Eastern Shelburne County on this action.</i>	ICSP Project Officer	1 3 8 12
RP-12-2	Advocate for Progressive Provincial Renewable Energy Policy Lobby the provincial government for progressive renewable energy policy which includes incentives for community energy projects and strong targets on renewable energy generation capacity.	ICSP Project Officer	3 12

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13 Heritage & Culture – Goals & Strategies



Shelburne has a rich history and heritage which is an integral part of our culture. Heritage and culture have an important role to play in strengthening ties within our community and enhancing community pride. We need to continue to focus on preserving and promoting our built heritage, historical sites, arts and culture to educate our young people and enhance the experience of tourists and visitors, which will contribute to the vibrant future of our community.

What do we want to achieve by 2030?	How will we achieve our goals?	Measuring Success...
13-1 Our built heritage and historical sites will be protected, preserved and accessible to residents and visitors. <i>Our history is alive and an integral part of our local culture for residents and visitors to enjoy.</i>	→ By creating and implementing effective policy on built heritage preservation. → By promoting the advantages of registering and preserving built heritage to property owners. → By working with property owners and community groups to develop appropriate signage and promotional materials to increase the accessibility of history and culture in our communities.	13-1 Historical sites signed, registered and mapped for tourists 13-2 People employed in the arts, entertainment and recreation sector
13-2 Our heritage, arts and culture will be accessible to our residents and visitors. <i>We have a rich and vibrant arts community which is enjoyed by residents and visitors.</i>	→ By supporting the work of local non-profit organizations dedicated to promoting our heritage, arts and culture. → By supporting and facilitating the development of the local creative economy.	13-3 People employed in the information and cultural industries sector

13

Heritage & Culture – Actions to 2015

ID	Action	Responsibility	Related Solution Areas
Municipal Operations			
MO-13-1 ✓	<u>Amend and Implement Heritage By-Law</u> Complete the review and implement a new Heritage By-Law. Encourage registration of historic properties and sites.	Municipal Clerk	13
MO-13-2 ✓	<u>Support Festivals, Cultural Events and Organizations</u> Continue to provide in-kind and financial support to existing festivals, cultural events and arts & culture organizations.	Municipal Clerk	10 13

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Community Projects



During the public consultation process, many ideas were brought forth which the District of Shelburne felt were worth pursuing, but that the Municipality was not the most appropriate organization to lead the project. Actions below have been identified as projects or programs most appropriately led by the community, rather than the municipal government. The District of Shelburne will do whatever possible to support these actions, although it will not be possible to do so financially in all cases. Other support may be through promotion or in-kind services.

ID	Action	Organizations	Related Solution Areas
Potential Community Projects			
CP-1 ✓	<u>Farmer's / Country Markets</u> Establish farmer's markets in our communities and support markets by shopping locally.	Sable River Country Market Shelburne Farmer's Market	1 10 11
CP-2 ✓	<u>Recreational Facility</u> Establish a multi-use recreational facility, including a swimming pool, in Shelburne County.	Shelburne County Recreation Society	3 4 7 10
CP-3 ✓	<u>Community Gardens</u> Establish community gardens at community halls, schools or other gathering places.	Shelburne Regional High School Community Health Board	10 11
CP-4	<u>Signage and Visitor Mapping for Historical Sites</u> Erect signage and develop an online and printed map for tourists and visitors documenting historical sites and registered built heritage.	Shelburne Historical Society Tourism Organizations	13
CP-5 ✓	<u>Multi-Use Trails</u> Develop multi-use trails throughout the District of Shelburne for recreation and active transportation.	Woodland Multi-use Trail Association	2 4 7 10
CP-6	<u>Saltwater science centre</u> Develop a saltwater science centre for education and eco-tourism	To be determined	2 3 5 10
CP-7	<u>Shelburne & Area Community Fund</u> Set up a Community Fund for the Shelburne Area associated with the Nova Scotia Community Foundation. This organization would help determine community priorities, raise funds through private donors and distribute to local charities. See http://www.cfns.ca/ for more information.	To be formed	3 10
CP-8 ✓	<u>Shelburne County Arts Archive</u> Maintain a historical archive of arts activity in Shelburne County.	Shelburne County Arts Council	10 13

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SECTION 5

REGIONAL AND PROVINCIAL CONNECTIONS

REGIONAL SUSTAINABILITY ISSUES FOR THE SOUTH SHORE

Many sustainability issues are not contained by municipal boundaries. In order for communities to become more sustainable, it is imperative that municipalities work collaboratively to address regional issues. As part of the ICSP development process, a regional group formed which brought together planners, other staff, volunteers and elected officials involved with ICSP development in Lunenburg, Queens, Shelburne and Yarmouth Counties. Through a series of quarterly meetings from December, 2008 – December, 2009, the group identified eleven solution areas which were common throughout ICSPs in the region and which would be best addressed from a regional perspective. It was noted that the reason these solution areas were regional in nature generally tended to fall into one of three categories:

1. Addressing the issue requires action(s) that physically cross municipal boundaries;
2. Addressing the issue regionally has the potential for improved efficiency and effectiveness through economy of scale; or
3. There is no reasonable way for a municipality to address the issue without regional cooperation.

It was also noted that regional cooperation is often advantageous where there are limits in place that impact progress on an issue. Regional issues inevitably involve the Province either because the issue is under Provincial jurisdiction, or because action on the issue requires the Province to act as a partner or a supporter.

In the following table are descriptions of the eleven (11) regional sustainability solution areas the group identified, presented in alphabetical order. More information on these regional solution areas is provided in Appendix E.

South Shore Regional Solution Area	Related ICSP Solution Areas
1) Adequate services to ensure the health & wellbeing of communities	4 5 7 10
2) Climate change adaptation	9
3) Ecologically based natural resource management	1 2 3
4) Economic transition	1 3
5) Education for sustainability	1 5 9 12
6) Improved execution of collaborative services between municipalities	8
7) Local food and sustainable agriculture	11
8) Renewable energy development	12
9) Solid waste management	6
10) Transportation alternatives	7
11) Water quality protection	2

STATEMENTS OF PROVINCIAL INTEREST

The Province has also defined five (5) Statements of Provincial Interest that municipalities must comply with in order to assure the wellbeing of our communities. These statements are listed in the table below and references to solution areas and actions in this ICSP that align with these statements are provided:

Statement of Provincial Interest	Related Solution Areas	Related Actions to 2015	
To protect the quality of drinking water within municipal water supply watersheds	2 Natural Environment	MP-2-2 MP-2-4	Water Resource Strategy & Water Quality Protection Riparian Zone Management Policy & Land Use By-Law
To protect public safety and property and to reduce the requirement for flood control works and flood damage restoration in floodplains	2 Natural Environment	MP-2-1 MP-2-4 RP-2-1	Coastal Management Policy & LUB Riparian Zone Management Policy & Land Use By-Law Education program for building and renovation projects
To protect agricultural land and to maintain a viable and sustainable food resource base	2 Natural Environment 11 Healthy, Affordable Local Food	MP-2-4 MP-11-1	Riparian Zone Management Policy & Land Use By-Law Wetland Agriculture Research
To make efficient use of community infrastructure, particularly municipal water and wastewater facilities	2 Natural Environment 8 Municipal Operations	MP-2-3 MO-8-2 MP-8-2 MP-8-3	Sandy Point Sewage Treatment Plant Greenhouse Gas Inventory Facilities Renewal Energy Efficiency Improvements, Public Works Garage
To provide a range of housing opportunities that meets the needs of all Nova Scotians	1 Robust Local Economy 3 Economic Growth & Development 4 Health Care, Recreation & Social Services	MP-1-1 MP-3-1 MP-4-4 RP-4-2	Economic Development Officer Sustainable Business Tax Incentive Program Funding Guide for Residents, Businesses and Organizations Advocate for Increased Social Housing and Seniors Care Facilities

SECTION 6

IMPLEMENTATION

IMPLEMENTATION OF THE ICSP

The District of Shelburne intends to use this ICSP as the strategic guiding document for ongoing municipal operations. It is therefore important that the document be reviewed and updated regularly, and that the principles expressed in the document are used by Council and staff in day to day decision making and operations. As such, an implementation plan and associated tools are under development and will be presented to Council in the coming months. The implementation plan will cover the following five areas, summarized in the following sections:

STAFF CAPACITY AND RESOURCE COMMITMENT

At present, the District of Shelburne has a limited pool of staff resources. All staff members have an existing role within the organization which takes up the majority of their time. There are concerns about the capacity of existing staff to take on additional projects. This will have to be carefully managed and each year there will need to be a process for identifying projects and assigning them to staff which ensures that staff capacity is not exceeded.

It is also recommended in this plan that there is dedicated additional staff resource for ICSP implementation. Part of the role of the ICSP Project Officer would be mentorship; coaching and facilitating staff in ICSP related projects. The intent of this role would be to help staff to work in a more interconnected nature and to use the ICSP to emphasize links between actions and identify other staff departments or organizations to consult with.

In summary, staff capacity and resource commitment will form part of the implementation plan through the development of staff capacity to implement, and careful commitment of staff resources as part of an annual planning cycle.

FINANCIAL RESOURCES FOR IMPLEMENTATION

In addition to staff capacity, limited financial resources are another significant threat to successful implementation of the ICSP. Although the Gas Tax Funds provide a dedicated source of funding for ICSP projects, many recommended actions are not eligible gas tax projects, and others may need supplemental funding to proceed.

Part of the annual planning and implementation cycle will be updating of the Capital Investment Plan (CIP) for the Gas Tax Funds as well as an estimate of the total annual required financial resources for implementation, including funds that need to be sourced elsewhere and funds sourced outside of the Gas Tax Funds. This should form part of the annual budgeting process and should also identify projects which may require additional external funding sources and the potential sources of these additional funds.

In combination with item 1 above, this will give an annual forecast of the total level of effort (including both human and financial resource) dedicated to ICSP projects in the coming year. This can then be adjusted and approved by Council and the CAO during the budgeting process. The initial draft of this proposed action plan for the coming year should be prepared in January each year, so it is ready in time for discussion during the budgeting process.

IMPLEMENTATION FRAMEWORK

An implementation framework will include tools for staff and Council to help integrate the principles and content of the ICSP into daily behaviours and decision-making. The framework will consist of a reporting structure for ongoing Council

and staff engagement, as well as a workbook to help staff use the ICSP in their work and a decision support tool for Council to help to integrate the ICSP principles into their decisions as described below.

PUBLIC ENGAGEMENT

It is important that public support be garnered for the actions identified in the ICSP and that the public be continually informed of progress. Ongoing public engagement could be coupled with efforts to increase public awareness on sustainability and could become part of the annual reporting cycle. The most successful way to make contact with the community during the ICSP development process was through outreach to existing community groups. It is recommended that after the annual report is prepared each year, that staff contact community groups and offer outreach presentations on the results of the annual report, and the plan for the coming year.

It is also essential that external community groups are involved with the implementation of the ICSP and holding Council accountable for progress on implementation and adherence to principles, goals and strategies stated within this document. Community groups are encouraged to contact the Sustainability Officer about the ICSP and how they may be involved on an ongoing basis, and individuals and groups are encouraged to track the ICSP implementation progress and engage their Councillors for updates on issues they are most interested in.

REGIONAL PARTNERSHIPS

Successful implementation of the sustainability plan requires significant cooperation and collaboration with individuals, community groups, other municipal governments and other levels of government. Creating cooperative partnerships was identified as a key systemic pattern for implementation of the ICSP during its development.

For ICSP projects, staff will be encouraged to seek out partnerships and align the Municipality's goals with those of other organizations. It is recommended that part of the role of the ICSP Project Officer be to work with external organizations to develop these partnerships and help to identify and build relationships with potential partners in the community, the region and at higher levels of government.

PLAN EVALUATION AND ADMINISTRATION

Finally, it is recommended that human resource be dedicated to the administration and ongoing evaluation of progress against the ICSP. The responsibilities included in this area include tracking the indicators identified in the ICSP and progress towards identified targets, updating the plan annually, managing a 'live' version of the plan to track progress, preparing the required quarterly and annual reports and managing the longer term planning cycle, which will include revisiting the goals and strategies in the plan and re-engaging the public in the planning process every five years.

SECTION 7

BIBLIOGRAPHY AND APPENDICES

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APPENDIX A:

SUMMARY OF EXISTING INFORMATION RELEVANT TO ICSP

1993 STRATEGIC PLAN

The District of Shelburne's 1993 Strategic Plan identifies eleven (11) major goal areas, under which forty-two (42) goals were categorized and prioritized. These prioritized goals are shown in the table below:

Goal Area	Goals
Environment	1) Develop Waste Management Strategy 2) Promote and protect our natural resources 3) Maintain and upgrade Sewage Treatment Facility in Sandy Point
Planning	1) Maintain and review Watershed Area Land Use Strategy 2) Harbour Study 3) Municipal Planning Study 4) Municipal housing development – Lake Road
Economic Development	1) Maintain and create jobs 2) Promote revitalization of the fishery 3) Support the TUNS proposal for the Town of Lockeport 4) Support those agencies and organizations that act and work on behalf of and in the areas of community development in all its forms 5) Develop planning strategies that are sensitive to the need to permit growth and development
Tourism	1) Provide financial and other support to the local tourism groups and organizations 2) Grant financial support to the South Shore Tourism Association 3) Encourage citizens to improve their properties
Recreation	1) Support the Volunteers Effort/Workshop Recognition 2) Complete improvement project at Welkum Park 3) Complete Policy and Procedures Manual 4) Promote the Community School Concept 5) Pursue development of the Arts Council 6) Provide a viewing and picnic area at Sandy Point Light
Positive People Services – Health/Well Being	1) Promote in-home medical care 2) Continue serving the elderly 3) Encourage preventative health measures 4) Recreation service delivery 5) Pursue the development and implementation of a Volunteer Recruitment Campaign 6) Develop and support strategy for groups and agencies that provide positive people services
Protection	1) Provide an adequate level of fire protection 2) Support the police, animal control and lock-up services
Preserve Our Municipal Unit	(...no goals identified...)

Goal Area	Goals
Education	1) Monitor the quality of education being provided – where and when necessary, notify the School Board of concerns 2) Promote and further develop the principles associated with the Community Schools Concept and Community Education both as a process and a program
Public Participation and Information	1) Plan a “Think Tank” and encourage public participation 2) Promote the holding of Council meetings in various districts of the Municipality on a trial basis 3) Encourage the development of a communications system 4) Develop a quarterly community newsletter 5) Provide an information hotline 6) Establish a human resource bank
Financial Responsibility	1) Maintain a balanced budget 2) Provide monthly financial statements to Council 3) Implement Management Study recommendations 4) Maintain the level of outstanding taxes at the Provincial average or better 5) Ensure there is provision for long-term capital expenditures 6) Monitor revenue and expenditures on an ongoing basis 7) Ensure there is provision for staff training and education 8) Review and improve purchasing procedures 9) Upgrade and improve computerized financial management system 10) Interim tax billing

This table illustrates that many of the focus areas of our Council in 1993 remain the same in 2009. There are many parallels that can be drawn between this list and the contents of the ICSP. The 1993 Strategic Plan did not address implementation of these goals and there is no record of any progress being recorded against the plan. However, it has provided a good illustration of how the base issues in the community remain unchanged over time. It is also interesting to note that “Environment” was the first goal area listed, implying that there was a strong interest in protecting and preserving our environment even 16 years ago, before many of the current environmental issues had come to the forefront.

RODNEY LAKE WATERSHED AREA MUNICIPAL PLANNING STRATEGY (2001)

The only area in the District of Shelburne currently subject to Municipal Planning and Land Use Bylaws is the watershed area surrounding Rodney Lake. Rodney Lake is the sole source of water for the municipal water supply system for the Town of Shelburne. The lake and its watershed are located in the District of Shelburne. The purpose of the Rodney Lake Municipal Planning Strategy and Land Use Bylaw is to protect the quality of the Rodney Lake water resource through control of development within the watershed area. The first Strategy to protect this area was adopted by Council in 1989 and the current Strategy was implemented in 2001. The 2001 Strategy includes provisions for land use and development control in the watershed area. This Strategy and the accompanying bylaws were reviewed in the course of developing the ICSP, and were deemed appropriate given the current development activity levels. This strategy should be reviewed in the course of developing further Municipal Planning Policy and Land Use Bylaws.

2003 COMMUNITY SURVEY

In 2003, a Citizen Survey on municipal services, governance and future direction was conducted on behalf of the District of Shelburne by Dalhousie University’s School of Public Administration. Responses were obtained from 607 citizens and

60 Grade 12 school students. All results were reviewed, and a summary of responses relevant to the ICSP are shown below:

Question	Response (Public)	Response (Grade 12)
What is the single most important issue facing Shelburne today?	• Employment, creating jobs (22%) • Economic development (17%) - o El Paso, natural gas (10%) - o Industry development (6%) - o Economic development (5%) • Roads, highways and potholes (9%) • Health, hospitals, doctors, access to health care (9%) • Solid waste management, recycling, country dumping & cleanup (5%)	• Lack of jobs, employment, employment opportunities for young people other than forestry or fishing (23%) • More youth activities/programs, recreational facilities, keep quality of life, school improvement (18%) • El Paso, economic development, attracting industry to Shelburne (17%)
What are the most important development issues facing the Municipality of Shelburne?	• Industry development, promotion, attracting industry (37%) • Employment, creating jobs (35%) • Natural gas, El Paso (21%) • Tourism (13%) • Improving roads (11%) • Quartz/Kaolin mining development (9%) • Health services (5%) • Education (4%) • Environmental protection (4%)	• Economic development (36%) • Municipal infrastructure (18%) • Jobs, job creation (13%) • Youth facilities, programs, activities (10%)
Are you in favour of environmental protection through land-use planning?	79% in favour	73% in favour
What are the top priorities for our community's quality of life?	• Creating jobs for young people (69%) • Better access to health care (60%) • Strengthen education programs (43%) • Improve transportation (34%) • Protect the environment (33%)	• Creating jobs for young people (80%) • Strengthen education programs (62%) • Improve transportation (35%) • Developing tourism (32%) • Better access to health care (30%) • Protect the environment (30%)

2005 ECONOMIC DEVELOPMENT PRIORITIES

In October, 2005 Council passed a resolution identifying the following Economic Development Priorities:

Short Term	• Sale of base/Sale of youth centre/ Weather station development • Shelburne Harbour Port Development / access for passengers, vehicles and cargo (e.g. Highway 213 and town bypass, as cooperation permits) • Expand course offerings at NSCC - Shelburne Campus (e.g. all aspects of boat building, care of seniors, etc.) • Broadband access to whole county (fixed line, WiMax or post-3G mobile phone wireless) • Reliable power generation and supply
Medium Term	• Transportation improvements (e.g. Highway 103, airport, small harbour authority/wharf facility) • Access to distance education/Centres of Excellence from Shelburne County • Develop qualified health personnel and fill all positions • Tourism product development (e.g. recreation trail around western MDS, develop Shelburne County as a Tourism Destination area)
Long Term	• Renewable energy generation (wind/hydro) • Stabilization of Lockport Regional High School as a Community Development Centre • Paving of dirt roads, develop youth and seniors support services and transportation • Value added to current resources and products (e.g. coastline management, fishery and forest products)

Many of these priorities are still current and have not yet been effectively addressed and as such have been incorporated as appropriate into the ICSP.

2006 STRATEGIC PLANNING

In 2006, Council started the process of strategic planning by identifying a series of goals and objectives. Although the planning process was not completed and the documents were not officially endorsed by Council, they were reviewed as part of the ICSP development process and they did clearly identify six (6) theme areas and a list of priority challenges facing the District of Shelburne at that time. The prioritized list of challenges is presented below:

Theme	Challenge
Economic Growth & Community Development	Improve business climate
Economic Growth & Community Development	Market and selling our community
Financial Stability and Management	Improve our financial management
Environmental and Social Responsibility	Protect, maintain and improve our natural environment
Financial Stability and Management	Ensure infrastructure and capital is maintained, improved and renewed
Human Resource Management	Improve our community labour force
Governance and Responsiveness	Ensure we provide the services we must the best we can, for the most reasonable cost

Theme	Challenge
Environmental and Social Responsibility	Protect, maintain and improve quality of life
Economic Growth and Community Development	Improve community infrastructure
Environmental and Social Responsibility	Assure and improve health, education, youth and seniors' services
Fiscal Responsibility and Financial Stability	Set and manage budget priorities
Human Resource Management	Improve internal human resource management

Many of these challenges are still current and were reflected in the feedback received from the public. As such, these challenges were considered and incorporated into the ICSP.

2007 PHYSICAL ACTIVITY STRATEGY

The Physical Activity Strategy was developed in cooperation with the Town of Shelburne and is centered on the Community Use Program at Shelburne Regional High School. The strategy exists in order to create environments, policies and programs that support residents in making a lifestyle change to physical activity. Five goals were identified in the strategy as follows:

1. **Increase the number and quality of physical activity leaders.**
2. **Increase awareness of benefits, physical activity opportunities and commitment to physical activity.**
3. **Improve access to physical activity opportunities.**
4. **Improve access to quality recreation facilities.**
5. **Increase and enhance physical activity opportunities.**

The goals and actions identified in the Physical Activity Strategy are in direct alignment with the goals outlined in this ICSP with respect to Health, Recreation and Social Services. The Physical Activity Strategy will be a key delivery mechanism going forward for improving access to recreation services and opportunities for our community and it is recommended in this document that it be updated every five years.

2009 COUNCIL GOALS & OBJECTIVES

In January, 2009, Council held a series of meetings in order to develop Goals and Objectives for 2009. The results of these meetings were a series of six goal statements as follows:

- **ECONOMIC DEVELOPMENT:** Encourage and facilitate economic development
- **HEALTH & EDUCATION:** Enhance and maintain our health and education infrastructure
- **COMMUNITY SPIRIT:** Strengthen our community spirit
- **GOVERNANCE:** Improve and assure governance
- **POWER & ENERGY:** Improve power reliability and develop a Power/Energy Strategy
- **TRANSPORTATION:** Enhance and maintain our transportation infrastructure
- **PROMOTE SHELburne:** Promote Shelburne County for tourism, business, immigration and in-migration

A series of objectives for the year were also set and prioritized in the meeting as follows:

Goal <i>Where more than one is affected, others shown in brackets.</i>	Objective	Priority*
Transportation	Granite Village Bypass	7
Governance	Improve our advocacy	3
Economic Development	Support local businesses	2
Community Spirit (Economic Development)	Establish Farmer's Market	1
Community Spirit	Establish Community Gardens	0
Governance	Accessing grants & funding	9
Economic Development (Promote Shelburne)	Target in-migration of professionals, entrepreneurs, doctors, seniors, youth	8
Health & Education	Improve and expand Medical Clinic	7
Economic Development	Encourage Value Added Industry	5
Governance (Community Spirit)	Inter organization cooperation	5
Governance	Service Reviews	4
Power & Energy	Investigate wind power opportunities	3
Promote Shelburne (Community Spirit)	Support Signature Events	3
Economic Development (Power and Energy)	Coastal Management Policy	2
Power & Energy	Power grid & power service	2
Economic Development (Community Spirit)	Improve Seniors Services	1
Promote Shelburne	Selling Shelburne County	0
Economic Development (Transportation) (Promote Shelburne)	Port Development & Industrial Park Development	3
Health & Education (Economic Development)	NSCC Course offerings	3
Transportation	Lobby DOT for improvements to local roads	1
Power & Energy	Lobby/find funds for power to Indian Fields	0

*Colour in this column indicates leverage as shown in the matrix below while number indicates priority as a sum of urgency and importance

	Low effort (time, resources, cost)	Medium effort (time, resources, cost)	High effort (time, resources, cost)
High value to achieving goals and desired future	GREEN	GREEN	YELLOW
Medium value to achieving goals and desired future	GREEN	YELLOW	ORANGE
Low value to achieving goals and desired future	YELLOW	RED	RED

These goals and objectives were incorporated into the ICSP both by incorporating the goal statements into the ICSP goals where possible, and also incorporating the objectives into the short term actions defined by the ICSP.

2009 AGE FRIENDLY COMMUNITY ROADSHOW REPORT

The District of Shelburne's Recreation Department, the Shelburne County Community Health Board and South West Shore Volunteer Services partnered with the Nova Scotia Department of Seniors to hold seven meetings (one in each district) between April 2 and June 18, 2009. Seniors and others living in the districts with an interest in seniors were invited to attend to take a look at their communities through "age friendly" eyes.

A community is defined as "age friendly" if it makes every effort to make the community a better, healthier and safer place for seniors to live and thrive. In an age friendly community, policies, services and structures related to the physical and social environment are designed to support and enable older people to "age actively" – that is, to live in security, enjoy good health and continue to participate fully in society.

Attendees of the meetings were asked the following two questions:

1. What exists in your community now that makes it age friendly – a good place that is healthy and safe for you to live?
2. What could be added or improved upon in your community to make it more age friendly in the future – an even better healthier and safer place for you to live?

Responses to Question 1 were considered in the ICSP development with respect to what the community values and wants to preserve. Responses to Question 2 were considered in developing and prioritizing goals and actions in the ICSP to ensure the community becomes more age friendly, recognizing that demographic trends indicate that our population will consist of more and more seniors in the coming years.

The tables below summarize the responses to each question:

What exists in your community now that makes it age friendly – a good place that is healthy and safe for you to live? (sorted in order of priority)
Wonderful, safe place to live, opportunities for wellness, spiritual and health matters met within the community. Contentment, satisfying way of life. No one is alone; close knit community; caring, helpful, neighbourly, compassionate people; great friends, openness. Respect. Help with travel available. Newcomers made to feel welcome. Community spirit. Clean. Trustworthy, honest.
No/ low crime; quiet, safe. RCMP is compassionate, does patrols.
Community hall open/ available for young and old; recreation, music, arts, cards, games, meetings, social events, training (learn new things). Pride in community hall and what it has to offer.
Home support, good support for, look after Seniors.
Active, helpful church group.
Good volunteers, volunteer opportunities.
Good Hospital/health services/ nursing home an asset. Jobs for nurses and doctors.
Fire Department is good, reliable, and helpful.
Diverse community; many talents, trades, experiences. Shared experiences, interaction.
Pride in community, and that some who left are returning. Don't want to leave the community to live elsewhere. Pride in efforts to recruit doctors and other professionals.
Thankfulness for community. Desire to sustain what is there and to improve on what is there now. Good community event participation. Celebrations.

Able to get around community, exercise; good health. Good roads/ trails for walking.
Good place to raise a family. Safe for kids to play.
People willing to help with travel. Able to drive others.
Rebecca Lodge available to help anyone.
Receptions for funerals.
Everything is free of charge.
Active Youth groups.
Active Baseball participation.
Good young people.
Good leadership from community members.
Long-standing, substantial businesses.
Good Tourist attractions, good tourism. Good beaches.
Beautiful gardens.
Strong ties to Municipal government.

What could be added or improved upon in your community to make it more age friendly in the future – an even better healthier and safer place for you to live? (sorted in order of priority)
Improve rural transportation: include bus or volunteers for medical specialist/ groceries/ hair/ social appointments, destination bus trips. Public transport.
Resource Guide/Directory of local & mobile services/trades people for Seniors/ Community. 'Odd Job Squad' for Seniors.
Increase youth leadership & involvement/ volunteering; character development, mentoring programs. Encourage youth to stay.
Increase fundraising +/- no. of volunteers for Community assets including halls, cemeteries.
Improve Health services: local Wellness clinics, VON, doctors, nurse practitioners, ER closures at Roseway, education talks on Seniors nutrition, etc.
Develop safe places to walk; e.g. trails, ball fields, fix road shoulder drop offs, reduce speed limits.
Housing with care options, VON Home Care, visiting programs for shut-ins, mobile services, e.g. podiatrist.
Increase community events/use at halls. Suggestions include MDS Recreation & Parks set up/assist presentations on topics of interest (e.g. Health, recycling, technology) and Seniors Clubs: activities, workshops, meetings, dances, crib, afternoon bingo, cards and Scrabble, quilting, scrapbooking, gardening, lawn bowling, swimming, yard / flea markets.
Provide fitness equipment and classes at community halls. Seniors exercise classes. +/- MDS Recreation & Parks leadership.
Increase local celebrations & thank volunteers, e.g. annual village picnic, Community Spirit Award, Show Off Your Pet Day.
Provide a recreation facility with an indoor pool.
Increase volunteers and funding for Fire Departments.
Foster atmosphere of cooperation.
Develop an attraction for people to move/stay: jobs, e.g. Salt Water Science Centre.
Promote and communicate community events.
Teach local youth First Aid/ CPR/ AED (Defibrillator).
Technology: High speed internet, efficient mail delivery, energy back up.
Address that people say they will do something and then don't.
Provide community centre for socializing, yard or flea sales, conversation, cards, games, all ages' activities, Talent quest, markets, and music.

APPENDIX B:

COMMUNITY ENGAGEMENT SUMMARY REPORT (APRIL, 2009)



*Municipality of the District of Shelburne
Integrated Community Sustainability Plan*

Community Engagement Summary Report

The ICSP community engagement process commenced in December, 2008 and finished at the beginning of June, 2009. This report summarizes the methodology used to gather input from the public and the results of the community engagement process.

The outputs from this initial stage include a Vision Statement for the District of Shelburne ICSP, a list of sustainability challenges and issues identified by the community and a list of ideas and opportunities that the public would like the municipality to consider in the ICSP planning process.

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Community Engagement Process

The community engagement process was designed to maximize the opportunities for the public to participate by providing a variety of venues through which the public could learn more about sustainability and the ICSP process. The public were invited to participate in the following ways:

- **Press Release:** A press release was written and published in the Coast Guard to inform the public about the ICSP process in December, 2008.
- **ICSP Brochure:** A brochure was designed that provided some background information on sustainability and the ICSP and advertised the opportunities for public participation listed below. This brochure was distributed to all the mailboxes in the District of Shelburne, Town of Shelburne and Town of Lockport in late January, 2009.
- **Community Sustainability Survey:** A survey was made available to the public online, by pickup at the municipal offices, at all public information sessions and was also mailed out to 10% of residential addresses in the Municipality (562 residences in total).
- **Municipality of Shelburne Website:** The ICSP page on the website offers information about the ICSP process as well as the opportunity to fill in the Community Sustainability Survey online.
- **Open Office Hours:** Open office hours were advertised in the ICSP Brochure for the public to meet with the ICSP Planner / Project Coordinator on Thursdays from 12 – 2 pm in the Council Chambers.
- **Sustainability Line / Email:** An email address and direct telephone line were installed and advertised in the press release and ICSP Brochure for the public to contact the ICSP Planner / Project Coordinator.
- **Asset Mapping Workshop:** In December, 2008, Councillors were asked to invite members of the public to attend an Asset Mapping Workshop to initiate the Community Engagement process for the ICSP. This workshop has been described in a separate report, which can be found in Appendix 2.
- **The Future of Our Assets - Visioning Workshop:** Community members who attended the Asset Mapping Workshop in December, 2008 were invited to attend a follow-up workshop that examined the future of our assets and the opportunities they present in the context of sustainable development. This workshop has been described in a separate report, which can be found in Appendix 3 of this document.
- **Public Community Workshops:** A series of seven public community workshops were held (one in each district of the Municipality). These workshops were advertised in the ICSP Brochure, on the website, in the Coast Guard newspaper and with Eastlink cable.
- **Community Group Information Sessions and Workshops:** Over 150 letters and brochures were sent to community groups and businesses in the Municipality in January, 2009, inviting them to participate in the process by holding an ICSP information session or a group workshop for members or employees.

- **Public Goals & Actions Workshops:** The public were invited to attend two additional workshop in late May and early June, 2009. The purpose of these workshops was to prioritize the solution areas previously identified, and to brainstorm goals and actions for the ICSP.

The District of Shelburne: A Sustainable Community in 2030

The following sections summarize the results of the community engagement process.

Sustainability Principles

The District of Shelburne has defined sustainability as having a healthy economy, a healthy environment and a healthy community in terms of social and cultural needs, now and in 2030.

In order to achieve sustainability, we have defined the following four principles (adapted from the Natural Step framework¹) which will form the basis of the ICSP and the decision framework for future development in the Municipality.

1. We will take action to enhance and support our local economy and future economic development, and ensure that economic development is balanced with social, environmental and cultural concerns.
2. We will minimize our consumption of non-renewable resources and creation of pollution and waste, to preserve resources and the environment for future generations.
3. We will work to prevent damage to the natural assets within our community including our coastal areas, beaches, Shelburne Harbour, protected forest environments, lakes and rivers.
4. We will take action to maintain and improve the quality of life of all our residents and ensure that our residents can meet their basic needs.

Vision Statement

The ICSP Advisory Committee reviewed all the results of the community engagement, looking for common themes. The Committee had two working sessions, one 4 hours in length and one 1.5 hours in length to amalgamate all the feedback received. This statement reflects all of the feedback received from the community about how they envision the District of Shelburne as a sustainable community in 2030.

Our Vision for 2030...

The creative and resourceful people of the Municipality of the District of Shelburne deeply value their diverse communities, healthy living and quality of life.

We enjoy our clean natural environment and sustainable resource economy from ocean to forest.

Our tradition of self reliance partnered with new technologies creates a robust economic climate that welcomes renewable energy and new, sustainable industries.

Through cooperation and strong, progressive leadership we build on our rich history to create a vibrant future.

¹ www.thenaturalstep.ca

Community Assets

The following prioritized list of community assets was generated from the Asset Mapping workshop conducted in December 2008. The list was prioritized based on what participants considered to be the most important assets in the community in each category (shaded in the table below) and which assets were most urgently in need of attention. A full report on this workshop is available upon request.

Asset	Category
Hospital/Health Services	Service
Fishery	Economic
People/Skills/Volunteers	Social
Schools	Built
Coastline	Natural
Clean & Safe Environment	Natural
Existing Commerce / Industry / Employment	Economic
Heritage / Historical Buildings	Built
Community Centres	Social
Natural Resources	Economic
Schools/NSCC	Service
Recreation/Healthy Living	Social
Affordable Land	Economic
Shelburne Harbour	Economic
Wilderness	Natural
Weather	Natural
Volunteer Fire Departments	Service
Potential for Wind Power	Natural
Undeveloped Land	Natural
Heritage & Culture	Social

Sustainability Issues

The following list of sustainability issues was generated based on community feedback from all sources and are listed alphabetically:

Issue	Examples
Coastal Areas	▪ Unrestricted development; no land use planning in place for preservation ▪ Restricted access to beaches due to private land ownership ▪ Rising sea level and erosion
Community Spirit	▪ Negative attitudes and mindsets ▪ Scepticism ▪ Lack of knowledge about change, sustainability

Issue	Examples
Economy	▪ Lack of industry and jobs ▪ Lack of sustainable, green local economy ▪ Limited access to high speed internet ▪ Challenges for small businesses ▪ Dependent on outside communities for financial survival
Education	▪ Limited opportunities for adult and post-secondary education ▪ Youth need education about finances ▪ Affordable day care
Energy	▪ Long term trends for rising fuel costs ▪ Dependency on non-renewable resources - oil and imported fuels ▪ Cost, availability and reliability of electricity ▪ High cost of adoption for alternative energy solutions ▪ Inefficiency
Fishery	▪ Decline in the fishery ▪ Reduced local processing of fish ▪ Ineffective government intervention ▪ Destructive fishing practices, big business
Food	▪ Lack of availability of local food ▪ People are not self reliant enough ▪ Lack of food security – dependent on Sobeys
Global Environment	▪ Climate Change ▪ Carbon footprint ▪ World population increase ▪ Reversing damage done to our environment
Health Care	▪ Reduced Hospital services (ER closures, travel to Yarmouth/Bridgewater for services) ▪ Shortage of doctors, nurses (and other medical professionals)
Housing	▪ Lack of Seniors housing options ▪ Lack of housing options for young families
Municipal Affairs	▪ Affordability of taxes (increased assessments) ▪ Lack of recognition provincially and federally ▪ Leadership and political will ▪ Inefficiency due to five municipal units in Shelburne county
Population	▪ Out-migration of youth ▪ Aging population ▪ Seasonal population and/or retirees with conflicting priorities to young families
Recreation	▪ Limited recreation options for children and youth (i.e. gym, pool) ▪ Recreation opportunities not available to all
Transportation	▪ Poor road conditions, ageing infrastructure ▪ Lack of public transportation
Waste management	▪ Increasing litter ▪ Not all residents comply with recycling, composting requirements ▪ No local recycling and composting facility

Issue	Examples
Water	▪ Drinking water quality ▪ Sewage disposal

Sustainability Solution Areas

The following list of solution areas (ordered alphabetically) has been developed based on all the community input gathered including the sustainability issues identified above, the assets identified in the Asset Mapping Workshop and all of the input to the Vision for Shelburne in 2030:

Solution Area	Examples of Possible Strategies & Actions
Enhance Education Options	▪ Local education for alternative energy ▪ Enhanced programming at NSCC with emphasis on sustainable fisheries
Foster Sustainable, Cooperative Community Spirit	▪ Improve local leadership capacity in the community ▪ Educate the community about sustainability ▪ Support and develop a culture of self reliance
Improve Access to Health Care, Recreation and Social Services	▪ Assist with physician recruitment efforts ▪ Ensure services that fit with our residents' needs ▪ Facilitate service delivery where possible ▪ Improved housing options, greener, more efficient ▪ Promote recreation and healthy living through programming and infrastructure development
Increase Municipal Efficiency & Effectiveness	▪ Increase efficiency through cooperation where appropriate ▪ Act together to ensure Shelburne County is supported by higher levels of government ▪ Greener operation ▪ Strong leadership, responsible government
Promote sustainable economic growth and development	▪ Support the development of a renewable energy industry ▪ Develop the Shelburne Industrial Park and pursue the establishment of sustainable industries there ▪ Repopulation Strategy (immigration, in-migration, youth retention, re-migration)
Protect our Heritage	▪ Protect heritage buildings and support museums ▪ Enhance pride in our history, make it real for our residents
Protect the Natural Environment	▪ Be active in wetland and coastal area regulation to ensure community goals are met through controlled development ▪ Increase accessibility and promote passive recreational use of protected areas such as the Tobatic to increase ecological awareness within the community ▪ Protect drinking water quality
Reduce Waste and Improve Waste Management	▪ Increase education about waste management ▪ Improve efficiency of waste collection and transportation ▪ Implement local waste handling and disposal where appropriate

Solution Area	Examples of Possible Strategies & Actions
Support a sustainable local economy	▪ Initiate and support actions to transition to sustainable fishing practices and local seafood processing ▪ Support local trade ▪ Develop a partnership program with local business to support transition to sustainable practices
Support Affordable, Healthy Local Food Options	▪ Local agriculture ▪ Farmer's Markets ▪ Community Gardens ▪ Local fish
Transition to Renewable Energy	▪ Wind, solar, geothermal, biomass, etc. ▪ Increased energy efficiency ▪ Promote uptake of new technology in the community
Transportation	▪ Advocate for transportation infrastructure improvements ▪ Investigate and support transportation alternatives (public transit, active transportation, carpooling)

Prioritization of Solution Areas

Based on the feedback received at the public workshops held in May and June, 2009, the Sustainability Solution Areas were prioritized and some of the wording was adjusted as shown in the following table. These workshops also generated many ideas for goals, actions, targets and indicators which informed the development of the ICSP content.

Solution Area	Priority
1 Robust Local Economy	1
2 Natural Environment	1
3 Economic Growth & Development	1
4 Health Care, Recreation and Social Services	2
5 Education	3
6 Waste Management	3
7 Transportation	4
8 Municipal Operations	4
9 Climate Change Adaptation	5
10 Cooperative Community Spirit	5
11 Affordable, Healthy Local Food	5

Solution Area	Priority
12 Renewable Energy	5
13 Heritage & Culture	5

Community Engagement Results

Community Sustainability Survey

Structure

The survey was comprised of open text questions about residents' opinions on the most important issue in the community today and their vision for the future. Residents were then asked to select three priority areas under each of the four pillars of sustainability (Social, Economic, Cultural and Environmental) that they thought were most important for developing the community now and also in 2030. Finally, the survey asked residents to select between pairs of priority areas to determine which they felt were most important to address first.

Responses

A total of 145 responses were received to the survey. The majority of these responses (> 70%) were received by mail as a result of the direct mail solicitation.

Priority Rankings

Tables 1 through 4 below show the results of the rankings of priorities under each of the four pillars of sustainability. The residents were asked to rank the priorities based on their current needs (indicated by "NOW") and then based on the needs of future generations (indicated by "2030"). The total score was calculated by assigning 3 points for each time an item was ranked "1", 2 points each time an item was ranked "2" and 1 point each time an item was ranked "3". The top five priorities for each pillar are listed in the tables. Full results can be found in Appendix 4.

Table 1A. Top ranked Economic Priorities - NOW

Answer Options	Total Score
Create new employment opportunities through job creation programs	165
Increase industrial use of Shelburne Harbour	108
Initiate projects to revitalize the fishing industry	107
Develop a renewable energy industry (wind farms, tidal energy, etc.)	97
Invest in transportation infrastructure (roads, highways, bridges, etc.)	94

Table 1B. Top ranked Economic Priorities – 2030

Answer Options	Total Score
Develop a renewable energy industry (wind farms, tidal energy, etc.)	81
Create new employment opportunities through job creation programs	78
Increase industrial use of Shelburne Harbour	66
Initiate projects to revitalize the fishing industry	63

Invest in transportation infrastructure (roads, highways, bridges, etc.)	53
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Table 2A. Top ranked Social Priorities - NOW

Answer Options	Total Score
Improve health care facilities and services	264
Ensure adequate numbers of health care staff are available	168
Improve our schools and education services	69
Increase support services for youth	54
Increase availability of services and programs for seniors	54

Table 2B. Top ranked Social Priorities - 2030

Answer Options	Total Score
Improve health care facilities and services	128
Ensure adequate numbers of health care staff are available	89
Improve our schools and education services	56
Invest in recreation infrastructure (parks, arena, trails, pools, etc.)	53
Protect our beaches and invest in parks, playgrounds and open spaces	44

Table 3A. Top ranked Cultural Priorities - NOW

Answer Options	Total Score
Support festivals and community events	199
Preserve museums and other important cultural sites	143
Protect historical properties	134
Increase the number of festivals and community events	116
Support community groups through grants and financial means	73

Table 3B. Top ranked Cultural Priorities - 2030

Answer Options	Total Score
Support festivals and community events	114
Protect historical properties	108
Preserve museums and other important cultural sites	106
Support community groups through grants and financial means	67
Increase the number of festivals and community events	66

Table 4A. Top ranked Environmental Priorities - NOW

Answer Options	Total Score
Promote and provide grants for alternative energy use	141
Maintain and improve waste management services	115
Ensure the Municipality “buys local” whenever possible	108
Develop a land use planning strategy for coastal area protection	97
Help residents to protect their drinking water quality	73

Table 4B. Top ranked Environmental Priorities – 2030

Answer Options	Total Score
Maintain and improve waste management services	74
Promote and provide grants for alternative energy use	72
Reduce greenhouse gas emissions	62
Help residents to protect their drinking water quality	60
Ensure the Municipality “buys local” whenever possible	56

Priority Area Choices

Table 5 below presents the normalized results to the series of choices presented to residents in the survey. Residents were asked which priority area we should focus on first, and were presented with pairs of priority areas and asked to select one over the other as the area we should focus immediate attention on. The normalized results were calculated based on the number of times a priority area was selected less the number of times a priority area was not selected (i.e. negative points were given for each time an area was not selected in a pair of options). The total points were then divided by the number of times a priority area was presented as an option, to normalize results (because it was not possible to present each area equal number of times).

Note that some of these results are negative, this means that overall these areas were not selected more than they were selected as priority areas. However, it is recognized that all of these areas are important and will be covered by the ICSP. This question was meant to illustrate the decisions that may need to be taken in this planning process about which areas to focus on first. All of these areas are interconnected, but focusing on certain areas first may have positive side effects in other areas.

Table 5. Normalized Responses to Priority Area Choices

Answer Options	Normalized Response Count
Assuring Quality of Life (e.g. Seniors' services, health services, family & youth services, public transit, volunteer support, schools & education services, fire protection services)	20.3
Economic Growth & Development (e.g. Shelburne harbour development, expansion of Shelburne Industrial Park, land use planning, tax incentives, road & power upgrades)	16.5
Supporting the Local Economy (e.g. ensuring access to high speed internet, Community Business Development, Immigration and In-migration Policy, new NSCC programs, increasing tourism, buy local initiatives)	13.5
Protecting the Environment (e.g. waste management, reducing greenhouse gases, land use planning & coastal area preservation, climate change adaption & mitigation, sewage treatment)	-17.3
Improving Quality of Life (e.g. supporting community groups, festivals & community events, museums & historic sites, recreation infrastructure, beaches, parks, playgrounds & open spaces)	-44.5

Public Community Workshops

Locations

Public Community Workshops were held in each of the seven districts as follows:

Location	Date & Time	Number of attendees
Lower Ohio	04 Feb 09 (6:30 pm)	8
Gunning Cove	05 Feb 09 (6:30 pm)	16
West Green Harbour	11 Feb 09 (6:30 pm)	16
Little Harbour	14 Feb 09 (9:00 am)	29
Sandy Point	18 Feb 09 (6:30 pm)	27
Port Saxon	26 Feb 09 (6:30 pm)	9
Jordan Falls	05 Mar 09 (6:30 pm) – snow date	15
TOTAL		120

Structure

The workshops started with an information session on sustainability and the ICSP. Following that, participants were asked to work individually first to answer a series of questions (below) about their vision for the future of Shelburne in 2030:

1. What has been created? How has the community become sustainable? Describe the community, people, economy etc...
2. What has changed?
3. What has stayed the same?
4. How are people affected by the changes (include you, others in the community etc.)?
5. How has the community worked through the good times and the hard times?
6. What has been the biggest challenge the community has faced since 2008?

After individually answering the questions, people were asked to each “tell their story” about the future based on their answers with a small group (4 – 6 people).

The groups were then asked to identify opportunities for the ICSP by exploring the most compelling parts of the stories.

The workshop structure was designed to use an appreciative approach by asking participants to envisage the future and identify opportunities. Challenges were also identified but were not the focus of the meeting.

Results

Detailed results from the workshops are available upon request. Participants identified the following common key features of their desired future for Shelburne in 2030 (in alphabetical order):

Clean, Protected Natural Environment	▪ Clean air, water ▪ Clean, fully utilized harbour ▪ Lovely beaches and wetlands preserved – boardwalks and increased awareness and preservation of wildlife and vegetation
Healthy People	▪ People live longer and are healthier ▪ Better health care facilities and service delivery
Improved Governance	▪ Strong leadership, responsible government ▪ Greener, more efficient Municipality ▪ Amalgamation of municipal governments or increased cooperation
Improved Waste Management	▪ Increased recycling and reduced packaging ▪ Significantly less waste production ▪ Local composting ▪ Waste as fuel
Increased Awareness of Sustainability Issues	▪ People are aware of the challenges and the need to preserve resources and reduce waste ▪ People consciously balance their own needs with available resources ▪ Children are taught gardening, cooking, sustainability
Increased Education Opportunities	▪ More retraining and adult education programs available ▪ Top quality education for young people ▪ Business opportunities in education pursued – e.g. medical school ▪ Local education for alternative energy technology
Increased Self Reliance for Food and Energy	▪ More local food production (vegetables, poultry, other farm animals) ▪ Less need to travel for necessities – local markets ▪ Community Gardens ▪ Reduced dependence on foreign and non-local products
More Housing Options Available	▪ Seniors housing complexes ▪ More options for housing for young people ▪ New or renovated housing is environmentally friendly
Natural Resources Preserved	▪ Sustainable fishery supported by all levels of government ▪ Sustainable woodlot management ▪ Forest more productive per hectare ▪ Full use of goods with negligible waste
Quality of Life	▪ Safe community ▪ Access to outdoor and indoor recreation facilities ▪ Community centres fully utilized ▪ More time with family ▪ Access to natural areas and beaches
Renewable Energy Sources and Power Independence	▪ Wind, water, solar, tidal and geothermal power and heating systems common for residences and businesses ▪ Local power generation (co-operatives, individuals) ▪ Improved power security ▪ Reduced power costs

Strong, Proud and Cooperative Community Spirit	▪ Improved attitude, community is more confident ▪ Sense of community and caring ▪ People take a greater interest in the community ▪ People working together and supporting one another ▪ Collaboration and partnerships ▪ People will be happy and love where they live ▪ Heritage, museums and historical buildings preserved and valued
Strong, Resilient Local Economy	▪ Existing resource-based industries enhanced, branded and expanded ▪ Increased local trade, exchange of goods and services locally ▪ New sustainable industries (renewable energy, agriculture, ecotourism, etc.) ▪ More diverse small businesses to meet local needs ▪ Innovative ideas, use of technology for new businesses ▪ Harbour developed ▪ Net in-migration of people, more young families
Transportation Infrastructure and Alternatives	▪ Carpooling the norm (structure for facilitation) ▪ Public transit (high speed trains, buses) ▪ Active transport used (particularly bicycles) ▪ Improved roads and highways; more bridges and causeways as sea level rises ▪ Fewer vehicles (all vehicles smaller and more efficient)

The table below summarizes the short term opportunities participants identified to move us closer to their desired future (in alphabetical order):

Alternative Energy	▪ Promote alternative energy technology ▪ Community wind farms ▪ Solar panel manufacturing plant ▪ Local tax credit for installation of solar panels ▪ Finance installation of alternative energy technology on local homes ▪ Planning department to encourage alternative energy and energy efficient technology ▪ Biomass to heat municipal and town buildings
Ecotourism	▪ Promote beaches, natural areas and develop the area as an ecotourism destination
Educate about Sustainability	▪ Learn from our elders ▪ Promote sustainability education at all levels of schooling
Improve Health Care	▪ Locally supported medical training in return for service
Improve Waste Management	▪ Expand services of waste management site – recycling and composting ▪ Use waste as fuel source
Invest in Education	▪ Distance education ▪ New NSCC course offerings

Leadership and Political Will	▪ Ensure the community is recognized by province and federal government ▪ Municipal bonds
Local Agriculture and Food Production	▪ Promote local agriculture opportunities: grapes, cranberries, etc. ▪ Local cooperative food production ▪ Community Gardens
Protect the Environment	▪ Land use planning
Re-population	▪ Encourage in-migration or return of entrepreneurs and professionals who will set up new business or who can work from home
Strengthen Community	▪ Work to keep our schools ▪ Support local cultural activities ▪ Improve local leadership capacity
Support Economic Growth	▪ Tax-free zone for business, free setup, cut red tape ▪ One village, one product
Support Local Business	▪ Encourage local trade, ensure local industry stays ▪ Invest in local business and encourage them to invest in themselves ▪ Support traditional fishing and forestry industries
Support the Fishery and Local Seafood Production	▪ Promote the establishment of local seafood processing plants ▪ Local cooperative for fishing

Community Group Workshops and Information Sessions

Community Groups

The following community groups were visited during January – March, 2009:

- Community Business Development Corporation Board
- Shelburne Association Supporting Inclusion (Shelburne Group Home staff)
- Shelburne Association Supporting Inclusion (Heritage Hall)
- Shelburne Harbour Yacht Club
- Roseway Hospital
- Shelburne Regional High School (SRHS), School Advisory Council
- Shelburne Regional High School (SRHS) Environment Club
- Black Loyalist Heritage Society
- Sandy Point Community Association
- Port Clyde Volunteer Fire Department
- Shelburne Historical Society
- Municipality of the District of Shelburne Staff
- Municipality of the District of Shelburne ICSP Advisory Committee

Structure

Most community groups participated through allowing the District of Shelburne to conduct an ICSP information session as part of a regular meeting. No direct community input was solicited at these sessions, but surveys were distributed and people were encouraged to get involved in other ways with the ICSP process.

Workshops were held with the SRHS Environment Club, Shelburne Historical Society, MDS ICSP Advisory Committee and MDS staff. These workshops had a similar format to the public workshops described in the previous section.

Results

The information sessions stimulated some active discussion about the future of our community and encouraged people to complete surveys and attend workshops. A short survey relevant to specific community groups was distributed to most groups. Responses to this survey were collected from the CBDC Board, Roseway Hospital management and Shelburne Association Supporting Inclusion (SASI). The table below shows the top five ranked priority areas from this survey:

Table 6. Top five ranked priorities from Community Group Survey

From the list below, TICK 5 ITEMS you feel most strongly should be addressed in a long term plan.		
Answer Options	Tick if Priority	Response Count
Improve health care facilities and services	8	8
Develop a renewable energy industry (wind farms, tidal energy, etc.)	7	7
Ensure adequate numbers of health care staff are available	6	6
Increase availability of services and programs for seniors	5	5
Develop a "Buy Local" Program for food and other products	4	4

The information generated from the workshops and surveys is summarized in the full report, available on request. The table below summarizes the key features of participants' desired future for the District of Shelburne in 2030.

Improved Governance	▪ More changes in legislation ▪ Government as leaders (all levels) ▪ Policies are fair for all classes and cultures
Increased Self Reliance	▪ Rely on history, not technology ▪ People able to live off the land – hunting, fishing, farming
Community Spirit	▪ Sense of community locally and globally – connectedness ▪ Work/life balance ▪ Family values, volunteering ▪ Sharing to improve quality of life, people live within their means ▪ People come together to share in recreation – less individual focus ▪ Cooperative spirit, hopefulness, positive attitudes
Transportation	▪ Public transit (free) ▪ Bike paths, more use of bicycles and more walking ▪ More services available locally for health and education through new technology – less need to travel ▪ Increased active transportation ▪ Less use of cars
Protection of the Environment	▪ Community tree planting ▪ Natural environment pristine ▪ Forests strong and healthy ▪ Coastlines, beaches protected ▪ Controlled property and business development so it has grown without jeopardizing nature or quality of life ▪ Less use of oil and plastic

Economic Development	▪ New medical clinic ▪ Fisheries School of Excellence ▪ New municipal building ▪ Port development ▪ New industry for use of recycled materials
Renewable Energy	▪ Electricity is solar or wind generated ▪ Tidal power, geothermal power ▪ Cars running on solar or biogas or hydrogen ▪ Houses heated with renewable resources
Strong, Resilient Local Economy	▪ More home grown vegetables ▪ Cottage industries, diversified and expanded small businesses ▪ Fishing industry rejuvenated ▪ More employment, more working from home ▪ In-migration of professionals and entrepreneurs ▪ Locally owned businesses, fewer big chain stores, more local buying

The table below summarizes opportunities identified by these groups in the workshops and surveys:

Culture and Heritage	▪ Make history real for the community ▪ Leverage historical assets, incorporate renewable energy but keep historical feel
Economic Diversification	▪ Small business expansion and retention program ▪ Lower barriers to entry for new small businesses ▪ Barter system for local goods and services ▪ Develop renewable energy industry ▪ Attract larger industry
Increase Community Pride	▪ Community Gardens – one in each district with hodge podge at the end, horse and plough to start ▪ Increase use of community halls
Sustainability Initiatives	▪ Engage small groups with different goals to progress sustainability plan, build on existing community groups

Other Community Contact

Open Office Hours & Scheduled Meetings

Six members of the public visited the municipal offices to meet with the ICSP Planner/Project Coordinator to discuss ideas for the ICSP.

Results

The following ideas were presented:

- Wood pellet manufacturing – sustainable industry
- Pursuing tidal/solar/wind energy projects
- Building Inspection Department – should provide information to the public on locally available sustainable and energy efficient building materials
- Alternative Technology Centre – similar to centre in Wales where people live and work in a sustainable community and act as a test site for new technologies – companies are able to test technology in a real life scenario – potential for tourist attraction, supply of local food, technology and economic development
- Lobster Hatchery – females with eggs caught in traps are donated and baby lobsters are grown in captivity and released to increase stocks
- Sandy Point Sewage Treatment System – turn existing sewage treatment system into pumping station and situate a new plant in the Industrial Park. Provide Industrial Park, Hospital, Bowood, NSCC and residential service on Sandy Point Road – turn Sandy Point into a major residential growth area for the municipality
- Strategic planning for individual local communities (e.g. Sable River)
- Build a wind farm in the Industrial Park to power sewage treatment plant and other municipal operations
- Conservation easement on selected municipal land to protect plant species at risk through Nova Scotia Nature Trust

APPENDIX C:

COMMUNITY ORGANIZATION CONSULTATIONS REPORT (JULY, 2009)



Municipality of the District of Shelburne
Integrated Community Sustainability Plan

Community Organization Consultations Summary Report

As part of the community engagement process for the ICSP, organizations working in sectors represented by each of the four pillars were consulted in a series of workshops exploring issues, possible solutions and the role of the municipal government under each of the four pillars of sustainability (Economic, Social, Cultural and Environmental). These workshops were held in cooperation with other municipal units in Shelburne County and as such covered the entire county in their scope, and in the case of the Environmental pillar, also considered Yarmouth County.

This report summarizes the results from those meetings and identifies key areas where the municipal government may be able to take action through the ICSP to create positive results across multiple sectors.

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Participating Organizations

Selected organizations were invited to participate in the workshops. The workshops could accommodate a maximum of 12 people, so although it was not possible to include all organizations, we tried to include a representative cross-section of the community. The table below lists the organizations that were represented at the workshops:

Economic	Social	Cultural	Environmental
• ACOA (Atlantic Canada Opportunities Agency) • CBDC (Community Business Development Corporation) • SWSDA (South West Shore Development Authority) • NSERD (Nova Scotia Economic and Rural Development) • NSBI (Nova Scotia Business Inc.)	• Roseway Hospital • South West Health • NSCC (Nova Scotia Community College) • Community Services • Schools (Shelburne Regional High School) • VON (Victorian Order of Nurses) • Day Care (Little People's Place) • Long Term Care (Roseway Manor) • Tri-County Housing Authority • Tri-County Women's Centre	• Churches • Shelburne Historical Society • Nova Scotia Health Promotion • Municipal Recreation Directors • Shelburne County Trails Association • Western Counties Regional Library • Cape Sable Island Historical Society • Osprey Arts Centre • Shelburne County Arts Council • Shelburne County Women's Fishnet • Harmony Bazaar	• Southwest Nova Biosphere Reserve Association • TREPA (Tusket River Environmental Protection Association) • Nova Scotia Environment – Protected Areas • Harbour Authorities (Lockeport) • Nova Scotia Natural Resources • Agriculture Industry Representative • Private Woodlot Owner Representative • Bird Studies Canada • Federal Department of Fisheries and Oceans

Workshop Structure

Each meeting was organized slightly differently, depending on the number of people present and the type of input being sought. Generally, the workshops were designed around a series of three discussions framed by questions. Participants were encouraged to provide feedback in a variety of ways, including written responses to the questions, general discussion and brainstorming with partners and small groups.

The questions used to frame the discussions in each workshop are presented below:

Economic

Discussion 1: How are municipalities approaching economic development and the ICSP?
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| <ul style="list-style-type: none">• How is each municipality approaching the ICSP planning process?• How are/will each municipality be incorporating economic development into the ICSP?• What stage in the ICSP planning process is each municipality at? |
|--|

Discussion 2: How does community development work in Shelburne County presently?

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| <ul style="list-style-type: none">• What is each group doing in the field of community development in Shelburne County?• How do the existing five bodies work together and overlap?• How do they communicate and interact with the municipality? |
|--|

Discussion 3: What are the economic development priorities in the region when we talk about long term (20 year plus) planning?

- | |
|---|
| <ul style="list-style-type: none">• What are the short term priorities and initiatives each organization is pursuing in Shelburne County and how may they relate to long term strategies?• What long term economic development priorities and opportunities can be developed in our ICSPs?• How could the five organizations represented be involved and support the ICSP implementation? |
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Social

Discussion 1: What is working well?
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|---|
| <ul style="list-style-type: none">• Where do you see the most effective delivery of social services in this area?• What relationships do you have to the other organizations represented here?• Does your organization have a strategic plan? What is the timeline? |
|---|

Discussion 2: What are the priorities for the future?
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- | |
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| <ul style="list-style-type: none">• What is the dominant social/community/health issue in Shelburne county or Southwest Nova Scotia?• What priorities do you have over the next 5-10 years that are related to community sustainability or viability?• What changes do you foresee or see the need for in your organization or in your relationships with other organizations? |
|--|

Discussion 3: How will we ensure sustainable access to social services in rural SW Nova Scotia for future generations?

- | |
|--|
| <ul style="list-style-type: none">• What will be the future needs in terms of physical infrastructure and facilities (how sustainable is our current physical infrastructure)?• What are the long term challenges in terms of staffing (what types of staff will be needed and where do you foresee shortfalls)?• How will delivery of social services change? |
|--|

- What is your organization doing to ensure access to social services for rural Nova Scotia?
- What do you see as the role for local governments in relation to health and social services now or in the future?

Cultural

Discussion 1: What is working well?

- Describe what is working well for your organization.
- What relationships do you have with other organizations represented here?

Discussion 2: What are the priorities for the future?

- What is the dominant cultural or recreational development need in Shelburne County?
- What changes would benefit your organization or your relationships with other organizations?

Discussion 3: How will we ensure sustainable access to cultural and recreational services in rural SW Nova Scotia for future generations?

- How will the delivery of cultural and recreational services change in the future?
- How can Shelburne County better use, provide and share spaces for the development of culture and recreation?
- What role can local government take in Shelburne County's cultural and recreational services?
- How will we develop links between recreation, arts and culture with government and the private sector in our communities?

Environmental

Discussion 1: What is working well?

- Describe your role (or that of your organization) in relation to natural resources and the environment.
- What is working well for you or the organization you represent?
- What relationships do you have with other organizations represented here?

Discussion 2: What have been your successes and challenges?

- How have you or your organization been most successful in protecting our environment and natural resources?
- What have been the challenges that you or your organization have faced in managing and protecting our environment and natural resources?

Discussion 3: What has to change?

- What has to change in order to make sure that the use of our natural resources is based on sound ecological principles?
- What can we do at the municipal government level to support or initiate the changes you have identified?

Summary of Results

Economic

The following priorities were identified in the meeting with economic development organizations:

- Transportation Infrastructure – Highway upgrades (103)
- Transportation Infrastructure – Port Development
- Shelburne Industrial Park Development
- Support and protect fisheries, particularly Lobster Industry
- Oil & Gas Industry Development
- Support NSCC and develop higher learning institution (e.g. Junior College)
- In-migration and Immigration Strategy
- Skills Inventory and Asset Map for area (to be used to attract business)
- Marine Centre of Excellence (to support fishery in region)
- Develop Value-Added Industry for the Fisheries
- Develop Aquaculture Industry
- Develop Agriculture Industry (seasonal complement to fishery)
- Develop and support Tourism Industry

Social

What is working well?

- Partnerships and communication between organizations in the region
- Relationships and cooperation between organizations and individuals help to ensure high quality service delivery (benefit of a small community)
- Progress towards developing alternative models of delivering services (e.g. education) which address social and wider community needs better than the standard

What are the priorities for the future?

- Maintain and improve services and local access to services (affordable transportation, effective communication, local delivery models, technological advances all need to be balanced)
- Build relationships with the community and other organizations
- Develop more innovative means of service delivery
- Improve housing options, complete updating and repair work
- Ensure appropriate remuneration for key service providers (e.g. daycare workers)
- Reduce duplication and increase cooperation

What role should the local government have in social service delivery?

- Support local non-profit organizations through grants, services and facilities
- Advocacy for residents in the area of local service delivery, recognizing the changing needs of the community and addressing gaps in service provision, maintaining and improving service levels
- Survey, make contact and build relationships with young people in high school/community college to encourage and find out what is needed for them to stay in the area

- Act as an enabler to ensure services and programs are available in all areas and not just delivered centrally
- Market and promote the area for immigration, in-migration
- Make sound decisions regarding investment in municipal infrastructure
- Community development for competitive advantage when attracting new residents, professionals, etc.
- Act as a facilitator to connect the people to the services – provide space, maps of services, guide for residents to access service

Cultural

What is working well?

- Partnerships and relationships within the community and between organizations
- Involvement of youth
- Volunteer support
- Cooperative projects between organizations
- Sharing of resources and staff time

What are our priorities for the future?

- Promote the area, help people outside recognize what Shelburne can offer in terms of lifestyle, culture, spirituality, etc., whether for vacation, seasonal resident or to move here
- Build relationships between organizations
- Protect our ocean and forest while developing
- Create a thriving community that is unique and attractive by developing new ideas
- Connect youth and children with the outdoors
- Attract more people to the area and involve more people in volunteer activities

What role should the local government play in supporting cultural activities in the future?

- Develop a transportation and communication system to allow wider access for participation in community activities (provide scheduling, social contact, funding for carpool scheme)
- Facilitate connections between groups and organizations by holding an annual meeting for sharing information and developing new ideas
- Stable, small scale, multi-year funding for organizations, particularly those involved with priority issues
- Continue to provide support for recreation activities through Recreation Directors
- Advocacy to higher levels of government
- Land use planning for protection of natural areas
- Promote volunteerism

Environmental

What is working well?

- Volunteerism

- School engagement, involving and hiring local youth
- Emerging relationships and partnerships between different departments and with community organizations and Non-Governmental Organizations
- Public participation and involvement
- Public education
- Empowerment of front line workers for implementation of policy, working with the public
- Communication/collaboration across government departments

What are the challenges we face?

- Public awareness
- Competing interest (e.g. for beaches)
- Bureaucracy (e.g. long wait times for permits)
- Making a living at agriculture is difficult
- Finding ways to work within the system and still make things work

What has to change and what is the role for local government?

1. Apply the basic principles of sustainability at every level; if we share these principles and stick to them it will create the change we need
2. Education – need to focus on education to create change
3. Changes to the way the system works – more power to the front line people, more effective collaboration between levels of government and government departments, decentralize and reduce bureaucracy
4. Municipal governments to act as enablers, facilitators – help people to navigate the systems and help the other levels of government to understand what is unique about each community, represent the communities' interests and present local knowledge when provincial and federal policies are developed

Discussion of Results: Synthesis of Common Themes

There are several common themes that exist in the responses from the organizations in each of the four pillars. Although their focus was different, the following themes recurred with respect to ensuring a positive future for our communities:

- Develop relationships, partnerships, cooperation and collaboration
- Define what is special and unique about our area and promote it for immigration, in-migration, economic and community development
- Connect people and organizations through transportation, enhanced communication and technology

Our communities face significant challenges in the realm of sustainability but also in many other areas. The local government has an important role to play in terms of leading that change, as expressed by the organizations consulted in this series of workshops. There were common themes expressed, with different emphasis, regarding the municipality's role in ensuring a sustainable future for our communities. These common themes were:

- The municipal governments need to take a leadership role and help to shape and guide the change required by:
 - o Facilitating the cooperation and connection of groups within the community to increase their effectiveness and enhance benefits to our residents;
 - o Advocating for our communities to higher levels of government, representing local interests and presenting local knowledge;
 - o Guiding residents and community organizations to the services and programs they need from all levels of government; and
 - o Making sound decisions and investments based on the values of our community.

APPENDIX D:

SOUTH SHORE REGIONAL SUSTAINABILITY SOLUTION AREAS

The following tables describe the eleven (11) regional sustainability solution areas identified for the South Shore, as discussed in Section 5. They are listed alphabetically:

R1 Adequate Services to Ensure the Health & Wellbeing of Communities	
Description	Health and well-being is a priority for our citizens and communities. Many of the challenges associated with health and well-being (such as lack of access to doctors and rising rates of chronic disease) are felt across the region. In addition to the need to ensure high quality treatment medical services such as emergency room staff and specialists, there is also a need to improve services that promote preventative measures for health and well-being (e.g. active living, recreation services, social and mental health). New models of health care delivery need to be explored and existing facilities and programs retained in order to meet the health care needs of an ageing population.
Justification for Regional Approach	Health services are best delivered locally through a collaborative regional approach. Regional dialogue and co-operation is necessary to ensure that the Provincial government recognizes the challenges faced by rural communities respecting health care and the importance to these communities of decentralized services such as community health centres. Given limited resources, regional health & wellbeing services need to be delivered through a regional approach that takes into account equity and accessibility issues for all residents. Remote rural municipalities require a collective voice on this issue to ensure adequate services and facilities for their rural populations.
Provincial Involvement	For health care: Department of Health Promotion & Protection; District Health Authorities, Department of Health, Health Canada. For recreation: Community Services, Health Promotion & Protection and municipal authorities.
Related ICSP Solution Areas	4 5 7 10
Regional Indicator(s)	▪ Rates of chronic diseases ▪ Participation rates in recreation programs ▪ Number of residents without a family doctor ▪ Number of volunteer groups providing health related solutions (e.g. transportation or assistance at clinics) ▪ Participation rates in wellness and health programs

(R2) Climate Change Adaptation

Description	The population in Southwestern Nova Scotia is concentrated in coastal areas, which will be hardest hit by climate change through sea level rise, coastal erosion and increased storm surges. Climate change may also have a significant impact on our natural resource economy in the region. One strategy to reduce vulnerability to the effects of climate change is to anticipate, adapt and mitigate where possible. Cooperation with other municipal units in the region may enhance our capacity for addressing this issue through cooperation in mapping and modeling to help anticipate the impacts, and through coordinated planning and development of appropriate emergency measures.
Justification for Regional Approach	This solution area is regional in nature because there will be economies of scale in cooperating on mapping and modeling activities and because coordinated emergency measures will cross municipal boundaries.
Provincial Involvement	The Province will act as a partner in this solution area. The Federal Government is putting increased emphasis and developing programs for climate change adaptation which involve other levels of government.
Related ICSP Goals	9
Regional Indicator(s)	- Proportion of municipalities in South Shore Region with Climate Change Adaptation Strategies. - Proportion of municipalities in the South Shore Region with EMO Climate related exercises annually.

(R3) Ecologically Based Natural Resource Management

Description	The South Shore is blessed with abundant natural resources, from forests to minerals to fish and wildlife, to our water resources. It is vital to the long-term wellbeing of our communities that these resources are managed sustainably, with an eye to regeneration of natural wealth to ensuring that this wealth is available to future generations. Ecological management means using the best available scientific and indigenous knowledge to harvest and make use of resources and land without causing them to become depleted over time. Since natural resources transcend municipal boundaries, they require ecological management practices on a regional level.
Justification for Regional Approach	Regional approaches to ecosystem-based land use planning and natural resources management have a greater likelihood of addressing environmental, social and economic challenges today and in the future.
Provincial Involvement	The Province and Federal Government have jurisdiction over this solution area (NS Environment, NS Department of Natural Resources, and Federal Department of Fisheries and Oceans, etc.), but municipal governments have a role to play in protecting natural resources through land use restrictions.
Related ICSP Solution Areas	1 2 3
Regional Indicator(s)	- General environmental indicators, especially water quality & biodiversity - Long term economic success of resource based industries

(R4) Economic Transition

Description	The communities in the South Shore region will continue to face tough economic conditions in the future, which may be exacerbated by demographic challenges, environmental decline and a rapidly changing and increasing volatile global economy, and they do not experience these effects in isolation. To ensure our communities are resilient in the face of these challenges, communities need to work together to develop local economies and embrace the emerging “green” economy globally. Encouraging and valuing local and regional cooperation and collaboration between businesses and organizations will breed prosperity. To be successful, our economic survival strategies need to shift from COMPETITIVE models that pit community against community; competing for scarce dollars and limited environmental resources, into COLLABORATIVE models that encourage prosperity based on their unique community strengths and common needs.
Justification for Regional Approach	South Shore communities are deeply integrated with each other. Economic development is currently delivered on a regional basis. Unfortunately, the current model of service delivery results in rural municipalities competing with each other over the location of development projects. Regional economic transition planning, if done in a collaborative and progressive manner, can be the “tide that lifts all ships”. Its ultimate goal would be to ensure economic stability across the region, through a focus on the well-being of citizens, the capacity of communities to meet their needs and the responsible stewardship of the region’s common resources.
Provincial Involvement	Nova Scotia Economic Development, Regional Development Authorities.
Related ICSP Solution Areas	1 3
Regional Indicator(s)	- General economic indicators, including a more holistic model (e.g. GPI or Canadian Index of Wellbeing) - Progressive poverty indicators such as inability of residents to afford basic needs for financial reasons - Number of locally owned businesses

(R5) Education for Sustainability

Description	Achieving truly sustainable communities will require participation of the whole community and significant lifestyle changes for our residents. In order to change, people need to know what to do, how to overcome obstacles and practice new behaviours. Action will be individual and collective and people will be committed to new values which align with the requirements of a sustainable community. There is significant advantage to a regional approach to education and awareness initiatives, and to streamlining educational messages across different initiatives (e.g. recycling, energy use, transportation, etc). If municipal governments talk about sustainability using the same language, and encourage the development of the same behaviours and social norms throughout the region, we have a greater likelihood of widespread success.
Justification for Regional Approach	This solution area is regional in nature because the effectiveness of education efforts will be improved through economy of scale and a clear, united message.
Provincial Involvement	The Province will act as a partner in this solution area. The Department of Education has jurisdiction over any education program delivered through formal institutions like schools or community colleges.
Related ICSP Solution Areas	1 5 9 12
Regional Indicator(s)	General sustainability literacy Percent of residents who participate in sustainability initiatives created by ICSPs **Indicators in other areas which indicate changes in behaviour (e.g. waste management or local food consumption) may also indicate success in this area

(R6) Improved Execution of Collaborative Services Between Municipalities

Description	The practice of sharing services (core services such as water treatment or fire protection, recreational services such as summer programs for children, public facilities such as libraries, etc) is well established between many South Shore municipalities. There is also a rising need for such service sharing, given the increased demand for regional collaboration, or simply the necessity of cutting costs. Joint service provision is also fraught with challenges, from reaching agreements on cost-sharing to management to accessibility for members of different geographic communities. There is also a trend of depriving rural communities of much-needed services as a result of centralization in more urbanized areas. Creating more sustainable communities necessitates continuously improving the ability of municipalities to reach agreeable solutions for shared services, particularly new and emerging regional services such as transit, energy systems and food systems.
Justification for Regional Approach	Many sustainability issues and solutions are inherently regional in nature, and require the expansion or development of regional vehicles to address them. New shared services require broader, collaborative approaches. A systematic regional effort to improve the way municipalities share their services is essential to long-term success in these efforts and the ultimate provision of effective and efficient services.
Provincial Involvement	Service Nova Scotia and Municipal Relations is the primary involved department. The Province and municipalities have many vehicles for managing these different services and this area is quite complex.
Related ICSP Solution Areas	8
Regional Indicator(s)	▪ Satisfaction of municipal leaders and staff in creating shared inter-municipal solutions ▪ Degree of uniformity in the satisfaction of residents with their regionally shared services ▪ Number of successful collaborative activities completed

(R7) Local Food and Sustainable Fishing, Aquaculture and Agriculture

Description	Most of the food consumed in Nova Scotia is shipped from thousands of kilometers away, and many people can't afford or access healthy food. Our food supply contributes directly to the wellbeing of our community and we value naturally grown, healthy food which is accessible and affordable. Changing food consumption patterns to include more local food means supporting local farmers and food producers as well as reducing our impact on the global environment and increasing the security of our food sources. Strategies to promote local food include education, increasing knowledge of self-sufficient food practices, supporting social programs to make healthy food affordable and ensuring sufficient food storage. Cooperation between municipal units on these initiatives means a united voice and message for education and advocacy activities.
Justification for Regional Approach	This solution area is regional in nature because the effectiveness of education and advocacy efforts will be improved through economy of scale and a clear, united message.
Provincial Involvement	The Province will act as a supporter in this solution area. Agriculture is under Provincial and Federal jurisdiction and the Province has food related programming and strategies in place related to vulnerable families (e.g. food banks).
Related ICSP Solution Areas	11
Regional Indicator(s)	▪ Proportion of food consumed that is produced in Atlantic Canada ▪ Growth in local farming/fishing and food production sector ▪ Number of acres of agricultural land used for food production ▪ Value of farm/fishing enterprise, average age of farmers/fishers ▪ Proportion of people growing food in private or community gardens
Related Regional Actions	RP-9 and CP-3 .

(R8) Renewable Energy Development

Description	Our society's dependence on fossil fuels for our energy needs is not sustainable. To meet our energy demands, our society will need to transition from fossil fuels to renewable sources of energy. Nova Scotia has the potential not only to generate renewable energy to meet domestic needs, but also to export energy to the United States and other provinces. Renewable energy and local economic development are mutually reinforcing goals and renewable energy has the potential to enhance our local economies. To benefit from this opportunity we need to ensure we identify and encourage development of renewable energy projects, and create a supportive policy environment for these projects. Local and regional collaboration through partnerships and information exchange will help to ensure this development occurs in a way that benefits the entire region.
Justification for Regional Approach	This solution area is regional in nature because projects and the impacts of projects may cross municipal boundaries.
Provincial Involvement	The Province will be a supporter in this solution area. The Nova Scotia Department of Energy and Utilities and Review Board (UARB) have direct jurisdiction over energy policy. Other agencies may be involved in other generation methods (e.g. NS Environment for dams, NS Natural Resources for biomass, etc.).
Related ICSP Solution Areas	12
Regional Indicator(s)	▪ Total energy consumption in each community (GJ) ▪ Total renewable energy production (GJ) ▪ Community-wide greenhouse gas (GHG) emissions

(R9) Solid Waste Management

Description	Municipalities regularly cooperate on a local level to manage solid waste. Most of the South Shore is managed through Solid Waste Resource Management Region 6, while Yarmouth is in Region 7. These Waste Regions are combined provincial/municipal bodies. Reducing and effectively managing solid waste is a balance of education and regulation to influence behaviour. Municipalities need to continue to cooperate on the practical & infrastructure aspects of waste management and strive for continuing improvements. Regional cooperation on education and awareness initiatives may also be effective and partnerships for policy development and influencing policy at higher levels of government will also be important in achieving long term sustainability in waste management.
Justification for Regional Approach	There is an economy of scale in cooperating regionally on solid waste management.
Provincial Involvement	The Province is a partner in this solution area. The Province governs waste production (new limit is 300 kg/per person). The Resource Recovery Fund Board (RRFB) has jurisdiction over this area and is a quasi-provincial agency.
Related ICSP Goals	6
Regional Indicator(s)	▪ Solid waste production per capita ▪ Waste to landfill per capita ▪ Percentage diversion

(R10) Transportation Alternatives

Description	Development of regional transit systems, active transportation infrastructure and other alternative transportation options to connect regions and communities is essential to ensure sustainable access to employment, social services, health care, education and recreation opportunities. We must recognize and plan for the challenge of increasing fuel costs and changing demographics, which may make current transportation models (for example, our dependence on personal automobiles) less viable.
Justification for Regional Approach	This solution area is regional in nature because improved efficiency and effectiveness is expected by a regional approach. Regional cooperation between municipalities in the design and delivery of transportation solutions is a best practice demonstrated elsewhere in Nova Scotia and Canada. Regional cooperation between municipalities in transportation solutions provides the links that keeps community boundaries fluid, allowing the social and economic interaction that prevents isolation and protectionism.
Provincial Involvement	The Province will be a partner in most actions taken within this solution area. Both the Provincial and Federal governments provide funding for transportation initiatives.
Related ICSP Goals	7
Regional Indicator(s)	▪ Percent of commuters using Active Transportation, transit or municipally facilitated transportation programs ▪ Overall transportation program ridership.
Related ICSP Actions	<u>MP-21</u>, <u>MP-29</u> and <u>RP-11</u>

R11 Water Quality Protection

Description	Protecting water quality for residents of both urban and rural areas requires a collaborative effort between municipal and provincial governments. There is a need for better management of watershed areas (both natural and protected, in developed and undeveloped areas) in order to make sure clean water is available to all our residents. The necessary work will include developing better land use planning, restricting or encouraging different kinds of resource activities (everything from mining to recreation), and setting standards for ongoing water quality monitoring. Collaborating regionally ensures a consistent approach to the issue and facilitates cooperation with the Province, which will enable us to better protect this important resource.
Justification for Regional Approach	This solution area is regional in nature because natural watersheds cross municipal boundaries and often water supplies for urban areas are located in rural municipalities.
Provincial Involvement	The Province has jurisdiction over this solution area, but municipal governments have a role to play in protecting water quality through land use restrictions, acquiring water use permits and working with local communities to ensure high water quality, for example through monitoring and education efforts.
Related ICSP Solution Areas	2
Regional Indicator(s)	▪ Level of pollutants in watershed areas. ▪ Biological indicators of water quality (e.g. macro invertebrate counts, fecal coli form counts, etc.). ▪ Proportion of natural and protected watershed areas protected by land use by-laws.