



Municipality of the District of Lunenburg

2010 Integrated Community Sustainability Plan



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Introduction

The Integrated Community Sustainability Plan [ICSP] for the Municipality of the District of Lunenburg [MODL] follows the Template # 3 guidelines, as set out in the Service Nova Scotia [Guidebook](#). All municipalities in Nova Scotia are required to adopt an ICSP for submission to the provincial government under the current [Municipal Funding Agreement](#) [MFA], also commonly identified as the Federal [Gas Tax Fund](#).

A summation of the priority Action Items that MODL proposes to undertake over the next four years can be found in the ICSP Action Plan Framework [**see pages 40-45**], along with the relevant Committees of Council and staff departments identified as leads in implementation. MODL will incorporate these priority Actions into the annual business plans and budgets over the next four years, as funding and partner resources are identified and secured. The intent is to see measurable progress on all eighteen line items by 2014.

What is measurable progress, in terms of becoming a more “sustainable community”?

The ICSP plan development process for each municipality across Canada would likely answer that question a little differently. Specific actions concerning sustainability that can be accomplished by local governments are varied, based on the local leadership, identified capacities, and the priority issues of residents found in different places at different times.

Many might take as their starting point the concepts behind “sustainable development” as found in the 1987 Brundtland Commission Report [[Our Common Future](#)]. A number of the more well-known statements outlined in Chapter Two of that particular Report make for effective reading, more than twenty years after the document’s release.

In addition to the classic definition, the Union of Nova Scotian Municipalities [UNSM] provides further [context](#) as to what the term “sustainability” means to municipalities in this province, as each unit proceeds with introducing the concept more formally into local planning activities through the ICSP process.

For MODL: the 2010 ICSP is an opportunity to integrate into its ongoing, every-day decision-making, greater consideration of how a number of its current policy and infrastructure choices are encouraging or discouraging a viable future for residents living here thirty years from now. A ‘viable future’ is one that can better connect social harmony and individual economic concerns with environmental realities, and recognizes that all three elements are intertwined.

The relevant questions that local governments, including MODL, are to ask themselves through the ICSP development process are wide-ranging, comprehensive, and at times, challenging. How do the current municipal policy frameworks - the array of regulations and the bylaws it enforces; the programming and infrastructure services it provides to residents; the communications and corporate activities it undertakes - in essence, how is the Municipality helping to shape the future? Are we considering the future at all, or are we prone to thinking solely about, and responding to, the pressing issues of today?

On the next page, a number of sources detailing demographic details for MODL have been hyperlinked as reference pieces for those readers not necessarily familiar with the Municipality. [*links accessible: 28/01/10*]

Municipality of the District of Lunenburg [MODL]

One of five municipal units found in Lunenburg County, Nova Scotia, [MODL](#) was first incorporated as a separate political entity with the concurrent incorporation of the District of Chester in 1879. The County itself was first established in 1759. A large rural municipality located on the South Shore of Nova Scotia, it surrounds the three towns of Bridgewater, Mahone Bay and the town of Lunenburg.

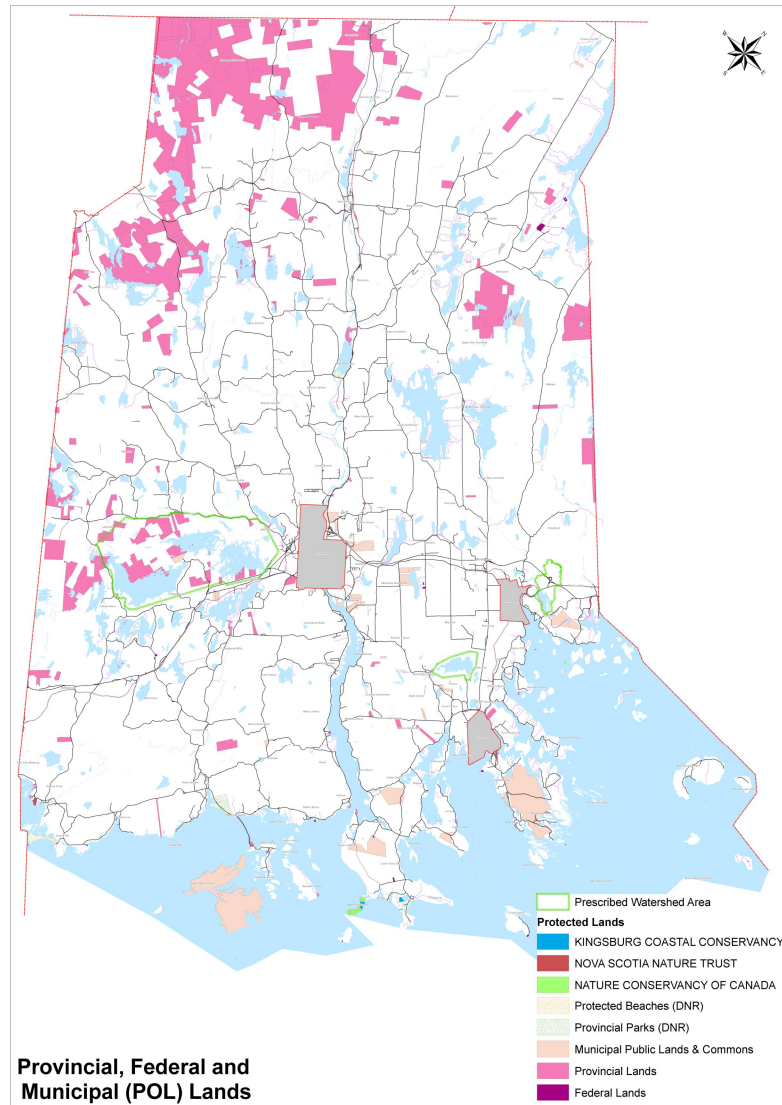
The Municipality consists of over 130 established communities, many of which date from the period of European settlement in the eighteenth and nineteenth centuries. Settlement created a dispersed community pattern, with many north-south roadways, reflecting the significantly higher degree of private land that was originally granted in Lunenburg County than can be found in other parts of Nova Scotia. See Map 1 on the next page, illustrating the relatively small percentage of public land holdings still to be found in MODL.

The 2006 Statistics Canada Census population for MODL was: **25,146**. Population decline for the Municipality has occurred in the last two census periods, slowly decreasing from the 1996 figure of 25,949. Within MODL, there are areas of much more recent population growth, with new subdivision and building occurring more intensively, while other communities are facing notable decline, specifically with a diminishment in average household sizes. See Map 2 on the next page, illustrating MODL Building Permit activity, involving new housing developments, in the last two decades [1990-2009].

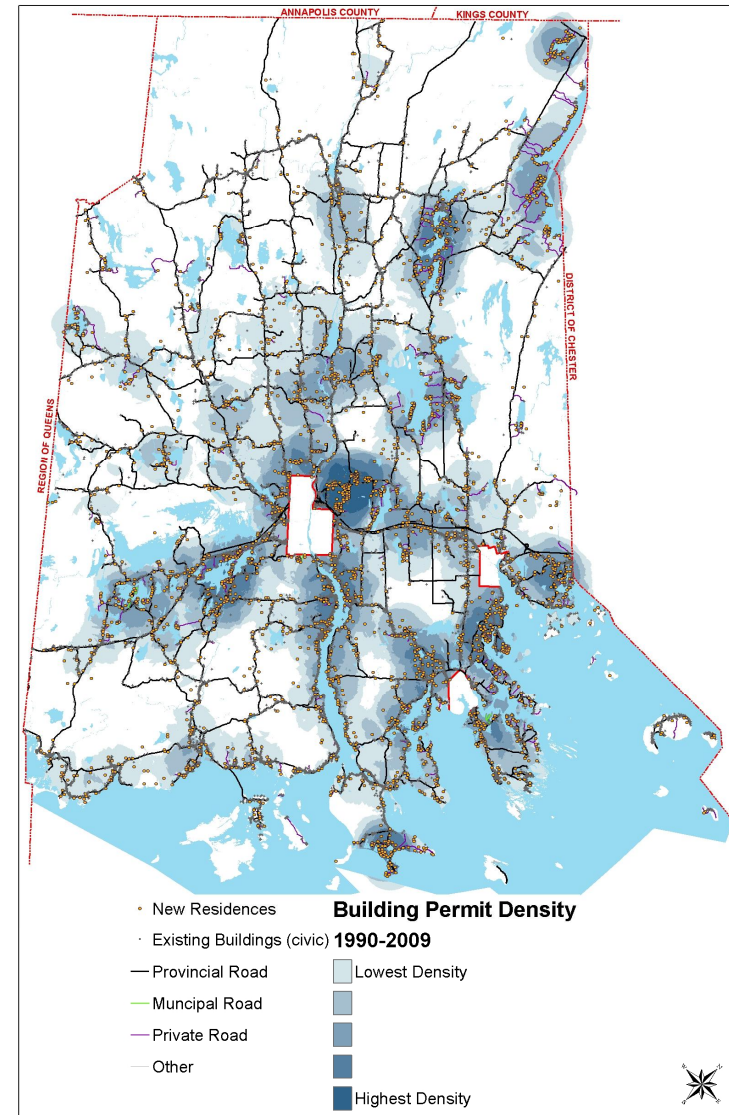
The total market assessment for MODL is a little over \$2 billion dollars. The 2009-2010 [Operating Budget](#) was over twenty five million dollars. For each dollar collected in property taxes by the Municipality, approximately forty one cents is transferred to the provincial government for various services and programs.

In May 2009, the Municipality completed [Phase 1](#) of its Economic Development Strategy, which included an Economic Base Analysis, looking at local demographics, and a detailed examination on the local labour force. This strategic document is one of the more recent and relevant for citation, for anyone interested in reviewing statistics concerning the current population breakdown in: local sectors of employment [see Section 3.2]; local income levels [see Section 3.6] or in the age distribution of the local population [see Section 3.1]. There are as well a number of common and accessible sources for related statistical information on MODL, and for Lunenburg County in general, for those interested in further background, including:

- [Nova Scotia Community Counts](#) provides online data for municipal units and other selected conglomerations [health boards, electoral districts, pre-identified 'communities' etc].
- Nova Scotia annual [Statistical Review](#).
- Target Nova Scotia - the [Community Profile](#) for Lunenburg County, produced for investment attraction purposes, includes identification of social amenities and local organizations [2004].
- Social Trends in Nova Scotia [from NS Community Services, 2008] highlights data on low income household incomes and transfer payments by County [[slide 34](#)] in regards to levels of local poverty.
- Service Nova Scotia - [Historical Population of Counties](#) reviews growth by county, from 1871-2001.
- Statistics Canada - 2006 [Census of Agriculture Tables](#) for MODL.
- Lunenburg County Community Health Board - 2006 [Community Profile](#) Health Status [see Appendix]



Map One



Map Two

Part One: Plan Background and Public Input

This first section covers: [1.1] the establishment of MODL's ICSP plan development process, [1.2] the incorporation of public input into the ICSP and [1.3] the identification of a Vision Statement.

1.1 ICSP Planning Framework.

In December 2007 MODL Council passed a motion to form an ICSP Committee. The Committee's duration was to run and terminate with the development and adoption of an ICSP for the Municipality. The Planning Advisory Committee was considered the appropriate Committee of Council to charge with the duty of developing the Plan. Its members thus became MODL's ICSP Committee.

In July 2008 additional planning staff was hired to coordinate the preparation of the ICSP, at the direction of the Committee. Terms of Reference were adopted in October. One of the Terms referenced the expectation that project staff would secure completion and adoption of the ICSP by Council by the March 2010 deadline. Another Term noted that the Committee would make efforts to align the development of the MODL ICSP with the direction and relevant objectives outlined in the Municipal Strategic Plan. Further details recognizing the pre-existing MODL Vision Statement, as found in the Strategic Plan, follows in this section.

Initial Committee discussion focused on determining what the plan development process was to accomplish beyond the requirements set in the provincial guide. In particular: the Committee committed to a limited number of 'plain language' principles, to be seen as reference points for project staff and stakeholders, in the determination of both the ICSP's strategic goals and any operational components. These reference points were especially used by staff when considering how proposed activities would be effectively implemented by MODL over the initial work plan period [2010-2014]. It was considered a key priority of the Municipality to see that the impacts [proposed actions] of the sustainability planning process be integrated across the existing corporate entity, and not considered as a new appendage to add to the array of existing municipal services.

The three sustainability principles identified at the commencement of the plan development process reflect ICSP Committee members' consensus and understanding of the desired outcomes. These were shared with MODL residents during the community information sessions held in November 2008:

Be forward thinking.

- Consider how the choices made today will impact the choices of the next generation.

Live within the means of what nature can provide.

- Consider if the choices being made will result in a continued process of society taking more than what can be put back from a finite natural world.

Try not to make decisions in isolation.

- Consider how the decisions we make affect the economic well-being, quality of life, and the natural environment. Consider as well how any of MODL's decisions are interconnected with the decisions being made by other governments and stakeholders.

In preparing the ICSP, staff reviewed numerous documents, committee reports, and various plans adopted or on file with the Municipality. Throughout the Sustainability Issues and the Action Planning sections that follow, a number of hyperlinks refer the reader directly to various documents. These links can provide context as to why there has been some consideration in identifying the proposed Action Items.

1.2 Public Input into the Municipality's ICSP.

Beyond related reference materials, the Municipality's plan development process also gathered present-day input from any interested local residents regarding local sustainability priorities. The interest was in identifying whether or not any of the locally-identified issues of residents aligned with the specified outcome measures outlined by senior government in the existing Funding Agreement [see MFA [Schedule 1](#)].

The nine Strategic Goals that were developed for the MODL ICSP [*found in Section Two*] were subsequently prepared in consideration of the public input collected in November 2008. Specifically, these long-term Strategic Goal Statements were constructed so as to be able to address many of the more detailed and specific concerns that were raised in discussions by individual citizens during these community sessions.

November Community Information Sessions

Staff hosted six sessions specifically on ICSP development. These sessions were open to all residents at various facilities throughout the Municipality. After a short [presentation](#) outlining why an ICSP was being done, and what purposes the Plan is expected to serve in directing future MODL initiatives, the session focused on gathering feedback from participants in their answering the Question: ***What are the priorities in moving the community towards sustainability over the next 20 to 30 years?***

The intent of staff in these community conversations was also to ask residents to identify how best their local government can take any action on their identified priority. This follow-on component was done to try to gather specific feedback on ***what role*** citizens are expecting municipal governments to play, in addressing a variety of recurring sustainability issues. [*e.g. energy, transportation, community economic development.*] The context in soliciting responses was to ask whether the Municipality should look to take priority action through:

1. Policy

- Creating policies that would **enforce** change to occur in the local community

2. Programs and Infrastructure

- Establishing services, infrastructure and programs that could **direct** potential changes;

3. Communications and Education

- Providing a communications role to the community that could **support** potential change;

4. Corporate Action

- Changing existing municipal corporate practices.

These four categories were used in the evaluation and subsequent development of the Municipality's Action Plan Framework [*found in Section Three*] - the section that identifies the proposed action items MODL will first look to undertake starting in 2010-2014.

Referencing of these categories - seen as covering the spectrum of what functions a government can serve the community - may be considered further in any discussions with provincial staff. How all levels of government can coordinate effectively, so that any of the proposed measures of MODL are in strategic alignment with the related actions of senior government, or with the actions of other local jurisdictions, may best fit together with the consistent application of such everyday terms.

Approximately 80-90 residents participated in the six community sessions. For a Municipality of over 25,000 residents, the number of participants was recognized as being a small sample. That said, the public feedback offered at all six meetings, [summarized](#) and sent to all participants, was considered relevant in plan development, and informative to the ICSP Committee in the Strategic Goal identification process.

It should also be noted that an important parallel planning development was brought forward as a result of the feedback identified at one of the six sustainability sessions:

The ICSP session in Petite Riviere produced the largest turnout of local residents - more than the total number of citizens who attended the other five community sessions combined. The subject of land use planning was evidently a concern to many of the residents who participated that particular evening. Currently, there are no established land use bylaws for communities in MODL along the southwestern side of the LaHave River, and following along the coast to the border with Queens County.

The amount of resident feedback received in Petite Riviere was sufficient in having MODL planning staff move forward with an introductory public session on "What is Planning?" in 2009. The intent of this subsequent meeting was to provide relevant information to residents on the implications of municipal planning strategies and local land use bylaws. This second meeting brought together over 100 residents to hear about, and make comment on the establishment of any related regulations. While the issue of introducing potential development controls in that area of MODL fell outside the ongoing ICSP development, the identification of such a matter at one of the community sessions may be seen as a beneficial - if incidental - result of soliciting the public's input on local sustainability.

Council Community Meetings

Shortly after the October 2008 municipal election, one of the resultant activities of the new Council that impacted any public consultation pertaining to ICSP development, was MODL Council's decision to host a series of community meetings in each of the twelve political districts during the winter and spring of 2009.

These community meetings - entitled: **"Your Government, Your Ideas"** - started in late February, and proceeded nearly every week through to the end of May. The meetings were well-attended, [*estimated participation of over 250 citizens in total*] and the Municipality was able to identify an extensive range of concerns brought forward by residents regarding their local government. The open format allowed citizens to raise whatever government services matters or questions they had on their minds. While this format brought to light a wide range of subjects, a few consistent priorities were apparent across all the various districts.

These meetings were seen as an additional opportunity for ICSP staff to consider a range of public input in addition to the information that was initially gathered in November. While these discussions were not focused specifically around the topic of sustainability, there can be no doubt in the value of hearing residents from communities all across MODL raise a number of similar concerns. Their comments established certain ongoing priorities that are expected of local governments in serving the community more effectively. To identify only a few of the issues repeated at more than one of the twelve Council community sessions:

- the increasing burdens facing local volunteer fire services;
- the costs associated [i.e. application of tipping fees] with the regional recycling centre;
- the impacts of deteriorating infrastructure [roads] or the decisions involving the loss of critical public infrastructure [schools] on the development of small communities.

The volume of feedback gathered from these twelve community sessions was also considered an effective example of the evident need for local government to ensure that there is a continuing process established for communications with residents, so as to be able to understand the implications of many of the policy and programming decisions being made [*be they federal / provincial / municipal*], before any issues became acute.

This ICSP identifies the significance of such an ongoing communications function between governments and citizens as an issue of social sustainability. Establishing a framework for inter-governmental communications is included as a proposed item for implementation in the Action Plan Framework. [*see Item #10*]

Subject-specific Discussions

Beyond the initial community sessions held in November, focused on identifying local sustainability priorities, ICSP staff also undertook a number of consultations that addressed specific topics during the spring of 2009. The two topics that were selected for further public discussion were considered to be inherently strategic, in that these focused discussions could either:

- build effectively on work the Municipality has already undertaken [*Public Lands Protection*], or
- build in a focused and in a tangible manner, where there was evident public interest in the Municipality, as well as a number of identified potential external supports [*Transportation*].

Further Public Input on Public Lands Protection

MODL has had an [Open Space Strategic Plan](#) for approximately five years. The purposes of the Open Space Plan is to both reference and prioritize projects that focus on delivering community benefits on identified public lands throughout the Municipality. It was recognized during the plan development process that the application of the Open Space Plan would be a significant tool in potentially delivering future actions pertaining to securing the region's ecological integrity [*biodiversity*] through increased public land protection.

In June 2009, as part of an Open Space Plan review, a meeting with a selected number [8] of community organizations was held. The purpose of the discussion was to discern the level of local support for specific protection activities. This initial meeting in June was considered one of the first of its kind, in bringing together various disparate local organizations that have an ongoing interest in how public lands are used or protected in MODL, and helped to strengthen the development of a particular ICSP Action Item. [*see Item #4*].

Further Input on Transportation

MODL was one of three municipalities selected to work with the Ecology Action Centre [EAC] on their Green Mobility project - specifically, on the development of a Sustainable Transportation Toolkit for Municipalities. As part of the toolkit development process, a charette exercise was undertaken in Dayspring, in March 2009, allowing MODL staff to work with the EAC [*along with consultants affiliated with Dalhousie University's Cities and Environment Unit*] to solicit more extensive feedback from any interested local residents focused on the subject of sustainable transportation.

More than 25 people, including a number of political representatives, participated in the day long exercise. Consultation focused on establishing both the principles that could be used to guide future decision-making by municipalities on local transportation initiatives, as well as itemizing specific priority projects that might be identified as part of the current ICSP development process for MODL.

Following the March consultation, EAC staff prepared and presented a full report to the ICSP Committee in May 2009, initiating further discussion on a proposed number of sustainable transportation objectives recommended for incorporation into the MODL ICSP. A [final report](#) was revised by the EAC and provided in August. The proposed objectives in the Green Mobility Report influenced the development of a particular Action Items that are subsequently identified in the Action Plan Framework. [*see Items #13 and 14*]

In addition to partnering with the EAC on the sustainable transportation toolkit, MODL staff was also able to partner successfully with the Towns of Bridgewater, Mahone Bay and Lunenburg, to complete a regional [public transit feasibility study](#) during the ICSP planning process. The feasibility study was made possible with the generous financial support of Conserve Nova Scotia. The study process was also able to integrate the ongoing involvement of a community group interested in seeing the realization of local transit.

As part of the initial scoping process for the transit feasibility study, a series of focus groups with selected interests [*i.e. local businesses, health and education officials, service providers, etc*] was held in April 2009, to ascertain the measure of potential support for any proposed future transit operations in the region. The resulting feedback from these focus group meetings was considered a basis for further investigation by the transit consultant concerning potential service model designs.

1.3 A Strategic Vision for the Municipality.

An important consideration in MODL's ICSP plan development process is where the Sustainability Plan fits with other governing instruments used by the Municipality to administer and determine its affairs.

In particular, specific reference can be made to the [Municipal Strategic Plan](#), as the development of an ICSP for MODL is recognizably connected with that existing document. Since 2003, the Municipal Strategic Plan has been an established mechanism used by Council and senior management to determine both existing priorities, as well as outline anticipated directions in future MODL business plans and budgeting.

This interconnectedness between the MODL ICSP and the Municipal Strategic Plan is also of notable consideration in any repeated efforts undertaken by municipal staff members to set out a long-term vision statement for the Municipality.

A Vision Statement, identified as part of a revised 2008 Strategic Plan, was accepted by MODL Council in July 2008, immediately before ICSP project staff was hired, and began preparation on an ICSP work plan. This fact affirmed the use of the existing MODL Vision for the purposes of the ICSP, rather than have project staff duplicate the recent past efforts in accomplishing a task that might produce as an outcome a statement of potentially little dissimilarity.

As such, the Vision Statement found in the July 2008 Municipal Strategic Plan describes a future vision of the Municipality seen to meet with the ICSP plan development process:

MODL 2008 Vision Statement

We are a community of communities, each with a unique history representing a diversity of cultural backgrounds and a mix of suburban and rural opportunities. We enjoy healthy lifestyles rooted in unrestricted access to the natural beauty of our region's coastline, lakes and forests, a pristine environment and high quality community services.

Our caring and tolerant communities supported by a strong volunteer base provide a rich mosaic of services to enhance the quality of life in our region offering a lifelong home.

We are a progressive community with a sustainable, diversified economy incorporating both traditional resource based activities and a spirit of innovation and entrepreneurship that capitalizes on new economic opportunities. Our success is built on a strong work ethic and productive working relationships with our community and regional partners. We are a vital economic and service centre for the region.

MODL undertakes ongoing revisions of its Strategic Plan at frequent intervals. The development of the ICSP is considered an important component that will be of contributive value in revising the existing Municipal Strategic Plan before the end of FY 2009-2010. This revision process is slated to occur in a timeline immediately subsequent to the proposed ICSP being drafted and adopted by MODL Council.

Part Two: Sustainability Issues and Strategic Goals

The ICSP acts as both a strategic document that outlines the Municipality's long-term intent, and an operations document that identifies a specific set of activities to be undertaken by municipal government.

This section covers: **[2.1]** a select number of significant societal issues affecting the long-term sustainability of communities in MODL, and **[2.2]** the establishment of nine ICSP Strategic Goal Statements, from which seventeen particular Action Items for the 2010-2014 work plan have subsequently been identified.

2.1 Sustainability Issues

The Province identifies the application of a 'four pillars approach' be used in stand-alone municipal ICSPs [template #3] to detail the various sustainability issues that local communities are facing. For the residents of the many small rural communities found in MODL, it may be recognized that a number of these significant and comprehensive issues are not unique to our own local geography, but are being commonly experienced, to varying degrees, by residents of rural municipalities throughout the province.

The list of sustainability issues itemized below was drawn from the consolidated feedback that was offered by MODL citizens as local concerns / priorities in the November community information sessions. Following this chart, further detail is provided to two particular sustainability issues. These two selected issues are seen to be beyond one municipality's capacity to change, but are crucial elements for our entire province to consider in any 'shift' to sustainability. It is also clear that a number of these identified issues fit across the spectrum, as they all have a profound impact on the economic development, environmental integrity and the social prosperity of what is often labeled as: "a healthy, sustainable community."

ENVIRONMENT	ECONOMIC
1- Air Pollution. 2- Water Quality. 3- Harvesting of Natural Resources. 4- Community Adaptation to Climate Change: i.e. anticipated threats to coastal communities. 5- Preservation of the Natural Environment: i.e. recognized value in 'undeveloped' land.	1- A Strong Local Economy in a 'Global' Marketplace: i.e. Level of community support for local goods and services in a globalized economy. 2- Anticipated demographic changes: i.e. Shrinking youth %, working-age populations %. 3- Reliance on non-local energy sources. 4- Infrastructure gaps or infrastructure deterioration: i.e. transportation, information technology, education.
SOCIAL	CULTURAL
1- Migration of populations to major cities. 2- Availability of public services in small communities. 3- Trends in Population Health: i.e. active lifestyles. 4- Participation in Community Development.	1- Consumer awareness: Consumption. 2- Community identity and involvement. 3- Erosion of individual self-reliance with increased government involvement in all arenas.

Cultural Sustainability Issue - Consumer awareness: Consumption

In 2006, the United Kingdom Sustainable Development Commission and National Consumer Council for the UK released a Round Table Report on Sustainable Consumption [[I Will if You Will](#)]. The Report's introduction states with some clarity one of the fundamental components needing addressed, if the world is to make any shift towards sustainability in the twenty first century.

It is, to some degree, describing a cultural aspect of our modern-day society that originated with the impacts associated with the Industrial Revolution:

"We live in a consumer society, with unprecedented individual comfort, convenience and choice. What we buy may come from shops and businesses that in turn may buy from factories and farms. All these supply chains start in the same place – nature.

... The connections between how we live and the natural systems of the planet are made opaque by the complexity of today's economy. Yet the simple truth is that if everyone in the world consumed at the average rate we do in the UK, we would need three planets..."

The cumulative impacts on the finite natural environment caused by current consumption can usually be described in some detail - i.e. loss of habitat here, over-harvesting in natural resources there, evident increases in air pollution caused by manufacturing processes over there, etc. With the identified support of citizens, both local and national governments can make effort to mitigate a number of the impacts associated with particular and identifiable issues, through the implementation of more effective regulations, or through related programming efforts that look to affect the supply side of the consumption equation.

Many citizens recognize, would readily understand, and actively support [*or advocate for*] these forms of policy responses from their governments. To some degree, the identification of such undertakings is one of the key roles in developing ICSPs for local municipalities in Nova Scotia. The challenge is that, with unchanging consumer demand, the actions of a single government may be able to remove the impacts of a specific issue from occurring in one jurisdiction, only to see it re-appear somewhere else.

Less straightforward but still well understood by most citizens, is the degree of inequity between how certain societies, such as our own in Nova Scotia, collectively consumes in far greater rates than what would be sustainable if the entire world population were to act in similar fashion.

The difference that an individual can make is significant when it forms part of an overall aggregate with other citizens in their community making a choice to do the same thing, or to act in a similar manner. Through the use of various [measures](#) and [networks](#), an individual can now be much more aware of the impact of personal decision-making with an identified global concern. The key word in the first sentence, however, is: 'aggregate.' It requires both the awareness and purposeful participation of the many, not just the few, to change substantively the cumulative negative impacts on nature from the demand side of the equation.

Changing the way that the majority of consumers think about all the various decisions they make in the marketplace is a significant challenge in the shift towards building sustainable communities. It is fair to state that the present-day culture does not place great emphasis on tying consumer choices with the consumer's degree of awareness as to the related impacts [*upstream or downstream*] in how such products or services are being made available to them. As the Round Table Report points out, it is the complexity or "opacity" of the modern-day economy that inhibits greater awareness at the end of the supply chain.

Individual consumers see a marketplace that is filled with innumerable goods and services, most of which they could never have the time or ability to produce for themselves. This aspect of diversity, and of choices being immediately offered to them, is inherently very attractive. How it all operates [and the degree of continued change that is occurring constantly within it] inhibits much individual exploration of related details.

Certainly, some products and services are afforded closer examination by most consumers. A certain percentage of consumers may be much more selective in a number of their choices than are other citizens. However, for the most part, it is safe to presume that of the many millions of consumer choices that are being made every day, many are done without the consumer's complete knowledge as to the full measure of the impacts of those decisions on the natural world.

For local governments such as MODL, the consequences of this cultural mindset can be directly tied to how society effectively handles the end results of much of our personal consumption, namely: the costs that are associated with solid waste management, and the recycling / diversion activities that eventually land back to be handled in the public domain. While the provincial government outlines the [overall strategic context](#), it is local governments who are necessarily responsive to the immediate impacts of the decisions being made by local businesses and by resident consumers, when it is placed in bins, or at curbside.

How effective municipalities can manage and communicate the related 'downstream' costs associated with individual consumption is a significant issue for any local government intent on seeing effective changes in the current cultural perspective in the early twenty-first century. The questions MODL may consider in addressing this specific sustainability priority over the longer-term timeframe is:

- Are local residents and businesses conscious of the consequences and associated costs of their current consumption patterns?
- If they are conscious, are they choosing to act any differently?

Economic Sustainability - Demographic Changes

Also in 2006: a [Demographic Research Report](#) was prepared for the provincial government that summarized provincial population projection scenarios to 2026. The base case scenario identified where there would no longer be any natural increase [*deaths would surpass births*], and that the ageing of the population would ultimately shrink the size of the available employment base, likely starting by 2011. Positive inter-provincial migration, and the attraction of new immigrants from other countries, might adjust the projected slope of the decline in the province's 'working-age population', but neither would likely arrest it.

It is evident to any resident of Nova Scotia, at all conscious of the experience of our last century and a half, that the province's future dependence on either of these two methods to retain our working-age population has well-identified challenges. The following conclusion was offered in the full Report: [\[p. 88\]](#)

" If left alone, a growing labour shortage will choke off the local growth that citizens and governments depend on for their continued well-being. **This will impact on Provincial revenues, just as the trend towards a larger senior citizen population will impact on expenditures**, especially in health. This coming senior population is made up of the Baby Boomers, who, through the sheer size of their cohorts, have had government respond to their needs throughout their lives, and they will continue to expect it to do so."

What is true at the provincial level can also be true for local communities as well. A sustainable future for all municipalities in Nova Scotia includes having a working-age population in place that can help to finance the various services that citizens presently expect from all levels of government. The alternative would be to curtail provision of a number of government services that have been in place for a number of generations, or to find through other means new revenue sources to support these services.

For rural municipalities in Nova Scotia, envisioning a shrinking employment base, alongside a reduced working age population cohort, has been an identifiable feature of the local landscape for some time - the difference for some rural regions has been, perhaps, a matter of degree. In going forward with sustainability plans, a key consideration that will be important for the entire province is to begin to set out a new economy for those regions that will undergo extensive demographic transformation, or in some cases, decline.

It is safe to state that there are very few municipal plans in Canada [sustainability plans, strategic plans, municipal planning strategies, etc] that fully articulate the possibility, or related implications, of a shrinking working age population base in their respective communities, and how this fact will affect public services and economic activities in their region. In the case of the plans set out for the major Canadian cities - including a number of their sustainability plans - the clearly articulated assumption is that they are to remain centres for continued population growth, be it through gains via immigration [Toronto-Montreal-Vancouver receiving approximately [60-70%](#) of totals] or, put simply, be it through gains via migration from other parts of Canada. The question may be asked: if every local sustainability plan is making the same assumption, and presumes that **their** continued growth is based on somewhere else's decline, how realistic is the likely outcome for all jurisdictions, in terms of where they assume their working age population totals to be in thirty years?

2.2 Identification of ICSP Strategic Goals

With the identification of various issues across the four pillars of sustainability, reflecting feedback of residents who participated in community consultation sessions, a slate of nine ICSP Strategic Goals was formed. These statements were drafted by planning staff, reviewed by the ICSP Committee, and presented to MODL Council in February 2009. They represent the long-term strategic directions used to guide any specific short-term actions that MODL identifies in this initial ICSP [2010-2014], and in any future ICSP Action Plans.

At the foundation of the MODL ICSP are four Strategic Goals that look to **protect the natural environment** on which life ultimately depends:

1. Protect local air quality.
2. Protect watersheds.
3. Protect public land assets.
4. Protect private resource land from environmental degradation.

[1-4.] The strategic intent behind all four statements is to ensure that an identified number of MODL Actions pursues a reduction in the associated negative impacts on local air quality, water quality, and such conditions associated with land. If reductions are not possible to achieve solely through a municipal policy framework, identified efforts are to be made to work with the Province to secure sufficient environmental protection so as to sustain healthy communities. These 'foundational' environmental goals are seen as forming the basis for any further goal identification pertaining to social harmony or local economic prosperity. The separation of the strategic intent concerning land protection into two distinct statements reflects the specific attributes of:

- seeing that a suitable proportion of land is set aside and protected from development pressure, so as to secure a measure of biodiversity / natural habitat; and
- seeing that any lands that are being used for natural resource cultivation are not compromised for future generations through a continued pattern of unsustainable practices.

As previously stated, it is evident that a number of the public policy measures that pertain to air, water and land protection are associated with senior government, and in particular provincial government legislation. For MODL, a large rural Municipality with a significant number of sizable and dispersed private land holdings, it is crucial to see an alignment between the relevant provincial strategies concerning the environment, and any proposed municipal ICSP efforts. **Cooperation has been identified in the Action Plan by line item.**

It should also be stated that many MODL residents remain very much connected to the land and water that surrounds them, in a manner perhaps distinctive and dissimilar to residents who have chosen more urban settings in which to reside. Three examples of such distinctiveness may be offered: **[1]** A great number of rural residents continue to find a livelihood for themselves in the resource harvesting sectors of the economy. **[2]** The majority of rural residents are responsible for maintaining their own water supply and the treatment standards of their own wastewater. **[3]** The protected wilderness areas that would see space secured for natural habitat is not fifty kilometers away, but instead something that can be seen from the back porch.

The immediacy of how residents in rural communities connect with their environment is an important facet to be considered and appreciated by planners and policy makers, in the application of any proposed measures that would address the strategic intent of proper *[and imperative]* environmental protection. Municipalities are often the level of government most immediate to gauge any resident concerns: as such, they are positioned to work well with both citizens and the other levels of government regarding any possible implementation.

The second set of identified Strategic Goals all look to be supportive in **sustaining the socio-economic viability** of existing MODL communities, in particular: by recognizing what particular Actions the municipal government may consider in support of the existing community fabric as found in MODL:

5. Support the ongoing viability of private resource land.
6. Support the viability of communities by developing a range of housing and economic alternatives.
7. Support the local delivery of public services as determined by the communities they are meant to serve.

[5.] A viable future for many of the sparsely populated communities in MODL remains connected, as it was in their origins, on the ongoing sustainable cultivation of private resource lands. Such an emphasis may become increasingly important for local government to consider, with any emergent connectivity that consumers in Nova Scotia have when considering purchasing of their food. In time, changing consumer awareness may also begin to impact the proposed use of other locally-available natural resources.

[6.] While some MODL communities remain resource-oriented, many other MODL communities are more recognizably suburban or commuter-shed in their form. That is: people reside locally, and there may be a number of small local businesses operating, but the employment base for many residents is, for the most part, found elsewhere. The strategic impacts that municipal planning policies can have on the spatial form of communities, not only for environmental protection purposes [*to include: ensuring successful community adaptation to climate change*], but also in enabling or limiting the diversity of development choices that can occur, is well recognized. Future ICSP Action Plans might consider beginning to start the recognizably challenging process towards regional planning, in close cooperation with other municipal units in the County, so that any policies affecting community form may be effectively coordinated across the entire region.

[7.] MODL residents repeated more than once in consultations that a key priority in 'government' looking to support any community's 'sustainability' was to see that all levels of government be clear as to local impacts, when considering how the decisions surrounding public services are made. While not focused solely on the associated economic impacts of government services, it would serve as an appropriate example, as it is safe to state that public services in the early twenty first century are an important force influencing a community's economic development. Note, as example, the 'drivers' identified in the [study](#) undertaken in Halifax Regional Municipality's Regional Planning exercise regarding their region's ongoing economic growth. While centralization of government services may appear to be a force of necessity, there remains the task of adequately integrating those communities and residents on the periphery, so that the integrity of existing communities is not seen to be continuously compromised by public policy and spending decisions.

The final two proposed ICSP Strategic Goals are seen as being **transformational** in their intent. Required changes will only result if a cultural 'shift' occurs, both generally in communities, and more specifically with the majority of individuals making different choices regarding their personal mobility, and how much energy and material goods is currently being consumed by each individual.

If we do not, as a global society, collectively accomplish this transformation, we will continue to outstrip the available resources that our finite natural environment has to provide humanity. Increased social conflict over scarce resources will be inevitable. These two Strategic Goals are seen as ultimately affecting all pillars of sustainability:

8. Change transportation and communications patterns.
9. Change existing patterns of energy use and consumption.

[8.] The role of local government, through both its land use development policies and the provision of related services and infrastructure, influences the choices that are made by residents regarding personal transportation. In both areas, the required degree of change is recognizably requiring greater commitment and financial resourcing from all governments, to induce any changes to occur.

[9.] A transformation of existing consumption practices is as true for the Municipality, as a distinct corporate entity, as it is for residents or businesses. In this initial 2010 ICSP, there is a focus on a number of corporate changes that positions MODL to become more aware of the impacts of its own energy decisions.

~

The identification of nine Strategic Goal statements is meant to serve MODL's interests over the long-term, as the proposed timeframe for the 'strategic' portion of an ICSP is seen as being approximately 30-40 years.

As some residents who have lived in MODL for thirty years would tell you, a few decades can be a long time to anticipate in community development. Many of the changes that can affect communities are consequences of decisions that fall outside the scope of defined plan development processes. While this fact certainly does not lessen the need to undertake long-term sustainability planning - indeed, it might make it the more relevant - it nevertheless encourages humility. In considering the desire for suitable adaptability to unforeseeable change, the ICSP Strategic Goals for MODL are, for the most part, purposefully crafted to be plain sentences.

It may be anticipated that future municipal officials, charged in their own time with determining where available resources can be best allocated to various priorities through future Action Plans, can continue to use these Goal Statements in a relatively consistent fashion, to explain why one activity or another is being pursued. Future officials may also try to use consistent outcome measures in reference to these Goals, to determine where more emphasis through local government action is necessarily required.

Editing, or the addition of other Strategic Goals to emerge through the experiences of the next thirty years, is quite likely. That said, the plainness of the language purposefully used in the 2010 ICSP can hopefully allow for some of the unintended consequences and unforeseeable changes that will come, to be adequately met.

Part Three: Action Planning

The ICSP acts as both a strategic document that outlines the Municipality's long-term intent, and an operations document that identifies a specific set of activities to be undertaken by municipal government.

This section covers the proposed operational components.

The timeline for action is four years. Each identified action that follows will be initiated, in some capacity, through the annual business plan and budgeting process that MODL Council completes prior to each fiscal year, starting in 2010-11 [Yr1], through to 2013-14 [Yr4].

A four year action plan is proposed for two reasons:

1: it establishes a window for operations that coincides with the existing Municipal Funding Agreement [MFA] with which the ICSP corresponds. Running an Action Plan parallel to relevant funding provides flexibility; as future MFAs may change terms, scope, or the availability of financial resources from senior government. If, at some point in the future, the duration of the Agreement is adjusted to a five or seven year window, it can be expected that the Municipality's Action Plan can be similarly extended.

2: it establishes a review process that requires future political leaders and municipal staff to consider, in their own time, what actions are most relevant for them to undertake regarding local sustainability. It would be presumptuous to direct a series of activities too far into the future, without the triggering of recurring analysis and input.

It is recognized that the decisions of Council and senior management in their annual business planning process will consider what level of resources are available, and, in some cases, where partnerships need be coordinated with other local governments, the province, community groups, or residents, in order to see any yearly progress.

Success in implementation of the Action Plan can be measured in two ways. MODL Council, in their proscribed role of providing oversight, may simply review ongoing progress by asking:

- ***Are actions being undertaken?***

If they are not, the ICSP plan development process was likely deficient in some capacity.

- ***Did such actions positively impact any of the identified indicators of local sustainability?***

If they did not, other actions might be seen to be a better use of available resources.

Each of the proposed 2010 ICSP Action Items are described in similar fashion:

<i>Proposed Action Item</i>	<i>Desired Outcome</i>
What is to be done.	What change may be expected.

<i>Implementing Committee / Staff</i>	<i>In progress by:</i>	<i>Budgeting</i>
Who is responsible to do it.	When is it to start / What is the first step to take.	Potential impacts on municipal resources over the next 4 years.

A few paragraphs of context are then provided for each of the 18 Actions.

These brief description pieces link a proposed Action with relevant activities / strategies taking place elsewhere, - most notably, activities that are also found to be within the provincial domain. These descriptions also establish the link between proposed actions and the Strategic Goal with which they are most closely aligned.

At the end of this section, a summary table is provided as a tool for quick reference, regarding related resource requirements for MODL.

	Proposed Action Item	Desired Outcome:
1	Inventory municipal energy use. Carry out appropriate energy efficiency measures and/or related changes to existing municipal operations.	~ Less airborne pollutants and greenhouse gas emissions generated from municipal facilities. ~ Future economic savings to the municipal unit with reduced corporate energy costs.

Implementing Committee / Staff	In progress by:	Budgeting
Committee of the Whole Finance Engineering	2010: Monitoring program established. Improvements identified.	Operations: Existing & New. GTT: No.

The [federal government](#) and various [international assemblies](#) have outlined the need for developed nations to reduce greenhouse gas [GHG] emissions, as a significant strategy in addressing the issues associated with global climate change. The province recently communicated to all municipalities that they will be required, per the new provincial Climate Change Action Plan [[# 48](#)], to introduce related strategies as part of an amended MFA. Many cities in Canada, including [Halifax](#), have corporate energy plans, with actions specifically addressing air quality and emissions. Knowing the impacts of your actions from an energy use & GHG perspective - and committing to doing something - is a fact of 21st century responsible corporate life.

This particular Action aligns with the province's Climate Change Strategy. It proposes MODL will continue to identify emissions resulting from its own facilities, and to take appropriate operational actions to reduce the percentage amount of emissions. The proposed environmental benefit is seen as the primary measure of success / fail on this particular action. Emissions reductions may also be tied to quantifiable economic benefits in the future, as fossil fuel prices likely continue to rise over the next two decades.

For a municipality to take action in reducing emissions, it must first put effort towards inventorying it. Such work was first initiated during the ICSP development process. The Union of Nova Scotia Municipalities [reporting template](#) identified for common use by all municipalities in NS, was used to track facility totals for two previous years. Once numbers are being tracked, municipalities must subsequently commit to investing in the capital or operational measures that will change them. The related auditing work was also completed by a consultant during the ICSP development. This proposed energy management plan may be considered as the baseline document for any future improvements.

Corporate action focused on efficiency improvements is one way local governments can practice what they preach in regards to air quality and emissions. As governments increasingly ask citizens to be concerned with energy conservation measures via legislation or regulation [see changes to the [NS Building Code](#), in place at end of 2009]; it is imperative that, as a corporate entity, the municipal government itself improves on the measurable impacts pertaining to its own energy use, where possible.

MODL has been registered with the Federation of Canadian Municipalities' [Partners for Climate Protection](#) Plan [PCP] since 2003. PCP members [187 local governments across Canada, 10 in Nova Scotia] have committed to take some form of action against climate change. The recent inventorying and auditing activities done during the ICSP development process may be considered as part of the necessary work to move this Municipality from Milestone 1 to Milestone 2. Taking further steps, by setting a specific reductions target through operational improvements, would re-affirm MODL's existing commitment to PCP principles.

	Proposed Action Item	Desired Outcome:
2	Develop a strategy to reduce the number of wastewater systems not operating to standards. [in cooperation with residents and the Province]	~ Reduced amounts of inadequately treated wastewater found to be entering local watersheds. ~ By 2015, quantitative progress made on the long-standing issue of inadequately treated sewage.

Implementing Committee / Staff	In progress by:	Budgeting
Wastewater Committee Engineering Planning	2010: Municipal systems upgraded. Regional analysis completed. Program responses identified.	Operations: Existing & New. GTT: Yes.

Achieving “Clean Water” is an explicitly stated objective in the Municipal Funding Agreement. This Action Item proposes to create an effective strategy that reduces the number of systems - be they public or private - that are not in compliance with related standards, so that, by 2015, there will be less inadequately-treated wastewater polluting the environment. MODL would identify the need for resources to ensure the [standards](#) of its own municipal treatment systems through this particular line item. It would also recognize the compelling need to work successfully with the Province and with landowners to seek solutions regarding private systems.

Approximately 97% of private dwellings in MODL use on-site private septic systems. [The other 3% of households are on central treatment systems managed by the Municipality.] It is safe to state MODL and the Province do not know what percentage of private systems currently conflict with the intent to see that there is actually “Clean Water”. The findings of any past assessment - the Health Board conducted a related survey in the early 1990s - would make it safe to state that the number is not 100%. It is likely not even 90%. If the signed MFA is to be a meaningful document, it might look at moving that number up.

Inadequately treated wastewater is a subject of noted local interest - both recent and long-standing. There has been communications to Council or to MODL committees by concerned residents about treatment, or evident lack thereof, in their respective community. [Conquerall Bank, Riverport, LaHave, Dayspring] To-date, MODL’s approach to such matters is to handle each as they arrive, on a potential project-by-project basis. Some infrastructure projects have gone ahead successfully. Other communities are assumedly facing the same pollution issues as raised in the past.

To reduce the amount of inadequately-treated wastewater resulting from the lack of properly functioning private infrastructure, MODL will need to work very closely with landowners and the province. The functionality of private systems is not governed under municipal bylaw. Private owners are responsible for maintaining their own systems. The monitoring of functionality is a [responsibility of the province](#). Success on this matter thus requires success at collaboration.

That said: rural residents are as concerned as their urban counterparts, if their local environment is being knowingly and steadily polluted. In addressing water issues in a rural community, it requires a distinctive policy response from governments, so as to achieve the desired outcome. The development of municipally-operated treatment systems - an option for which there is [or has been] an [identifiably great number](#) of various infrastructure support programs for government spending - should not be seen as the only appropriate program mechanism to ensure that we are moving towards cleaner watersheds in Nova Scotia.

	Proposed Action Item	Desired Outcome:
3	Provide financial support to community-based projects aimed at improving the conditions of local watersheds.	~ Coordination on, and support for, related 'clean water' projects with local citizens, community groups and with other levels of government.

Implementing Committee / Staff	In progress by:	Budgeting
Wastewater Committee Engineering Planning	2010: Projects identified. Service agreement established.	Operations: Existing & New. GTT: With Item #2.

A recurring comment from citizens, evident in a number of ICSP information sessions, was the ongoing need to integrate the involvement of active community interests with the implementation of municipal sustainability actions. Such comments are not seen as isolated phenomena - the records of [most public policy](#) discussions held in this province generally include such. This perspective may be seen as a distinctive component of our cultural heritage. From their [continued support of credit unions](#) to the [high percentage of local volunteerism](#): many Nova Scotians believe that local agencies can help deliver effective leadership, and provide for increased knowledge of local conditions, than can any central authority acting on its own.

The identification process - 'the role of the community' so to speak, in helping implement any specific actions on local sustainability - is recognized as an ongoing challenge. It is not inherently possible to support all proposals emanating from local interest groups that can appear through public discussions. Nor is it ever the role of government to become actively involved with [or to know about] all the decisions being made by individual citizens. In 2004, NS Economic Development staff established a lens whose purpose is to consider the related impacts on the 'community' of government-led activities, and where it might be beneficial to put together a [community development-based](#) approach.

One of the key principles in the lens' application is to consider where there are evident benefits to foster more collaborative models for service delivery. This Action Item proposes that MODL support community-based project activities as being an effective means in protecting local watersheds from the impact of pollution.

It further proposes that MODL might consider an approach that enables community projects to go beyond the typical yearly window, so that they can be implemented over a span that fits with the ICSP. A longer time frame allows for increased capacity to be built by the partnering organization, and for their attention to put directly towards achieving specific activities, rather than in recurring proposal development and negotiation.

In considering how this approach might be best undertaken: MODL currently supports Bluenose Coastal Action Foundation [\[BCAF\]](#) on a project-by-project basis. Currently, the Municipality interacts at both the strategic level, by having representation on their governing Board; while, on a tactics level, providing staff support on working committees, as well as a specified measure of financial assistance for identified projects.

In seeing a quasi-governmental agency such as BCAF lead on project development - rather than implement the direct delivery of activities by a specific municipal unit - the Municipality is able to become one of several potential supporters. What is lost in autonomy in the decision-making and management can be weighed comparatively against the merits of having a variety of possible resources involved, and the interests of several agencies at the table, meaning: various departments, a number of local volunteer groups, and potentially the support of the private sector [through foundations, donations, etc].

It is evident that the majority of municipal boundaries in Nova Scotia were not established to match with natural watersheds. In other jurisdictions in Canada, provinces have created legislation that enables the development of collaborative organizations, outside of local government, in order to deliver successfully on projects focused on achieving “Clean Water.”

Ontario has allowed for local [Water Conservation Authorities](#), based on natural boundaries, since legislation was first passed in 1946. Manitoba allows for local [Conservation Districts](#) to be recognized and supported by various levels of government, and to include the participation of local volunteer organizations. The populated portions of both these provinces are now generally covered by these respective types of agencies.

With the proposed development of a new [water resources management strategy](#) for all of Nova Scotia to appear in 2010, the intent of this Action Item - in following on the principles outlined within the province’s community development lens - is to build on the existing capacities found in local organizations, to help deliver the coordinated interests of all stakeholders.

It so happens that, in MODL, there has existed a quasi-governmental organization for over ten years, which has been quite successful in securing ongoing support from all three levels of government, in pursuit of a variety of watershed-related projects.

For MODL to consider such an approach, a more formal agreement of services would need to be established with BCAF at some possible future date. This services agreement would highlight particular projects addressing ‘Clean Water’ issues, [i.e. extension of current [water quality monitoring](#) program for the LaHave, possible adoption of similar monitoring programs for other local watersheds, etc.].

While increased financial resources from the municipality would potentially be required in adequately addressing watershed issues, the proposed approach allows for work to proceed in concert with other partners in government and the community, without the need to hire additional full-time municipal staff to be devoted specifically to the issue.

The number of coordinated watershed protection projects completed, and resultant indicators of those identified projects, with identified multi-stakeholder support [municipal / provincial / federal / local volunteers & private] are considered the success / fail measures for this particular Action.

	Proposed Action Item	Desired Outcome:
4	Increase the percentage of land holdings in the Municipality designated for environmental protection. <i>[in partnership with the Province and to include the involvement of local organizations.]</i>	~Public land is perpetually set aside for non-development, low-impact purposes.

Implementing Committee / Staff	In progress by:	Budgeting
Community Services Focus Group Recreation Planning	2010: Open Space Plan updated. Priority projects identified.	Operations: Existing. GTT: No.

Since its adoption in 2003, the municipality's [Open Space Plan](#) has included a few projects that require extensive coordination with the province. This Action Item proposes that further emphasis be put to those identified projects that can deliver environmental protective purposes, specifically in efforts to reduce the impacts of human activity over a portion of the public lands that are to be found in MODL.

The clearest, and possibly most immediate example, would be the proposed development of a nature corridor in the Shingle-Smith Lake area. Successful development of a project of such substantive size would ultimately consider the use of the province's [protection area designation](#) as a means to ensure the area's ecological integrity. The intent is to see a percentage of identified land be set aside legislatively, so that it will not be impacted by future settlement or industrial resource use. This objective may be of slight variation to the majority of Open Space Plan projects successfully undertaken by staff over the first five years of the Plan, where the major focus was to concentrate on delivering recreational priorities to local residents.

The percentage of land in MODL currently under protected provincial legislation stands at 0%. MODL remains one of the few rural municipalities in Nova Scotia without any protected [wilderness areas status](#) or [nature reserve status](#) lands. As well, the percentage of public land in Lunenburg County is itself seen as a much smaller percentage than is the case to be found in most rural areas in the province. The province committed [over 15yrs ago](#) [along with all other provinces] to raise the amount of land under legislated provincial protection to 12% - a commitment that was since reaffirmed with the Environmental Goals and Sustainable Prosperity Act [EGSPA] legislation. The figure is currently closer to 8%.

The intent of this particular Action Item is to directly link future municipal staff efforts re: Open Space Plan activities, with the successful delivery of projects that will obtain some form of "protected" designation status, as a priority over the 2010-2014 timeframe. It is presumed that such a project requires a successful partnership with the province, related conservation and user groups, and an effective consultation process with the residents of local communities most affected by any proposed changes to the identified land areas.

The proportion of public land, and the proportion which has obtained protected status, is considered to be the success / fail measure for this Action Item. There is recognized public support in seeing both the South Shore region and the province in general, pursue increased public land protection, based on the input from sessions undertaken by Voluntary Planning for the Department of Natural Resources [see the [Report's sections on sustainability and diversity](#)]. The findings from these sessions looked at biodiversity as one of the key elements - in particular, it may be cited that some public commentators made note of the lack of effective weighting for use of Crown lands other than for the perceived primary use for industrial harvesting.

	Proposed Action Item	Desired Outcome:
5	Support identified incentive programs targeting the protection and/or development of resource lands. <i>[in partnership with the Province, and possibly other municipal units in the region.]</i>	~ Targeted economic growth strategies associated with local resource production. ~ Increased employment in resource sector.

Implementing Committee / Staff	In progress by:	Budgeting
Economic Development FG Economic Development	2011: Objective included in Economic Development Strategy. Incentive program established.	Operations: Existing & New. GTT: No.

Since at least the Cooperation Agreements of the 1980s, the provincial and federal governments have worked through joint incentive programs, available to individual farmers, woodlot owners, businesses, or related sector organizations. These programs have looked to provide a measure of support for both the management capacity and marketplace competitiveness of local resource industries in Nova Scotia.

As but one recent example: the existing federal-provincial framework for the agricultural sector: "[Growing Forward](#)" recently announced an [Innovation Fund](#) program [summer, 2009]. One of the fund's categories would consider, as eligible projects, proposals that identify improvements to water management practices on local farms. Such an issue was studied, coincidentally, by the local Chapter of the Federation of Agriculture, in concert with the provincial department. With the study's completion, a presentation was made to MODL, seeking possible financial support from local government.

This Action Item proposes that MODL develop an avenue for strategic financial support on particular projects that will either: [a] protect resource lands and neighbouring properties from the impacts of potential environmental degradation or [b] strengthen the capacity of the small woodlot owner or area farmer.

The intent would be to help support those local applications that are pursuing the various funds available at senior government, such as the Innovation Fund program for agriculture, cited above. The Municipality would work closely with local sector groups [rather than adopt an approach that focused on any individualized concerns], as well as with the province, in order to see successful use of any municipal funds on shared priorities.

This Action can be tied in with the implementation of the forthcoming MODL Economic Development Strategy. The measure for success / fail on this particular Item would be the number of citizens in the resource sector of the local economy that would be positively impacted by the Municipality's identified support.

All government funding programs are reliant on tax dollars. The idea of establishing local incentives aimed at supporting the protection or production of resource land, as a leverage tool to secure additional support from senior governments, might be more readily considered by transforming the use of a portion of the existing dollars currently being used for local economic development. If the long-term economic sustainability of our local natural resource economies [agriculture, forestry] is a particular priority objective, it must be tied to those tools that are already being used to support our economic base. More detail as to how this may be done in cooperation on a regional basis with other municipalities, is explained in the following Action Item description.

	Proposed Action Item	Desired Outcome:
6	Increase the production and delivery of local food producers promotional material within the local marketplace.	~ Residents can choose to be better informed and support local food producers.

Implementing Committee / Staff	In progress by:	Budgeting
Economic Development FG Economic Development	2011: Ongoing program established.	Operations: Existing. GTT: No.

This Action Item proposes that [communications activities](#) focused on highlighting the availability of local food producers within local markets continue to be supported, and be updated regularly, over the timeframe of the ICSP Action Plan Framework.

The intents behind supporting such an Action, while certainly [not new](#) in scope, are becoming increasingly prevalent through a variety of [agencies](#) and [organizations](#). The public policy objective, ultimately, is to see that local citizens are better informed and concerned about where their food comes from. In turn, it is supposed that increased knowledge and concern will establish a basis for increased consumer support for local food producers, securing their long-term viability. This desired impact on seeing changes to individual consumption habits, is, to some degree, an argument that relies on two ideas: [a] that citizens are generally not well informed about the products they consume, and [b] that there is a role for government in increasing consumer awareness, and on making impacts on personal decisions made in the marketplace.

Highlighting the generally-hidden costs [by promoting greater use of [full-cost accounting](#) methodologies] associated with modern global production and distribution networks that provide the modern consumer with pretty much everything, is one evident way in which increased knowledge can be passed to residents. As may be evidenced by the present-day retail choices that citizens across Canada make regarding food supply, [\[and the many other consumer goods being purchased every day\]](#), the majority of them are not necessarily choosing to make decisions based on information that is already available, but remain motivated on other factors [*monetary costs to the individual, brand loyalty, product reliability, etc.*].

Through its economic development staff, MODL has provided in-kind support in the past to the production of communications material that allows residents to become better informed as to some of the choices they can make in the marketplace of locally available food products. With the Action Item identified previously, consideration by MODL may be put to seeing specific revisions to the services agreement the municipality has, or might wish to re-develop, with the [regional economic development agency](#), so that the undertaking of specific projects or programs [such as development of communications material, etc] becomes embedded in the arrangement between local government and the service provider, over the 2010-2014 timeframe.

The use of a contractual approach might be considered especially effective when outlining any shared ICSP objectives that MODL might have on a particular subject, which may also be found in sustainability plans of other municipal units in the region. In this particular case: evident connections with the strategies of the Bridgewater ICSP, which express a set of specific objectives and actions concerning local food security. The implementation of any activities might best be approached through services that are being delivered by a combined party. Additionally, it allows for the successful integration of ICSP objectives with existing activities, by transforming the use of existing resources currently supporting local economic development.

	Proposed Action Item	Desired Outcome:
7	Reduce the environmental impacts of planned development in the identified growth centre of the Municipality. [Osprey Village]	~ New development in the planned growth centre incorporates 'smart growth' principles within its policy framework.

Implementing Committee / Staff	In progress by:	Budgeting
Planning Advisory Committee Planning	2011: Policy Review.	Operations: Existing. GTT: No.

The secondary planning strategy for [Osprey Village](#), makes use of various architectural controls and other identified planning tools as a means to limit both the type and the scale of design impacts of any proposed new developments within the planned community.

This Action Item proposes putting forward the additional adoption of suitable measures within the existing area plan policy framework that would serve as a means to deliver an energy-efficient or "low environmental impact" community, in one particular geographic area of MODL.

Given the strategic location of Osprey Village, and the fact that the affected land parcels are currently owned by MODL, it offers developers a unique proposition in the local market. This uniqueness is especially apparent when the proposed development of a fully built-out 'Osprey Village' mixed-use design may be compared with numerous potential developments scattered across thousands of acres of the Municipality, for which there are no extensive regulations beyond the subdivision bylaw and Building Code.

MODL currently provides a wide range of choices to any local builders interested in development:

- there are areas of the municipality where there is no controls beyond the Building Code;
- a select number of planned districts with various regulations of progressive restrictions; and
- one particular geographic area where there is extensive oversight, and a requirement to work closely with the Municipality, given that it is the current landowner.

As this range of extensive choice is likely to continue to exist throughout the 2010-2014 time period, the objective of this particular Action is to ensure that, in the area of potentially higher demand, and where there is existing level of control over the land by the Municipality, that any new development proposals proceed to have the lowest environmental impact possible.

	Proposed Action Item	Desired Outcome:
8	Develop an Adaptation Measures Plan for local communities most likely impacted by erosion, sea level rise and storm surges. [in partnership with the Province.]	~ Local land use / policy framework amended in response to identified adaptation measures. ~ Emergency measures operations updated to respond to impacts of climate change on local communities

Implementing Committee / Staff	In progress by:	Budgeting
Planning Advisory Committee & Emergency Measures Planning / Emergency Measures	2010: Plan development. Policy changes.	Operations: Existing. GTT: No.

The Provincial Climate Change Action Plan points specifically to undertaking adaptation measures, and to adopting statements on land use planning activities in concert with municipalities, in response to the anticipated impacts of global climate change. [see: [#46 and #54](#)] In particular, there is the proscribed need for municipalities in coastal regions to plan specifically for sea level rise in their related land use activities.

MODL has already undertaken, on a project-specific basis, investigative activities concerning this particular subject. A planning exercise with LIDAR mapping was completed in 2006 investigating the potential impacts of flooding and storm surges in a coastal area of Kingsburg.

This Action Item proposes that further investigation and research is to be completed by MODL over the 2010-2014 timeframe, in coordination with the related provincial departments who are leading such actions.

These activities are focused on collecting measurable data for as much of the coastal zone area as possible. This scientific data will allow for proper documentation of the facts, as to the potential consequences to the current built environment that is to be found in coastal communities, due to any occurrences caused by sea level rise, storms or other features of climate change.

This planning work may also lead to MODL choosing to mitigate future risks to residents and built structures, by not allowing new development to be located in areas where there is sufficient evidence of significant, demonstrable risk. It will also provide information to allow revisions where necessary, to maintain effective emergency measures operations with any changes resulting from greater erosion along the coast, or from the effects of storm surges.

Since the beginning of the MODL ICSP plan development process, staff has remained connected with the provincial officials responsible for undertaking the proposed Natural Resources Canada "[Regional Adaptation Collaboration](#)" project for the Maritimes region. MODL Council also reviewed such a proposal with officials in the spring of 2009. It is expected that completion of this extensive project during the initial two years of the ICSP Action Plan Framework will be an important component in seeing to the completion of this particular policy objective around climate change.

The measure for success / fail on this particular Action is the identification of any amended municipal policies or changes to service delivery, in adaptation to the studied impacts of climate change.

	Proposed Action Item	Desired Outcome:
9	Develop coastal management strategies concerned with public access, protection, and the impacts of development.	~ Local land use / policy framework amended in response to identified local input and aligned to work with new provincial strategies.

Implementing Committee / Staff	In progress by:	Budgeting
Planning Advisory Committee Planning	2011 Plan development.	Operations: Existing. GTT: No.

As per the existing Coastal Management Framework, the Department of Fisheries [Provincial Oceans Network](#) is established to lead the development process of a new Sustainable Coastal Development Strategy [SCDS] for the entire Province.

This process began in the fall of 2009, and is to be completed over a period of approximately twelve months. The timing and identified potential participation of any interested municipalities in the Strategy's development - notably those units with extensively built-up coastal communities - will thus be occurring over the initial 2010-2014 timeframe of the MODL ICSP Action Plan Framework.

This Action Item proposes that MODL identify the use of its own planning resources be available to participate actively, as the province leads on the development of the SCDS, and that there will be effective coordination on any relevant decision-making on particular local priority issues, as they may become identified. As well, it is recognized that there will be subsequent activity for development of local plan policy, to adapt to possible changes that might result with the provincial adoption of a Sustainable Coastal Development Strategy.

Residents of local communities in MODL have frequently voiced their concerns surrounding the subject of coastal management, and the impacts of any public policies or strategies that affect it. These concerns were repeated to ICSP staff during the community consultation sessions, and recognized in its relation to the issues of community built form in coastal areas.

A number of local groups, such as [Kingsburg Coastal Conservancy](#), have developed extensive local participation in their affairs, and have repeatedly represented to the different levels of government the collective community's objectives on a number of important coastal management concerns.

The process for citizen participation in coastal management issues is considered to be quite a [complicated process](#), due in part to the perceived 'overlap' in responsibilities and in the differing priorities of some agencies and levels of governments that are involved. It would be anticipated that as the province goes forward with the development of the SCDS, that MODL planning staff would look to stay in close communications with such local groups, so that local interests are known and documented.

The objectives that local residents in MODL have cited concern with include, among other items:

- minimizing the cumulative impacts of human activities on the natural environment [pollution, erosion];
- the extent and nature of allowable residential developments in close proximity to the coast;
- public access points to beaches, as allowed under legislation.

	Proposed Action Item	Desired Outcome:
1 0	Establish an ongoing communications process with respective provincial authorities on matters pertaining to local community development [social services, infrastructure] [in partnership with the Province.]	~ Effective financial decision-making by local and provincial governments through coordinated strategies on anticipated future service delivery. ~ Shared recognition by all governments of the impacts of any changes to government services on community development and local sustainability.

Implementing Committee / Staff	In progress by:	Budgeting
Committee of the Whole & Public Relations Committee Communications	2012 Strategic framework established.	Operations: New. GTT: No.

This Action Item proposes that MODL will establish a process for ensuring greater coordination and consistent communications with other levels of government, as well as with other jurisdictions, so that the impacts on local communities in any decisions on the delivery of public services are made clear to residents.

How a Municipality manages its relations with other governments is increasingly an important aspect in the public's judgment of effective municipal service. There are seemingly fewer issues in public policy that do not cross over jurisdictional lines, affecting municipal operations or the municipal government's responsiveness to the concerns of local residents. There are, as well, a great number of actions taken by one government that results in having an impact on another government's proposed set of actions.

In the November 2008 discussions on identified sustainability priorities, a number of commentators noted how even the discussion of such a topic ['community sustainability'] requires more extensive partnership and cooperation between the bureaucracies, if any degree of success was to be achieved. In this initial Plan, it is recognized that several priority Action Items will require cooperation with agencies outside of MODL.

Part of this need for an improved communications framework, then, is based on the expectations that local residents have of their governments being able to coordinate more effectively across the different lines of responsibility, with less evident overlap, and with less actions that might appear to be working at cross-purposes.

The proposed response from MODL, in the initial 2010-2014 timeframe, is to begin by creating a strategic communications process between identified MODL staff and related counterparts in the province and other municipalities. The development of any effective communications actions, it is certain, will need to be flexible, and evolve over time.

	Proposed Action Item	Desired Outcome:
1 1	Decrease the continued contamination of the local environment caused by unsightly premises and illegal dumping activities. <i>[in potential partnership with the Province]</i>	~Reduced amount of illegally dumped waste material found on private property.

Implementing Committee / Staff	In progress by:	Budgeting
Committee of the Whole Building & Bylaw Enforcement	2012: Service delivery added.	Operations: New. GTT: No.

This Action Item proposes MODL make concerted effort to reduce the number of unsightly premises and illegal dumpsites, by use of additional staff resources on effective regulatory enforcement. The particular measure for success / fail for this Action is the volume of material that will be removed from the environment, and, over time, the reduced incidence and number of illegal dump sites to be found in MODL.

Being a large rural municipality, the District of Lunenburg sees repeated instances where certain properties become unsightly as illegal dumping grounds. These dumpsites can include chemicals and other hazardous pollutants that impact local watersheds. Beyond the direct link to stated citizen concerns over seeing proper environmental protection, the effective handling of illegal dumps by local government can reflect an important cultural sustainability issue for rural communities, in the same way that urban municipalities must deal in recurring fashion with incidents of petty vandalism. If there is not an effective action plan in place for monitoring, the number and volume of sites can escalate due to a perceived indifference to the act. The problem of “cleaning up” is not avoided – it is simply passed to a future generation to deal with.

As not all sites are the result of landowner negligence, solutions are not always a straightforward matter. This issue has already been discussed at Council. Under the current policy framework, the Municipality considers sites in contravention to the municipal policy on [Unsightly Premises](#) [MDL-07]. The Municipality may also wish to consider how to use the [Solid Waste Bylaw](#) for individuals dumping material on other people’s properties, and/or how to work with the province to use sections in the provincial [Solid Waste-Resource Management Regulations](#) [Division 1 Part 3]. As well, from an implementation perspective, it is presently considered as a secondary matter of interest. Any duties pertaining to unsightly premises are handled by building officials, who must look to fit in such assignments within the existing framework of their principal inspection functions.

The Municipality is not the only jurisdiction interested in this matter. The Department of Natural Resources has [stated](#) it will increase its own surveillance efforts, as a means to discourage illegal dumping on Crown Land. From a public support perspective: Individual and community group efforts at organizing spring clean-ups, beach litter pick-ups and adopt-a-highway programs, etc suggests that residents are concerned about the issue of ongoing litter or dumping, that they will work voluntarily on the issue in their own neighbourhoods.

In other jurisdictions, the development of an effective communications strategy [HRM’s ["Don't dump this!"](#)] has been offered as a way to correct the root cause - change the minds of people who are inappropriately dumping waste, as opposed to using the proper waste management and recycling channels. This Action proposes that what dedicated MODL resources might be found be first spent on enforcement of policy, before any communications campaign might produce the intended and effective results.

	Proposed Action Item	Desired Outcome:
1 2	Remove physical accessibility barriers in municipal facilities.	~ Physical Accessibility integrated as a principle in all municipal facilities, and in delivery of municipal services.

Implementing Committee / Staff	In progress by:	Budgeting
Municipal Infrastructure FG Engineering	2010: Improvements identified.	Operations: Existing. GTT: No.

Approximately [10%](#) of the resident population of MODL is over 65 years old, a figure nearly 2% higher than that of the province. The related provincial figure is, in turn, one of the highest percentages in Canada. Present-day considerations to make public facilities fully accessible for those with limited physical capacity, will, to some degree, likely become a necessity, as this identified statistic continues to climb. This Action Item proposes that MODL identify necessary accessibility improvements and proceed with implementation in the 2010-2014 timeframe.

Achieving such an outcome may be seen as an important social priority, akin to ensuring that MODL facilities are as energy efficient as possible is recognized as an environmental priority.

The provincial government has had a related cost-sharing [funding program](#) in place for over ten years. If the municipality is preparing to invest substantive dollars into renovations of its current administration building, it serves to make a full assessment of what changes are needed to make all of its public service stations and related facilities more fully accessible.

The measure for success / fail on this particular Action Item is the reduced amount of barriers to be found in the several facilities that the Municipality operates.

	Proposed Action Item	Desired Outcome:
1 3	Develop an active transportation plan [AT Plan] that covers all communities in Lunenburg District. Implement or amend policies in local planning strategies to support AT Plan principles. Deliver on any identified infrastructure priorities found within the Municipality's AT Plan. <i>[in partnership with neighbouring municipalities.]</i>	~ Local land use / development policy framework amended to support active transportation principles. Communities designed [re-designed] to provide a connected network of AT infrastructure. ~ Priority infrastructure is built to provide alternative mobility options for resident use of personal motor vehicles. ~ Residents can choose to live healthier lives through the use of AT infrastructure in daily trips.

Implementing Committee / Staff	In progress by:	Budgeting
Community Services Focus Group & Planning Advisory Committee Recreation / Planning	2010: Plan development. Priority infrastructure devlpt.	Operations: Existing. GTT: Yes.

This Action Item proposes that the Municipality develop and begin implementation of a municipal-wide Active Transportation [AT] Plan over the 2010-2014 timeframe. An AT Plan provides both governments and local residents with the necessary policy framework and related infrastructure identification process to support community development that incorporates alternative modes of travel beside private automobile use.

Such modes of travel [*i.e. walking / biking*] are generally recognized as having positive impacts on the environment, as well as potential health benefits for those individuals undertaking such actions. Active Transportation is, basically, [an attempt at re-ordering](#) existing community design principles regarding mobility. It proposes that the standard and primary form of connection, for traveling in and between places, is to be human-centred, and not designed to be car-centred. There is evidently much work that can be done in integrating such a concept in North American communities, which have been developing around the priority use of automobiles for the last several decades.

Because of the link between individual health and active transportation, both the provincial [Department of Health Promotion](#) and national entities such as the [Canadian Medical Association](#) are notably vocal in their support in seeing local communities take forward AT planning activities and projects. Municipalities may readily understand how this link [community design : health] is of substantive benefit to residents, and to the community at large - the potential dilemma is that the burden of infrastructure costs is currently carried by local government, while the benefits of reduced health care costs is to senior government budgets.

For that reason, it may be noted that while AT infrastructure is an identifiable outcome measure in the existing Municipal Funding Agreement, it may be an item that future agreements denote additional dedicated support.

Whether the Municipality's active transportation infrastructure first takes form in new subdivisions, or in planned communities under development [*e.g. Osprey Village*]; or takes form via projects focused on re-integration of AT principles within existing communities [*e.g. pedestrian network in New Germany*]: all will carry significant financial costs.

There is a requisite need for the Municipality to prioritize clearly within the AT Plan what infrastructure or policy changes will come first in 2010-2014, in order to manage expectations. The municipality's experience in developing a [regional trails system](#) with the involvement of community interests may be seen as a successful forerunner to a more comprehensive AT plan that should include a completed trails network as a cornerstone.

The challenge of implementing an active transportation plan on a regional level [read: one involving both rural and more densely-populated communities] is not without precedent in Nova Scotia. [Cape Breton Regional Municipality](#), while larger in total population to the five municipalities found in Lunenburg County, established both a review process and a completed document used to guide the AT infrastructure priorities in their respective numerous communities. Similarly, potential integration of the Municipality's objectives on AT infrastructure with existing plans of the more densely populated towns that the Municipality surrounds [e.g. [Bridgewater](#)], might prove to be a successful outcome of this Action Item, both in terms of project efficiencies and in governance. Currently, the Municipality's staff participates as observers on Bridgewater's Active Transportation Committee, in consideration of where there are potential future linkages with the Town's proposed network.

As with the Municipality's existing Open Space Plan, an Active Transportation Plan would sit outside of legislation, but operate as a strategic document to guide decision-making on the use of resources. Specifically, the AT Plan would be used to guide any proposed changes to local land use bylaws in those communities with municipal planning strategies. An AT Plan would also serve to prioritize any related capital projects, and set out a timetable and decision-making selection criteria for their implementation.

It may also be noted that the Municipality's partnership with the Ecology Action Centre in their development of a [Green Mobility report](#) highlighted as one of four recommendations the creation of a particular ICSP objective around Active Transportation planning and infrastructure. The proposed measures for success / fail of this particular Action will be: evidence of policy change in local planning strategies that deliver AT plan principles, the development of roads, trails, and other identified networks.

	Proposed Action Item	Desired Outcome:
1 4	Deliver regional public transportation services. [in partnership with neighbouring municipalities.]	~ Greater equity of accessibility to local commercial destinations and social services. ~ Reduced dependence on the use of personal motor vehicles.

Implementing Committee / Staff	In progress by:	Budgeting
Joint Transit Committee Administration	2010: Plan development. Operations initiated.	Operations: New. [shared] GTT: Yes.

This Action Item proposes that the Municipality, in partnership with neighbouring municipalities, introduce regional transit operations that provide services to the general population.

Public transit services can help to reduce the extensive amount of greenhouse gas emissions resulting from the predominant use of personal motor vehicles for individual travel for work, play, and accessing of goods and services. Motor gasoline for transportation is a significant [GHG emitter](#) in Canada. Whereas the production of electricity for various end uses is generally seen as a decision of the major utility responsible for its production, the energy expended in personal transportation is very much an individual decision made everyday by tens of thousands of Nova Scotians. Those thousands of personal choices eventually accumulate to what is quite a [sizeable figure](#) [see: slide 17 in 2007 presentation]: a number that remains largely reliant on the continued burning of petroleum.

The environmental, economic and related social costs associated with the present-day scenario which has allowed for 'personal affordability' of single-person automobile travel will not remain static throughout the next century. A fundamental principle behind having municipalities create ICSP plans was to consider what actions need set in motion at the local level, in anticipation of the potential changes to come. Public Transit in rural NS communities may be identified as being one of those anticipated requisite changes to current society.

It may be pointed out that local public support for this action is well organized, as public interests on sustainability matters go. Through both the [transportation charette](#) exercise with the Ecology Action Centre, and again with the round of stakeholder focus groups with the transit consultant, this Municipality has offered opportunities for local citizens in the region repeated chances to voice their support or their concerns with the idea of introducing transit services, during the ICSP development process. The Municipality expects to continue to investigate feasibility and more specific financial details over the fall and winter of 2009-2010.

The introduction of public transit infrastructure in this Municipality is a recognizably expensive proposition. By its "newness", and its nature, it will require a substantive number of local residents voicing support, before proceeding to implementation. It also requires a significant and sustained effort by the Municipality to build a positive and effective partnership structure with neighbouring municipalities, in order to be carried out.

Creating a sustainable public transportation network in the future is a matter that will require the participation of all citizens, both urban and rural. In most rural communities, ownership and the use of personal motor vehicles is often identified as the only option available to residents to access employment and basic services, even if their household income is sharply reduced by related increases in automobile-related expenditures.

It is not expected that the introduction of public transit in rural communities will see most households eliminate the private ownership and their use of cars; rather, the intent is to build out gradually publicly-supported transit infrastructure that generates an increased number of options to residents in such communities, before there is a lack of any options for them.

The delivery of public transit services can take various form in Nova Scotia. Under the Municipal Government Act, [\[Powers, 55\]](#) a municipality can provide direct services, or provide funds to a third party to deliver such services, or use some combination of the two approaches. Outside of Lunenburg County, there are already regional transit operations connecting communities found in the [Windsor-Kings-Annapolis-Digby](#) corridor, as well as general services available to residents in the [Port Hawkesbury - St. Peters](#) region. Both HRM and CBRM have initiated varied services into rural areas of their respective municipalities. Most regions, including Lunenburg County, also have dial-a-ride services for specifically targeted populations, administered and heavily supported by local voluntary organizations.

Acquisition of public transit infrastructure is a recognized line item for expenditure in the current Municipal Funding Agreement. As all public transit services in Canada require a measure of local government financing, it should be noted that the willingness or unwillingness of other municipalities in the Lunenburg County region can potentially negate the District's own assessment of this Action Item.

If it is to be undertaken, there are three measures for success / fail on this particular Action Item: the volume of riders that use such services on a weekly basis, the calculated emissions reductions from its provision, and the percentage of public subsidy necessary to provide such services to the community.

	Proposed Action Item	Desired Outcome:
1 5	Increase the use of electronic communications to provide residents with greater access to information concerning municipal government affairs. Make identified municipal services [payments, registrations, etc] more electronically accessible.	~ Residents can choose to be better informed and involved in local government activities. ~ Reduced dependence on use of personal motor vehicles to access services.

Implementing Committee / Staff	In progress by:	Budgeting
Committee of the Whole Communications	2011: Program changes identified.	Operations: New. GTT: No.

Rural communities in Nova Scotia are impacted by both the density and geographic distances separating them from the decision-making and service centres of government, be it federal, provincial, or in some cases, municipal. This separation is generally notable in seeing how successfully information from residents travels in to the centre [i.e. gauging their opinion on new policy or programs], and how well successfully it travels back out [i.e. changes to services, or infrastructure decisions].

From a rural resident perspective, there can be, on occasion, a lack of understanding in the public sector as to how communications activities and service delivery are generally consolidated by governments to centralized audiences. This outcome can influence policy-making, program delivery, and even the identified measure of community support. There may be attitudinal indifference to the direction of government affairs, knowing that rural communities continue to be reduced to the margins. Such a perception has been heard by anyone who has [consulted with](#), [lived](#) or [worked](#) in rural Canada for any length of time: it was repeated by more than one participant involved in the information sessions held during MODL's ICSP development process.

Ensuring that there is ongoing, effective communications with all residents is an ongoing challenge for all levels of government. The Municipality's ICSP development was no different, and can likely be criticized as easily as other policy-making processes for its minimal use of electronic communications with residents.

The provincial government's proposed delivery of [universal rural broadband](#) may be considered as a major infrastructure project for the early 21st century. The project was designed to remove the growing technological divide that evolved between urban and rural residents in this province, so that residents in all communities in the province could - within a comparable degree of affordability - have the same opportunities of securing consistent online access for business, government services, to general information, etc.

With the delivery of such infrastructure set for completion by the end of 2009, this Action Item proposes that the Municipality may now consider how effective its own current use of electronic communications can be improved upon to better inform, serve, and communicate with its diverse and scattered rural population.

There will always remain a portion of the local population uninterested in seeing the extension of both online services and online information available - but the integration of such has become, in some capacity, the [default choice](#) for serving Nova Scotians by the province. The particular measure of success / fail for this Action is the degree of take-up by local residents of any services or communications material that the Municipality develops as part of its communications strategy, or its services delivery.

	Proposed Action Item	Desired Outcome:
1 6	Establish a sustainability filter focused on identified energy costs, as a mandatory line item in the Municipality's capital acquisition form and related procurement policies.	~ Reduced energy costs associated with municipal purchasing, specifically targeting large capital projects undertaken by the Municipality.

Implementing Committee / Staff	In progress by:	Budgeting
Committee of the Whole Procurement	2011: Policy Review Completed.	Operations: Existing. GTT: No.

This Action Item proposes that the Municipality include in the existing procurement policy, as a related line item in its Capital Expenditure Form, the development of a suitable sustainability purchasing filter. This focus on adopting a consistent, line-item basis approach will allow staff to consider the identified energy costs [lifecycle, material sourcing] that can be associated with the related major purchase.

The current Recommendation for Capital Expenditure Form outlines a number of key subject areas that municipal staff are expected to address, and provide justification, when pursuing major capital items worth over \$10,000 for the Municipality. For any other purchasing of noted consequence, staff has historically provided detailed summaries, unique to the item under review, explaining the rationale behind why a certain decision is being made.

The potential take-up and integration of an effective filter within an existing policy requires purchasing staff to undertake a detailed analysis of what information is most relevant and best relayed to Council under this process, captured through an amendment to the existing Expenditure Form. The proposed implementation of such a policy review process needs to be properly incorporated within the limited amount of time that the staff involved with MODL purchasing have, given existing demands on their available time. The intent remains to have a revised Capital Expenditure Form completed and adopted during the 2010-2014 timeframe.

The Municipality would not be the first corporate entity to integrate in some consistent fashion sustainability principles through procurement. The provincial government has made concerted efforts in recent years to develop a [green procurement](#) policy, as well as undertake more specific marketing efforts consistent in trying to increase the amount of [local goods and services](#) being purchased by the provincial government.

Both these approaches would be reviewed as part of the Municipality's process in investigating best practices. There are, as well, numerous other public sector or institutional entities of comparable size to MODL's budget from which similar experiences can be drawn, and their tools analyzed. There are also [ISO standards](#) that have been identified by the Canadian Standards Association, as well as many other potential sources for relevant [further investigation](#).

The primary measure of success / fail on this particular Action is the resultant full-costing benefits that can be attributed by use of a revised Expenditure Form to be adopted as municipal policy.

	Proposed Action Item	Desired Outcome:
1 7	Determine the municipality's capacity to meet its own energy needs. Carry out appropriate energy generation measures to existing municipal operations where feasible.	~ Replacement of foreign-sourced fossil fuel sources with local renewable energy sources. ~ Increased municipal capacity / independence from external sources of energy.

Implementing Committee / Staff	In progress by:	Budgeting
Municipal Infrastructure FG Economic Development FG Engineering & Planning	2010: Assessment Identified.	Operations: Existing: GTT: Yes.

With the release of the [NS Energy Strategy](#), there are various proposed changes for any corporate entities, including municipalities, considering the generation of renewable energy for their own electric power. Through the proposed use of net metering, an entity with multiple holdings can create power on one property, and see the proceeds of such generation offset the costs associated for other properties found in the same distribution zone. UNSM set out plans in spring 2009 to undertake further analysis and discussion with Nova Scotia Power on the usefulness of any net metering applications for NS municipalities.

The idea of governments taking a more visible leadership role, by investigating and supporting renewable energy opportunities so as to fulfill their own energy needs, was cited by a number of local citizens in the Municipality's ICSP information sessions. This suggestion was proposed for both existing municipal buildings, as well as for those facilities [e.g. fire halls] that the Municipality might be involved with through recurring capital funding programs. It is evident, from the public's perspective, that there needs to be as little disconnect as possible in any government communications proposing that society must reduce its reliance on fossil fuels, and, at the same time, government actions that are fully prepared to consider fossil fuel sources as the default option. It is by seeing what is done by government, not by what is said, that most citizens will determine their own level of support for any ongoing efforts at sustainability planning and programming.

Concurrently, an objective in the Municipality's existing Strategic Plan [\[p. 21\]](#) is to establish an infrastructure development plan that sets out priorities regarding financing and long-term maintenance.

The ICSP process considers these three items to be intertwined. A principal component in achieving 'local sustainability' that can be linked with any municipal efforts at long-term infrastructure planning, is how facilities will source their ongoing energy needs in the future. This Action Item proposes MODL include, as part of their infrastructure planning, an assessment as to the capacity of its existing facilities and lands to meet energy needs through on-site generation, or using such tools and incentives that are available, such as net metering.

Such an activity falls out as an additional study item, beyond the work already identified to take place. The objective of such an investigation would be closely linked with Action Item #1, but concerned specifically with implementation of projects that replace existing fossil-fuel sourced energy systems. Any projects would also need to be considered to be within the municipality's financial capacity. There are a number of assorted examples of new infrastructure developed in Nova Scotia - from HRM's [Alderney 5](#), to the local [Fieldhouse](#) in Bridgewater - where a full investigation into, and subsequently delivery, of an energy generation project fit comfortably with local infrastructure development.

	Proposed Action Item	Desired Outcome:
1 8	Improve current infrastructure and operational capacities targeted at waste management, diversion and reduction. [in partnership with neighbouring municipalities]	~ Improved solid waste practices result in a reduction in waste sent into landfill.

Implementing Committee / Staff	In progress by:	Budgeting
Waste Management Committee Engineering LRCRC	2010: Infrastructure changes identified.	Operations: Existing. GTT: Yes

Waste management and recycling services to 36,000 residents, including 25,000 MODL residents, is provided at a cost of close to \$4 million dollars by the Lunenburg Regional Community Recycling Centre. On-site revenues bring the net operational expenses to approximately \$2 million, +/- a few \$100,000/year. The municipality's [Solid Waste Bylaw](#) regulates how residents are expected to comply with solid waste and recycling services. Each town that the Municipality surrounds has a comparable bylaw. The Waste Management Committee is a joint partnership between the four units - any actions concerning capital improvements to the LRCRC requires support from two or more partners that meet the majority.

The prescribed outcome measures of infrastructure projects from senior government under the Municipal Funding Agreement is explicit in its support of solid waste projects. The MFA is clearly an opportunity to improve on current capacities and practices. A great deal of emphasis may subsequently be put towards making identified infrastructure improvements over the next four years. With the provincial waste management strategy under review, [provincial standards](#) concerning municipally-operated waste & recycling activities may see a number of changes, which may rest substantively on the MFA for future capital financing.

As well: there are plans to complete a comprehensive operational study of the LRCRC. Among the analysis and conclusions from such a review process will be a list of related infrastructure improvements requiring financial support. The report's completion will likely impact the timing of any priority activities over the next four years.

Nova Scotian residents have generally been more prepared to see diversion and waste reduction activities be taken on, than have the residents found in other provinces, as illustrated by a few comparative percentages [see [p.160](#) or [p.15](#)]. Successful management of solid waste by local government is a fundamental: residents expect effective delivery of such services and for local governments to continuously improve their operations in this area.

The appropriate measure for success / fail on this particular Action will be the effectiveness of the identified infrastructure improvements to improve on the volume of material that can be managed effectively or else diverted from landfill.

#	Action Item	Start	Committee Staff Resource	Desired Outcomes	Gas Tax	Operations/Capital	
						Existing	New

AIR QUALITY
PROTECT LOCAL AIR QUALITY.

Corporate Change:

1	Inventory municipal energy use. Carry out appropriate energy efficiency measures and/or changes to existing municipal operations.	2010	Committee of the Whole Engineering & Finance	~ Less airborne pollutants and greenhouse gas emissions generated from municipal facilities. ~ Future economic savings to the municipality with reduced corporate energy costs.	No	Yes	Yes
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WATER PROTECTION
PROTECT WATERSHEDS.

Services & Infrastructure Change:

2	Develop a strategy to reduce the number of wastewater systems not operating to standards. <i>[in cooperation with residents / Province]</i>	2010	Wastewater Management Engineering & Planning	~ Reduced amounts of untreated or inadequately treated wastewater found entering watersheds. ~ Measurable progress made on long-standing issue of the number of untreated systems.	Yes \$1.7 M	Yes	Yes
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Services & Infrastructure Change / Communications, Education, Promotion:

3	Provide financial support to community-based projects aimed at improving the conditions of local watersheds.	2010	Wastewater Management Engineering & Planning	~ Coordination on, and support for, related 'clean water' projects with local citizens, community groups and with other levels of government.	with above	No	Yes
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#	Action Item	Start	Committee Staff Resource	Desired Outcomes	Gas Tax	Operations/Capital	
						Existing	New

PUBLIC LANDS
PROTECT PUBLIC LAND ASSETS.

Policy Change / Services & Infrastructure Change:

4	Increase the percentage of land holdings in the Municipality designated for environmental protection. <i>[in partnership with the Province.]</i>	2010	Community Services FG Recreation	~Public land is perpetually set aside for non-development, low-impact purposes.	No	Yes	No
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PRIVATE RESOURCE LANDS
PROTECT PRIVATE RESOURCE LAND FROM ENVIRONMENTAL DEGRADATION.
SUPPORT THE ONGOING VIABILITY OF PRIVATE RESOURCE LAND.

Services & Infrastructure Change:

5	Support identified incentive programs targeting the protection / development of resource lands in the Municipality. <i>[in partnership with the Province]</i>	2011	Economic Development FG Economic Development	~ Targeted economic growth strategies associated with local resource production. ~ Increased employment in resource sector.	No	Yes	Yes
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Communications, Education, Promotion:

6	Increase the production and delivery of local food producers promotional material in the local marketplace	2011	Economic Development FG Economic Development	~ Residents can choose to be better informed and support local food producers.	No	Yes	No
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#	Action Item	Start	Committee Staff Resource	Desired Outcomes	Gas Tax	Operations/Capital	
						Existing	New

COMMUNITY FORM
SUPPORT THE VIABILITY OF EXISTING COMMUNITIES BY
DEVELOPING A RANGE OF HOUSING AND DEVELOPMENT ALTERNATIVES.

Policy Change:

7	Reduce the environmental impacts of planned development in the identified growth centre of the Municipality. [Osprey Village Plan]	2011	Planning Advisory Planning	~ New development in the planned growth centre incorporates 'smart growth' principles within its policy framework.	No	Yes	No
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Policy Change / Services & Infrastructure Change:

8	Develop an Adaptation Measures Plan for communities most likely impacted by erosion, sea level rise and storm surges.	2010	Planning Advisory Planning & Other	~ Local land use / policy framework amended in response to identified adaptation measures. ~ Emergency measures operations updated to respond to impacts of climate change on local communities.	No	Yes	No
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Policy Change / Communications, Education, Promotion:

9	Develop coastal management strategies concerned with public access, protection and the impacts of development. <i>[in partnership with the Province]</i>	2011	Planning Advisory Planning	~ Local land use / policy framework amended in response to identified local input and aligned to work with new provincial strategies.	No	Yes	No
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#	Action Item	Start	Committee Staff Resource	Desired Outcomes	Gas Tax	Operations/Capital	
						Existing	New

COMMUNITY INTEGRITY
SUPPORT THE LOCAL DELIVERY OF PUBLIC SERVICES
AS DETERMINED BY THE COMMUNITIES THEY ARE MEANT TO SERVE.

Policy Change / Services & Infrastructure Change:

10	Establish an ongoing communications process with respective provincial and federal authorities on matters impacting local community development. [social services, infrastructure] <i>[in partnership with the Province]</i>	2012	Committee of the Whole & Public Relations Communications	~ Effective financial decision-making by local and provincial governments through coordinated strategies on anticipated future service delivery. ~ Shared recognition by all governments of the impacts of any changes to government services on community development and local sustainability	No	No	Yes
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Policy Change / Services & Infrastructure Change:

11	Decrease the continued contamination of the local environment caused by unsightly premises and illegal dumping activities. <i>[in partnership with the Province]</i>	2012	Committee of the Whole Building & Bylaw Enforcement	~Reduced amount of illegally dumped waste material found on private property.	No	No	Yes
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Corporate Change:

12	Remove accessibility barriers in municipal facilities.	2010	Municipal Infrastructure FG Engineering	~ Physical Accessibility integrated as a principle in all municipal facilities, and in delivery of municipal services	No	Yes	Yes
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#	Action Item	Start	Committee Staff Resource	Desired Outcomes	Gas Tax	Operations/Capital	
						Existing	New

MOBILITY
CHANGE TRANSPORTATION AND COMMUNICATIONS PATTERNS.

Policy Change / Services & Infrastructure Change:

13	Develop an active transportation plan that covers all communities in MODL. Implement [or amend] policies in local municipal planning strategies to support AT Plan principles. Deliver any identified infrastructure priorities found within the Municipality's AT Plan. [partner with neighbouring municipalities.]	2010	Community Services FG & Planning Advisory Recreation & Planning	~ Local land use / policy framework amended to support active transportation principles. Communities designed [re-designed] to provide a connected network of AT infrastructure. ~ Priority infrastructure is built to provide alternative mobility options for resident use of personal motor vehicles. ~ Residents can choose to live healthier lives through the use of AT infrastructure in daily trips	Yes \$800,000	Yes	No
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Services & Infrastructure Change:

14	Deliver regional public transportation services. [partner with neighbouring municipalities.]	2010	Joint Transit Administration	~ Greater equity of accessibility to local commercial destinations and social services. ~ Reduced dependence on the use of personal motor vehicles.	Yes \$300,000	No	No
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Corporate Change / Communications, Education, Promotion:

15	Increase the use of electronic communications to provide residents with greater access to, and information concerning, municipal government affairs. Make identified municipal services [payments, registrations, etc] electronically accessible.	2011	Committee of the Whole Communications	~ Residents can choose to be better informed and involved in local government activities. ~ Reduced dependence on use of personal motor vehicles to access services.	No	No	Yes
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#	Action Item	Start	Committee Staff Resource	Desired Outcomes	Gas Tax	Operations/Capital	
						Existing	New

ENERGY USE & CONSUMPTION
CHANGE EXISTING PATTERNS OF ENERGY USE AND CONSUMPTION.

Corporate Change:

16	Establish a sustainability filter focused on identified energy costs, as a line item in the Municipality's capital acquisition form and procurement policy.	2011	Committee of the Whole Finance	~ Reduced energy costs associated with municipal purchasing, specifically targeting large capital projects undertaken by the Municipality.	No	Yes	No
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Corporate Change:

17	Determine the municipality's capacity to meet its own energy needs. Carry out appropriate energy generation measures and/or changes to existing municipal operations where financially feasible.	2010	Municipal Infrastructure FG Engineering	~ Replacement of foreign-sourced fossil fuel sources with local renewable energy sources. ~ Increased municipal capacity / independence from external sources of energy.	Yes \$200,000	Yes	Yes
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Services & Infrastructure Change:

18	Improve current infrastructure and operational capacities targeted at waste management, diversion and reduction. [partner with neighbouring municipalities]	2010	Waste Management Engineering LRCRC	~ Improved solid waste practices result in a reduction in waste sent into landfill.	Yes \$2.0 M	Yes	No
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Part Four: Community Benefits

4.1 Identified Outcomes

Each of the identified Action Items in the 2010 MODL ICSP, as described in Section Three, has related measures of identifiable success associated with their implementation.

These identified outcome measures may also be identified in reference to the ICSP Strategic Goal with which they are most closely aligned, and, where it is applicable, where any Action can be associated with the outcomes listed in the Municipal Funding Agreement pertaining to the use of federal Gas Tax funds

Action Item	Identified Outcome	2010-2014 Measure	ICSP Strategic Goal	Link to Gas Tax Outcome
1	Reduced percentage of emissions resulting from municipal facilities.	>%	Air Quality	Yes - Reduced Emissions.
2	Reduced volume of inadequately-treated wastewater polluting the environment.	>#	Watersheds	Yes - Clean Water.
3	Completion of coordinated watershed protection projects, delivering specified clean water objectives.	>#		Yes - Clean Water.
4	Increased proportion of public land with identified protected status.	>%	Protection of Public Lands.	
5	Local employment in the resource sector specifically impacted by MODL economic development support.	>#	Private Resource Lands.	
6	Increased local food sales, resulting from area marketing publications.	>\$		

Action Item	Identified Outcome	2010-2014 Measure	ICSP Strategic Goal	Link to Gas Tax Outcome
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7	Amended Osprey Village Secondary Plan to include 'smart growth' planning principles.	Y/N	Community Form.	
8	Amended municipal policies, or changes to emergency measures operations, in adaptation to impacts of climate change.	Y/N		
9	Amended local land use policy to align provincial coastal management strategy with identified local input.	Y/N		

10	Public policy decisions impacted by improved communications framework.	>#	Community Integrity.	
11	Volume of material removed from illegal dump sites / unsightly premises.	>#		
12	Reduced number of accessibility barriers identified in MODL public facilities.	>#		

13	Local land use policy changes support active transportation [AT] principles. Kilometres of trails & other identified AT networks developed.	># >#	Mobility.	Yes - Reduced Emissions.
14	Ridership volumes. Calculated emissions reductions.	># >#		Yes - Reduced Emissions.
15	Resident use of municipal electronic services and online communications.	>#		Yes - Reduced Emissions

16	Full-costing benefits attributed by use of a procurement filter in municipal purchasing.	>\$	Energy Use / Consumption.	
17	Amount of renewable local energy generated for municipal and community-based facilities.	>#		Yes - Reduced Emissions.
18	Volume of material that can be managed more effectively or diverted from landfill.	>#		Yes - Clean Air.

Part Five: Proposed Partnerships

While each municipal ICSP in Nova Scotia will take into consideration the priorities and recognized capacities found within their own jurisdiction, there are issues and actions that will be best met, recognizably, through attempts at cooperation. That is: collaboration both at the regional level, and by working successfully with the province. Throughout Section Three, those particular Action Items where partnerships are considered to be integral to success have been identified. This section was developed in close cooperation with other municipal units on the South Shore active in their ICSP planning, to highlight proposed regional partnerships:

5.1 Opportunities for Regional Partnerships

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 brought together planners, staff, volunteers and elected officials involved with ICSP planning from Lunenburg County to Yarmouth County. Through a series of quarterly meetings from December 2008 to December 2009, the group identified eleven areas which were common features found throughout ICSPs in the region, and which can be addressed from a regional perspective. It was also noted that the reason these eleven solution areas were regional in nature was that they generally tended to fall into one of three categories:

- Addressing the issue requires actions that physically cross municipal boundaries;
- Addressing the issue regionally has the potential for improved efficiency and effectiveness through economy of scale; or
- There is no reasonable way for a municipality to address the issue without a measure of regional cooperation.

Regional cooperation is often advantageous where there are limits in place that impact local progress. Regional issues inevitably involve the Province, either because the issue is under provincial jurisdiction, or because such actions require the Province to act as a partner. The following table highlights the eleven identified regional sustainability issues and where the 2010 MODL ICSP has developed related actions:

Regional Solution Area	Related 2010 ICSP Action
Adequate services to ensure the health & well-being of communities <i>In addition to the need to ensure high quality medical services, there is a need to improve services that promote preventative measures for health and well-being (active living, recreation services, social and mental health).</i>	Action 13 - Active Transportation Planning & Infrastructure.
Climate change adaptation <i>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.</i>	Action 8 - Adaptation Measures Planning.

Regional Solution Area	Identified 2010 MODL ICSP Action
Ecologically based natural resource management <i>The South Shore is blessed with abundant natural resources, from forests to minerals to fish and wildlife, and it is vital to the long-term wellbeing of our communities that these resources are managed in sustainable fashion.</i>	Action 4 - Public Lands Protection.
Economic transition <i>To face challenges such as an aging population, environmental decline, and a volatile global economy, we need to adapt our local economy to better adjust to social needs, embrace the emerging "green" economy, and encourage local and regional cooperation.</i>	None.
Education for sustainability <i>Achieving truly sustainable communities will require participation of the whole community and significant lifestyle changes for our residents.</i>	None.
Improved execution of collaborative services between municipalities <i>Creating more sustainable communities requires continuously improving the ability of municipalities and the province to reach agreeable solutions for shared services, particularly any new and emerging regional services.</i>	Action 10 - Communications Framework.
Local food and sustainable agriculture <i>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.</i>	Actions 5 & 6 - Economic Development Support for Private Resource Lands; Local Area Marketing Program.
Renewable energy development <i>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.</i>	Action 17 - Renewable Energy Planning and Infrastructure.
Solid waste management <i>Municipalities need to continue to cooperate on the practical & infrastructure aspects of waste management and strive for continuing improvements. Ongoing public education is also considered to be key.</i>	Action 18 - Waste Management & Recycling Centre Infrastructure.
Transportation alternatives <i>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.</i>	Action 13 - Active Transportation Planning & Infrastructure. Action 14 - Public Transit.
Water quality protection <i>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 residents.</i>	Actions 2 & 3 - Improvements in Wastewater Treatment; Community-Based Watershed Projects.

5.2 Consistency with Provincial Statements

Actions identified in municipal ICSPs must be consistent with the [Statements of Provincial Interest](#). The following table highlights where particular Actions proposed in the 2010 MODL ICSP are either directly or indirectly related to [aligned with] these five Statements:

Statements of Provincial Interest	2010 MODL ICSP
To protect the quality of drinking water within municipal water supply watersheds.	Actions #2-#3 Watershed Protection and Action #4 Public Lands Protection can potentially lead to addressing or improving the protection of drinking water in identified municipal water supply watersheds located in MODL
To protect public safety and property and to reduce the requirement for flood control works and flood damage restoration in floodplains.	No ICSP actions applicable. [no identified Flood Risk Areas located in MODL]
To protect agricultural land and to maintain a viable and sustainable food resource base.	Action #5 Private Resource Lands is specific to supporting the preservation or development of local private resource land [include agricultural land] through the initiation of a supportive municipal economic development program.
To make efficient use of community infrastructure, particularly municipal water and wastewater facilities.	Action #2 Watershed Protection proposes the development of a strategy and policy framework that would look at watershed protection issues based on natural watersheds. This proposed Action would evidently require the participation and partnership of the Province and other affected municipalities, likely as part of the Province's comprehensive water resources management strategy .
To provide a range of housing opportunities that meets the needs of all Nova Scotians.	No specific ICSP Actions pertain to provision of affordable housing.

Part Six: Implementation

6.1 Ongoing Monitoring of the 2010 ICSP

As stated previously, the 2010 MODL ICSP acts as a guiding strategic document that integrates particular objectives within the Municipal Strategic Plan. As the ICSP highlights a set of local government action supporting the long-term sustainability of communities; it influences the prioritization of any actions found in corporate work plans that make up the more frequently updated [*bi-annual*] Municipal Strategic Plan.

The date of proposed commencement of particular ICSP Actions has been identified in the Framework section [**see pages 40-45**]; the intent is to see the majority [more than half] of the proposed actions integrated into corporate work plans over the first two years.

Other factors pertaining to Plan implementation include:

Updating:

The ICSP will be updated at regular intervals by municipal staff, in line with the terms of the Municipal Funding Agreement. By this Plan, it is proposed that the next comprehensive ICSP review [in terms of developing an Action Plan] commence in 2013-2014, falling in line with the current MFA.

Monitoring Progress:

The ICSP is a Plan of Council. It is proposed that an annual ICSP Progress Report be compiled by staff, at the direction of the CAO, timed in accordance with budget and business planning cycles. An annual Progress Report will provide Council with an update on status and on the success of any ongoing Actions against the identified outcome measures listed in Section Four.

This Annual Report can then also be integrated as part of the Strategic Plan Review process that MODL has undertaken in previous years. Introducing an annual monitoring cycle with Council will also allow for effective updating of the Capital Investment Plan, which is a necessary requirement regarding the proposed use of Gas Tax Funds with the Canada-Nova Scotia Infrastructure Secretariat.

A final note on implementation:

It is recognized that in order for the Plan to be at all successful, the MODL ICSP must identify the financial and human resource capacities of the Municipality of any proposed Actions. At the same time, it may not be expected that carrying forward a 'status quo' mentality will meet with the long-term sustainability objectives that have been identified in this document, or outlined in broader strokes in the Municipal Funding Agreement. It therefore requires that a balanced approach towards ICSP administration be taken, acknowledging some existing limitations around resource capacity, and accepting that either a re-prioritization or augmentation of resources is required, in order to make this Plan an effective document.