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Integrated Community Sustainability Plan

This Integrated Community Sustainability Plan will serve to guide the municipal agenda as part of a community wide commitment toward improved sustainability.

Report Prepared for:
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GLOSSARY OF ACRONYMS

ACOA – Atlantic Canada Opportunities Agency

GHG – Greenhouse Gas

ICSP – Integrated Community Sustainability Plan

MFA – Municipal Funding Agreement

MPS – Municipal Planning Strategy

NSCC – Nova Scotia Community College

PCP – partners for Climate Protect Program

R& D – Research and Development

RCMP – Royal Canadian Mounted Police

RDA – Regional Development Authority

SCA&GS – Shelburne County Achieves and Genealogical Society

UNESCO – United Nations Educational, Scientific and Cultural Organization

1.0 Introduction

The purpose of this report is to provide the Town of Shelburne with a “long-term plan, developed in consultation with community members that provides direction for the community to realize sustainability objectives it has for the environmental, economic, social and cultural, and physical dimensions of its identity”. This initiative is in reference to the Agreement on the Transfer of Federal Gas Tax Revenues under the New Deal for Cities and Communities. This report serves as the Town’s integrated community sustainability plan (ICSP). This report meets the sustainability objectives and requirements as outlined by Service Nova Scotia and Municipal Relations in their Municipal Funding Agreement, and follows Template 3 for the Stand-Alone ICSP.

1.1 ABOUT SUSTAINABILITY PLANNING

Broadly defined, sustainable development can be described as meeting the needs of the present without compromising the ability of future generations to meet their own needs. Individual communities must interpret the broad concept of sustainable development and its general themes of environmental, cultural, social and economic sustainability and apply these concepts to meet specific community needs. By applying the concept at the local level, and designing a local process to advance sustainable development, communities can grow deliberately into more balanced and more resilient communities.

The Town of Shelburne, like so many other Canadian towns, is dealing with many pressures. The Town does this in the midst of financial constraints, increasing uncertainties about the local implications of global issues such as energy security and the expected rate of climate change impacts, vacillation in politics and leadership, and concerning changes in local demographics. In order to prepare for and shape the Town’s future, it is necessary to align the Town’s staff and its operations so that high-level, long-term strategic decisions about sustainability are connected with specific, day-to-day actions.

This ICSP aims to provide the Town of Shelburne with the opportunity to:

- Take stock of the positive qualities and assets that make Shelburne the kind of community that endures the test of time;
- Paint a portrait of the kind of life community members want Shelburne to be able to provide in 20 to 30 years and beyond;

- Give consideration to which overarching issues of financial sufficiency, environmental health, social and cultural well-being, and governance will most challenge the community's sustainability;
- Identify what can be done at the community level (*i.e.*, actions and / or responsibilities) to address these issues;
- Create an action plan that illustrates which assets can undertake identified actions and / or responsibilities leading toward improved sustainability, and identify what assistance they may need in doing so; and
- Develop a municipal culture where sustainability is considered in all decision making processes, effectively evaluated and adapted as needed.

The ICSP is intended to be a living, breathing document, and one that evolves as the needs of the community and the circumstances influencing it change over time. It is not meant to be a static plan, but one that changes as the Town develops a deeper understanding of sustainability and community desires for a sustainable future.

About the Town of Shelburne

From its Loyalist founding—unique among coastal communities along Nova Scotia's shore—and periods of intense settlement to cyclic periods of growth and decline, the Town of Shelburne (Shelburne, the Town) has a rich history. Continuous throughout the Town's past has been a strong spirit of community, and the commitment of its residents to nurture that spirit through challenging times. Again today, Shelburne residents have reaffirmed their commitment to maintain their Town and develop their community through deliberate and focused vision, goals, and actions detailed in the following pages of this ICSP.

With 1879 residents (2006 Census), and located in the County of Shelburne along Nova Scotia's southwest shore, the harbour-front Town's most recent period of development has been based on maritime industries of fishing and shipbuilding. With the decline of the fishery in Atlantic Canada, Shelburne, like many coastal communities in Nova Scotia, has undergone a period of economic and population decline. Although Shelburne's economy has shifted away from resourced-based fisheries industry, the Town's harbour has remained active in recent years. Forestry and other resource-based industries continue to provide employment and support the local economy. The Town functions as a retail service center for communities in the District of Shelburne. Local educational and health institutions located adjacent to the Town also contribute to the local economy. The Shelburne campus of the Nova Scotia Community College (NSCC) and the Roseway Hospital / Shelburne County Health Centre border the Town. Tourism is seasonally important to the local economy, and supports local retail trade, accommodation and food service industries.

The grid pattern which dominates the street layout in the Town is representative of Shelburne's rich history. Shelburne has a traditional main street (Water Street) which still functions as a major transportation route in the Town and is part of the Lighthouse Route. A secondary main street runs parallel to the harbor and shows off Shelburne's beautiful waterfront and loyalist history (Dock Street). King Street acts as another significant transportation route in the Town and connects Shelburne to Highway 103. Traditional land uses depicted in the Municipal Planning Strategy (MPS) include residential, commercial, industrial, and park and institutional designations. Additionally, a historic waterfront, and a rural land use designation have been instituted through the MPS. The historic waterfront designation is designed to protect the character of the established and compact collection of historic buildings along waterfront. Rural land, described as vacant or forested, comprises a significant portion of total Town area. Residential development is permitted within the rural designation. Industrial development is permitted in the rural designation by amendment to land use by-laws.

2.0 Information Sources and Community Consultations

Community consultation provided the primary source of information for the ICSP framework; however key documents like the MPS, Land Use By-Law, and Storm Water Management Plan provided context for the ICSP process. The policies of the MPS and accompanying by-laws of the Land Use By-Law mark the current and historic interpretation of land use and community values acknowledged by the Town. Through document review and discussions with stakeholders and staff, the Project Team assessed the historic attitudes and decisions of the Municipality and its priorities for development. Based on this assessment and the policy framework of the documents themselves, the Project Team tailored policy recommendations and initiatives included in the ICSP to the current perspectives predominant within the municipality.



2.1 ICSP PUBLIC INPUT PROCESS

Two basic methods were used for gathering input during Shelburne's first phase of ICSP public consultation. Both these methods were facilitated in such a way as to simultaneously build the community's capacity for understanding the intent, the importance, and the challenges of sustainability planning. The two methods used were targeted focus groups and an evening public session.

In total, approximately seventy-five citizens participated in the visioning public consultation. Focus group participants were personally invited to participate by members of Council. To facilitate the invitation process, Councilors were provided with a handout entitled, *Community Engagement and Communication 'Envision Shelburne', Key Speaking Points* (see **Appendix A**).

For the public visioning session that followed focus group meetings, a notice was put in the local newspaper, posters were created and hung in prominent locations around town (see **Appendix B**), Councilors contacted people and encouraged

attendance, and focus group participants were encouraged to attend this 'next step' in the ICSP process and bring along their friends, neighbours and colleagues.

2.1.1 Focus Groups

Recent ICSP best practices have indicated that Stakeholder/Partner oriented meetings are usually the best method through which to obtain input. Therefore, Shelburne's ICSP Steering Committee organized focus groups to help shape Shelburne's vision of a more sustainable future. The focus groups targeted youth, seniors, Council member and municipal staff, young professionals and the business community. Focus groups met for 2-3 hours on April 28th, 2009. An exception to this was a special consultation with youth. While this Report provides a summary of community engagement for the visioning process, specific input from each focus group can be found in **Appendix C**.



On April 14th, 2009, a member of the Stantec consulting team that is assisting Shelburne with the ICSP, worked with four separate classrooms at the Shelburne Regional High School: 12th grade Law, 12th grade Global Geography, 10/11th grade Oceans, and 8th grade Social Science. During each one hour class period, the students were provided a brief introduction linking sustainability planning to their learning within the classroom (e.g., the Law class discussed the legal standing and roles of an Official Plan and Development Bylaw, and the Global Geography class discussed sustainability in the context of community demographics). This introduction was followed by a mapping exercise and discussion that paralleled what was planned for other community focus groups. The mapping work of the students was displayed and their discussions summarized at the public session on April 28th.

All focus groups were facilitated through a process that resulted in the identification of: An understanding of sustainability in the context of a dynamic community; Core community values; Key issues; and Existing assets.

2.1.2 Public Session

On the evening of April 28th, 2009, Shelburne's Community Centre was the site of *Envision Shelburne*, a public visioning session. The evening began with a presentation reviewing the ICSP process, the benefits of sustainability planning and the intended use of the ICSP by Council. Participants were then provided with a summary of, and time to respond to, the themes which had emerged during focus group sessions; themes regarding community values, sustainable planning issues, and existing assets.



Using the themes that emerged from the focus groups as a foundation from which to build, participants split themselves into working groups and were facilitated through a visioning exercise which asked them to finish the following three thoughts / sentences:

- Our community is . . .
- We will maintain . . .
- We aim to become the . . .

After the working groups completed this exercise, each group shared their thoughts in plenary session. Remaining in plenary session, participants identified the similarities between the working groups' results and began to craft elements to

be contained in their vision statement. An excellent discussion ensued that entailed friendly debates on what a more sustainable future for Shelburne would look like and give rise to, and how to encapsulate that in a distinctive vision statement(s).

2.2 SHELBURNE'S ENVISIONED FUTURE

2.2.1 Key Ideas

Input gathered from the focus groups and the public session was synthesized to create a list of overarching values, challenges to achieving Shelburne's sustainability, and opportunities that could be taken advantage of within the Town's influence. The following sections list the outcomes that highlight emerging themes within each of these areas.

Community qualities and assets highly valued by Shelburne citizens:

- Industrious people;
- Rich heritage;
- Natural beauty of the setting and surrounding landscape;
- Waterfront and harbour;
- Quality schools and educational opportunities;
- Recreational opportunities;
- Safe and walkable community; and
- Local arts and culture.

Shelburne's challenges to achieve sustainability:

- Population decline;
- Potential loss of institutions / services;
- Lack of employment opportunities;
- Attracting and retaining young families;
- Lack of municipal financial resources;
- A history and resulting perception of internal protectionism and competition between surrounding communities and with the county;
- Property and infrastructure maintenance within core commercial area (from highway inward);
- Source water quality / protection (pre-treatment);
- Wastewater system vulnerability (primarily due to stormwater impacts); and
- Environmental degradation (e.g., biodiversity within water and on land, forest health, coastal erosion and susceptibility to storm surge).

Opportunities to improve sustainability:

- Self-promote Shelburne as a local and regional destination offering unique experiences;
- Strengthen and promote the Town's quality of life for people of all ages;
- Enhance use of waterfront and promote its interpreted heritage;
- Enhance use of harbour, balanced with ecosystem protection;
- Strengthen core commercial areas to enhance Shelburne's sense of place;
- Strengthen relationship with NSCC, hospital administrators & private health care providers;
- Strengthen relationship with the county and surrounding communities;
- Empower and celebrate volunteerism and engagement;
- Draw on the industrious nature of individuals in the community to build a more prosperous future; and
- Explore opportunities for greener lifestyles—use local materials, renewable energy (especially solar), energy efficiency, local food production, buy locally.

2.2.2 Core Values

As part of the ICSP process, residents revealed what they value most about their community. These core values run deep and were largely consistent among participants and different demographic groups. The conversation about core values was foundational to the visioning process, because part of understanding what kind of future citizens want for Shelburne is understanding what qualities and characteristics they *do not* want to change. In essence, residents defined the best parts of the community's personality, and positioned the ICSP as a means of *sustaining* and building upon those beloved traits.

Core Values:

People: Our industrious nature, volunteerism and work ethic make us strong and resilient.

Lifestyle: Our community is peaceful, safe and neighborly; a great place to raise a family.

Culture: We take pride in a rich history and culture, and we house an artisan community that is flourishing.

Health: We have quality schools, access to health care and a variety of recreational opportunities in our community;

Landscape: We live in beautiful, walkable setting, surrounded by trees and on a remarkable harbour.

2.2.3 Vision Statement

From community consultation emerged three draft vision statements. These vision statements were presented to Council who decided upon the best representation of the collective view of Shelburne's aspirations and intended sustainable future. The selected vision statement was then vetted with the public during round two of the public consultation process.

The final vision statement is a slightly modified version of text written by Mr. Stephen Walsh, a participant at the public session on April 28th, 2009.

Shelburne is a full-service community where a diverse population can live, learn, work and play while enjoying a peaceful and well-balanced quality of life. We welcome friends and guests to enjoy Shelburne's natural and historic beauty.

3.0 Sustainable Planning Issues and Topics

Residents of Shelburne expressed, through public consultation, issues that they felt should be addressed through sustainability planning initiatives. These issues were grouped into the key areas of sustainability described in section (population, municipal operations and infrastructure, economic development, environment and sociocultural services). This section describes the *issues* that gave rise to the key areas of sustainability and provides some examples of the importance of addressing these issues by considering potential consequences to Shelburne of inaction (see Tables 3.1 – 3.6)

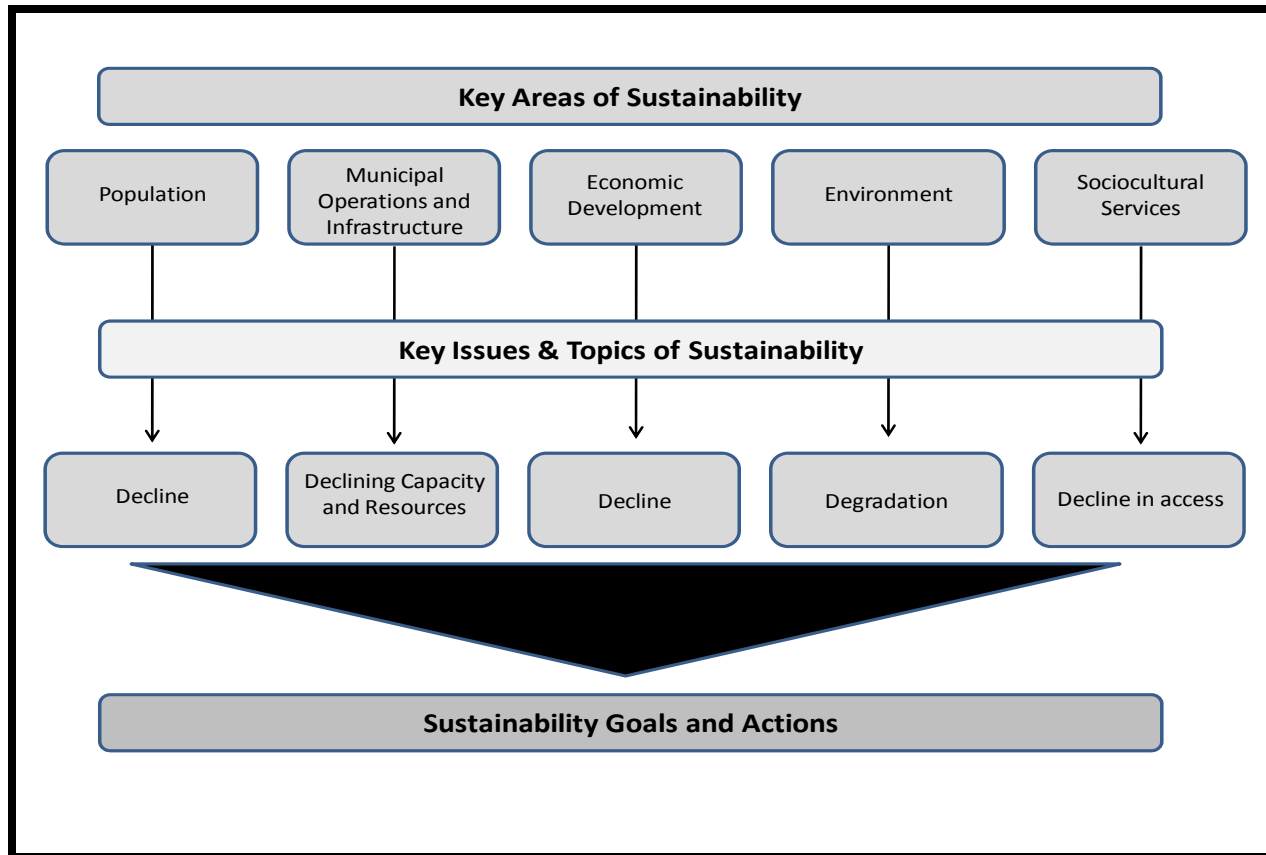
3.1 KEY AREAS OF SUSTAINABILITY

As part of the public consultation program, Shelburne residents discussed the meaning of sustainability in the context of their community. Built from this discussion was the identification of core values and perceived challenges to the community's efforts to become more sustainable. When synthesizing this discussion, themes—key areas of sustainability to be addressed in the Town of Shelburne's ICSP—emerged. Shelburne's key areas of focus for sustainability are:

1. Population;
2. Municipal Operations and Infrastructure;
3. Economic Development;
4. Environment; and
5. Sociocultural Services.

These five key areas were evaluated for their relationship to the four pillars of sustainability as defined by Service Nova Scotia and Municipal Relations in *Integrated Community Sustainability Plans; Municipal Funding Agreement for Nova Scotia*. This evaluation served to validate the identified key areas of sustainability and it infused into the ICSP process a confidence that the key areas of sustainability warranted efforts to articulate goals and mobilize for action, and that doing so would enhance overall resiliency in the economic, sociocultural and environmental realms. Figure 3.1 below indicates some of the key relationships between Shelburne's five key areas of sustainability addressed in the ICSP, and the pillars of sustainability

Figure 3.1 Relating Sustainability Areas and Issues



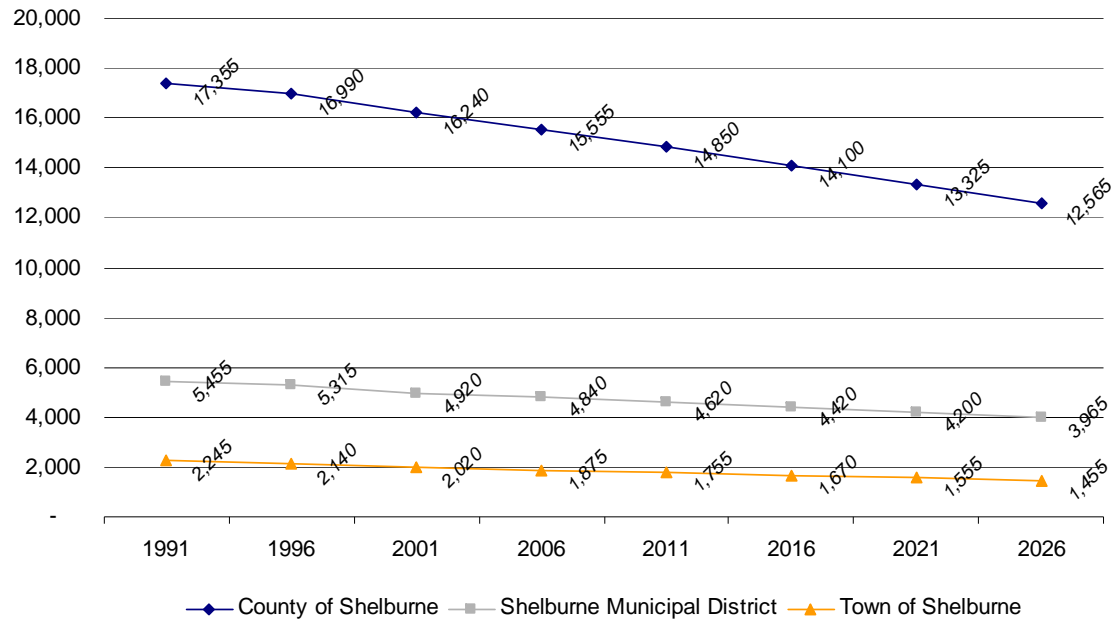
3.2 POPULATION

Located in the County of Shelburne along Nova Scotia's southwest shore, Shelburne, like many coastal communities in Nova Scotia, has undergone a period of economic and population decline. Figure 3.2 and Table 3.1 below present projections of

population in the County of Shelburne, Shelburne Municipal District, and the Town of Shelburne based on trends established from 1991 to 2006. These projections reflect the likely future population locally, assuming regional circumstances remain similar to the trends of the past 15 years. (Please see Appendix D for population projection methodology)

Figure 3.2 Population Trends

Population, Shelburne County, Shelburne Municipal District, and Town of Shelburne, 1996-2026



During the period 1991-2006, population declined markedly in each area. Shelburne County lost 1,800 residents or 10.4 per cent of its population. Shelburne District declined by 1,175 residents or 13.8 per cent, and the Town of Shelburne lost 370

residents or 16.5 per cent. Considering total County population, the District and the Town experienced relatively greater population decline; therefore, their relative proportion of the County's population has also declined.

Table 3.1 Projected Population, County of Shelburne, Shelburne District, and Town of Shelburne, 1991-2026

	1991	1996	2001	2006	2011	2016	2021	2026
County of Shelburne	17,355	16,990	16,240	15,555	14,850	14,100	13,325	12,565
5-year % Change		-2.1%	-4.4%	-4.2%	-4.5%	-5.1%	-5.5%	-5.7%
Estimated Net Migration		-465	-1,227	-610	-436	-703	-611	-297
District of Shelburne	8,520	8,145	7,640	7,345	6,945	6,605	6,225	5,845
5-year % Change		-4.4%	-6.2%	-3.9%	-5.4%	-4.9%	-5.8%	-6.1%
Estimated Net Migration		-171	-366	-11	-100	-57	-61	-18
Share of Shelburne County	49.1%	47.9%	47.0%	47.2%	46.8%	46.8%	46.7%	46.5%
Town of Shelburne	2,245	2,140	2,020	1,875	1,755	1,670	1,555	1,455
5-year % Change		-4.7%	-5.6%	-7.2%	-6.4%	-4.8%	-6.9%	-6.4%
Estimated Net Migration		-122	-114	-139	-87	-48	-67	-37
Share of Shelburne District	26.3%	26.3%	26.4%	25.5%	25.3%	25.3%	25.0%	24.9%

As in most of rural Nova Scotia, the major factor in population decline in Shelburne is the out-migration of young people. There is an observable tendency for very old individuals to leave more rural areas in their eighties and nineties for communities where access to medical services is better.

In the future, out-migration will continue to be a major factor in population change in the Town of Shelburne and surrounding areas, although its contribution to overall population decline is likely to moderate. Two key reasons are at play. First, the population of area has already declined significantly. The population predicted by our model in 2026 will be roughly two-thirds the numbers found in the area in 1991, so that the departure of a similar percentage in future results in smaller numbers. Second, the population of the area is aging, meaning that there will be proportionately fewer people in the younger age groups (*i.e.*, 20-29 years) that are most prone to leave. Total population losses will not however, decrease greatly because the aging population will produce substantially fewer births and considerably more deaths than in the past.

These issues are not likely to be easy to resolve. The Town of Shelburne and the surrounding county have lost population because of the decline of the fishing industry just as other coastal areas have also lost population, and as inland areas have declined as a result of the decline of agriculture and mining. Population decline is also due in part to employment and educational opportunities in urban areas, particularly Halifax, which provides job seekers with opportunities to work for

government, retail, service, and office employers, and students with opportunities of post secondary education at its numerous universities and colleges.

The preponderance of population remaining in Shelburne is beyond the age at which they are likely to have children to add to the local population. The structural problem is daunting. Adjustment of our population model to eliminate out-migration of individuals from 20 to 34 years of age still produces a 2026 population in the Town of Shelburne of 1,760 or 125 fewer residents than now live in the community.

Table 3.2 below comments on the potential consequences of inaction on population decline in relation to the four pillars of sustainability.

Table 3.2 Pillars of Sustainability: Potential Consequences of Population Decline

Issue	Economic Sustainability	Environmental Sustainability	Social Sustainability	Cultural Sustainability
Population decline	<p>Compounds the issue of lack of employment opportunities.</p> <p>Diminishes municipal financial resources.</p> <p>Could potentially increase dependence on seasonal work, or lessen economic diversity</p>	<p>Active stewardship of natural resources requires effort and financial resources. Fewer residents could compromise the degree to which environmental issues are addressed.</p>	<p>Could heighten the potential loss of institutions / services (e.g., health and education).</p> <p>The strength in volunteer numbers may be compromised.</p> <p>Can increase the difficulty in attracting and retaining young families if there is a loss of services.</p>	<p>Increases the challenge of establishing a vibrant creative economy.</p> <p>Could challenge the ability to maintain heritage properties, and promote celebrate the Town's history (to residents as well as guests / tourists).</p>

3.3 MUNICIPAL OPERATIONS AND INFRASTRUCTURE

A community's physical environment is a result of choices made, and in terms of built properties and infrastructure, these choices have long-lasting financial, environmental, social and cultural consequences. Like most communities, the Town of Shelburne is faced with aging infrastructure that needs to be upgraded (e.g., the wastewater treatment system), and done so in the context of a constrained municipal budget, increasing standards for performance, uncertainties about global and regional

threats and forces that may shift the environmental and social demand upon that infrastructure, and high expectations of residents for level of service and efficient use of the tax dollars.

The provision of quality source water to residents is central to the Town's local governance efforts. Shelburne recently spent \$2.1 million on upgrades to its water plant to address Trihalomethanes, an environmental pollutant and carcinogen. Lake Rodney, a very tannic and difficult to treat body of water, serves as the Source Water for Town residents on central services, which is 13% at the time of writing. An extension of the distribution is planned that would increase the number of residents served by 50% (120 additional properties by March 2011). Currently, the water plant operates at approximately 17% of its capacity (its capacity is 450 gallons per minute). The desire of Mayor and Council is to continue expanding the water distribution system in line with the water treatment plant's capacity and the citizens' expressed desire to be connected to this central service. Those residents not on central water use private wells and tap a groundwater supply that is known to be high in iron and magnesium.

Although current effluent samples from the Town's wastewater system meet required criteria for quality, and the plant itself is functioning well enough to be deemed 'low risk' by the Province, Shelburne's wastewater system is at the age where it needs to be upgraded and /or elements replaced. In addition to age, a key driver for system upgrades is the need to address system overflows resulting from stormwater management issues. As well, upgrades will likely be required to meet the newly established National Wastewater Strategy goals and objectives. This strategy has been developed by the Canadian Council of Ministers of the Environment and is to be implemented by the Province. Municipalities are to abide by new / updated criteria for effluent quality, and new requirements for monitoring, reporting and addressing overflows.

Shelburne had a professional assessment of their stormwater management infrastructure completed in 1986. Only sanitary sewers constructed prior to 1978 were assessed. The consulting engineer focused on identifying actions that could be taken to reduce ground water and surface water infiltration into the sanitary sewer system. Of the 16 recommendations from that study, 15 have not yet been addressed, and thus work to upgrade the stormwater management system is listed as an eligible project within this ICSP. As well, the 1986 report noted that recommendations were made based only on visual observations of flows in receiving manholes and some surface inspections for surface drainage, catch basins or surface drains connected to the sewer system. More thorough technologies are available for system assessment, and thus this ICSP process provides a catalyst for not only addressing the recommendations in the 1986 study, but also updating findings as necessary given more recent observations.

The relationship of maintaining property and infrastructure to the four pillars of sustainability is commented on in Table 3.3 below.

Table 3.3 Pillars of Sustainability: Potential Consequences of Declining Capacity and Resources

Issue	Economic Sustainability	Environmental Sustainability	Social Sustainability	Cultural Sustainability
Declining Capacity and Resources	<p>Demands long-term investment planning in the context of uncertainties regarding available funding, standards for performance, and the future need for the service the infrastructure provides.</p> <p>Creates a situation where the investment made in traditional infrastructure warrants, whether rightly or wrongly, a commitment to its costly upkeep, disallowing those resources to be used for alternative infrastructure or strategies.</p>	<p>Costly infrastructure is subject to climate variability, which has not always been factored into the infrastructure's design or operations. This may compound maintenance costs in the near future, and over the long-term.</p> <p>Inability to maintain infrastructure, such as a wastewater treatment plant, could lead to environmental impacts affecting ecosystem health.</p>	<p>Inability to maintain select property and infrastructure may diminish the variety and / or quality of social services provided.</p> <p>Costs of maintaining aging property and infrastructure may lessen the amount of money available to maintain social well-being.</p>	<p>Costs of maintaining aging property and infrastructure may lessen the amount of money available to maintain other cultural assets (e.g., programs for the arts, festivals, historical interpretation).</p> <p>The inability to care for / maintain heritage properties could lead to their loss.</p>
Central water infrastructure specifically				
Source water protection and distribution	<p>Lack of water services may be a limiting factor in an investor's / entrepreneur's decision to locate a commercial or industrial business within the Town's jurisdiction.</p> <p>Contaminated source water may require the costly relocation or modification of a water treatment system.</p>	<p>Allowing the contamination of surface or groundwater from poor land use management will have ecological implications that are long-lasting, potentially affecting, flora, fauna, and biodiversity.</p>	<p>The absence of a central water service may impose health risks to those Town residents whose well water does not meet established standards.</p> <p>Compromised source water quality has indirect social costs, including but not limited to residents' sense of safety, security.</p>	<p>Costs of dealing with unprotected source water may lessen the amount of money available to maintain cultural assets (e.g., programs for the arts, festivals, historical interpretation).</p>

Table 3.3 Pillars of Sustainability: Potential Consequences of Declining Capacity and Resources

Issue	Economic Sustainability	Environmental Sustainability	Social Sustainability	Cultural Sustainability
Wastewater system infrastructure specifically				
Wastewater collection and treatment	<p>Washouts (a flushing of the bacteria needed for the actual treatment process) lead to costly system repair.</p> <p>Overflows from the Town's wastewater treatment system enter the Harbour and compromise aquatic health, potentially impacting fisheries and aquaculture operations.</p> <p>The wastewater system's coastal location makes it potentially vulnerable to increased climate variability and resulting impacts such as sea level rise and increased incidents of damage from storm surge.</p>	<p>Overflows from the Town's wastewater treatment system enter the Harbour and compromise water quality due to an increase in suspended solids, ammonia, fecal coliform and a decrease in dissolved oxygen.</p>	<p>Compromised wastewater treatment has indirect social costs, including but not limited to residents' sense of safety, security, and enjoyment of the harbour and surrounding area.</p>	<p>Monitoring, reporting and maintenance costs associated with wastewater treatment lessen the amount of money available to maintain cultural assets (e.g., programs for the arts, festivals, historical interpretation).</p>

3.4 ECONOMIC - DEVELOPMENT

Based on information assimilated by the Province of Nova Scotia, Department of Finance, Economics and Statistics Division for their Community Counts website¹, the labour market in Shelburne is dominated by the tertiary sector (services). Primary (e.g., resource-based industries) and secondary (manufactured goods) sectors represent about 28% of Shelburne's labour force (approximately 14% each). As well, available statistics reveal that approximately 17% of respondents are self-employed, and most self-employed workers have not incorporated their business (80%). The median income is reported to be \$44,997 per household (2006 data), with the average income for an individual being \$25,231.

¹ Data modeled from Statistics Canada, Census of Population, 1996, 2001, 2006.

Note that the Community Counts information referred to above included data collected not only for the Town of Shelburne, but also Birchtown, Jordan Bay, Jordan Branch, Jordan Falls, Jordan Ferry, Lower Jordan Bay, Lower Sandy Point, McNutts Island, and Sandy Point. While this fact may skew the information slightly, we are confident that collectively these communities do represent the true community of the Town of Shelburne, and general trends remain the same.

During public consultation, one of the core values identified by residents is the “independent nature” of the people that historically and currently inhabit this coastal community. This do-it-ourselves attitude manifested into a key area of sustainability, recognizing the desire to foster and assist the spirit of entrepreneurship that exists within the community. It is suspected that the nature of the businesses that may result from addressing this issue of sustainability may differ from the variety of work present in Shelburne 100 years ago. Discussions revealed a steadfast dedication to the primary and secondary industries, while also recognized the opportunities to capitalize on Shelburne as a creative economy, and place to provide an idyllic life for those who can telecommute, or establish ‘high-tech’ related services.

During the public visioning meeting, an interesting debate occurred weighing the benefits of pursuing large industries versus small to medium scale businesses. Having lost large employers in the past (e.g., former naval base, the Shelburne School for Boys), participants understand the vulnerabilities associated with many citizens drawing pay cheques from a single, or few institutions. Therefore, there was a general consensus that economic diversity was key to sustainability and resiliency. That being said, a large employer would not be turned away, as Shelburne seeks to bolster its status as a regional service centre.

Table 3.4 below comments on the potential consequences of inaction on stimulating and supporting entrepreneurship in relation to the four pillars of sustainability.

Table 3.4 Pillars of Sustainability: Potential Consequences of Economic Decline

Issue	Economic Sustainability	Environmental Sustainability	Social Sustainability	Cultural Sustainability
Economic Decline	<p>Compounds the problem of stemming out-migration, and thus potential employers and employees.</p> <p>Does not serve to strengthen/diversify the municipal tax base</p>	<p>May lessen support and opportunities for stewardship programs / projects</p>	<p>Could contribute to out-migration, thus compounding a sense of community instability, and weakening the population base on which many social and emergency services are based</p> <p>Does not build upon relationships with or leverage the work of existing organizations geared toward local business/economic development</p>	<p>Does not capitalize on the opportunities to build on the undercurrent of a creative economy, focusing on elements such as the arts, historical interpretation and traditional skills/crafts</p>

3.5 ENVIRONMENT

The Town of Shelburne is rich in terms of its natural setting and the resources available within the region. Of course, the Town is defined by the sea—owing its history of human habitation to the deep and protected harbour. Citizens are keenly aware of the importance of environmental health—particularly that of the harbour—to their long-term economic well-being. As well, they recognize the value of the environment to their social and cultural pursuits. For these reasons, environmental degradation is one of Shelburne’s sustainability issues, and the focus of goals and actions will be to maintain or enhance biodiversity within water and on land, forest health, and mitigate coastal erosion and flooding.

The challenge environmental degradation poses in the context of the four pillars of sustainability is highlighted in Table 3.5 below.

Table 3.5 Pillars of Sustainability: Potential Consequences of Environmental Degradation

Challenge	Economic Sustainability	Environmental Sustainability	Social Sustainability	Cultural Sustainability
Environmental degradation	<p>Potentially impedes upon the ability to 'harvest' natural resources for economic gain, or for the provision of a household's or community's needs.</p> <p>Impinges upon the desire to improve upon community self-sufficiency and resilience in terms of heat, food, shelter and potentially electricity.</p>	<p>Environmental degradation more often than not has long-term consequences, not easily addressed without significant time and investment.</p> <p>Degradation of any one function or flow of energy or materials within an ecosystem has repercussions throughout the ecosystem, not often immediately understood or identified.</p>	<p>There are direct and indirect costs (e.g., loss of enjoyment of resource, contamination of source water, inability to sustainability harvest a resource, etc.) associated with environmental degradation. Both influence quality of life (ability to meet one's needs) for the human and non-human resident or guest.</p>	<p>Potentially diminishes the ability to sustain those elements of life which have long-defined the work culture of the Shelburne area (e.g., fishing, forestry, and secondary industries).</p>

3.6 SOCIOCULTURAL SERVICES

There is a history and continuing perception of communities within the region being in competition with each other for limited social and financial resources. For example, the perception is that they must compete to be chosen as the location for provincially administered institutional services such as health care facilities or schools. There is also competition to attract federal or provincial funding for social service projects and programs where such a need is not adequately provided for by the Province. This competition for resources has led to concerns about *sustainable* access to social services—whether or not such access could be sustained or enhanced over the long term.

It is worth noting that the competition for financial resources that municipalities face has consequences that extend beyond the realm of social services. In a general sense, this competition:

- Creates an unreliable / unpredictable nature to municipal revenue;
- Provides no guarantee that investments (time and money) made in the pursuit of grants, or federal or provincial financial support will be successful;

- Has fostered reliance on revenue streams that can be unreliable over the long term (e.g., changing with political circumstance);
- Leads to key environmental issues not being attended to, either compounding that issue over time or causing new issues to emerge;
- May hinder the ability to address regional or ecosystem scale issues with similarly scaled solutions;
- Creates a situation where quality of life services including but not limited to life-long learning opportunities and recreation, may go underfunded or disappear due to lack of long-term reliable funding;
- May lessen the degree to which cultural assets are cared for as services which are perceived as more critical are deemed funding priorities; and
- Could compound the extent to which heritage assets and traditional skills need upkeep / investment.

Historical circumstances gave rise to this competitive nature. However, contemporary circumstances of increasing municipal regulatory and perceived moral responsibilities (e.g., pursuing health services / doctor recruitment) have strengthened the need for collaboration. As noted in Section 8 (Partnerships and Collaborations) of this report, the Town of Shelburne believes openness to and active participation in collaborations will assist Council in providing residents with access to a full range of social services.

The relationship of having to compete for the provision of social services and financial resources to enable social services is linked to the four pillars of sustainability in Table 3.6 below.

Table 3.6 Pillars of Sustainability: Potential Consequences of Declining Access to Sociocultural Services

Issue	Economic Sustainability	Environmental Sustainability	Social Sustainability	Cultural Sustainability
Access to sociocultural services	Threatens the ability to attract and retain residents of all ages, as well as potential employers	May limit the ability / capacity of people to both protect and enjoy the natural setting	Could compromise the mental and physical health and well-being of residents in the Town and County of Shelburne	Undermines efforts to preserve and enhance heritage features and practices

4.0 GOALS AND ACTIONS

In this section, Tables 4.1-4.5 present and describe goals for each of the five key sustainability issues identified by Shelburne residents. Goals were developed based on sustainability areas and the key ideas (qualities and assets, key issues, key ideas for sustainability, core values) resulting from the first round of consultation. Goals were vetted with the public during a second round of public consultation, and the facilitation process placed emphasis on how the goals could be achieved by undertaking actions. A synthesized list of action ideas is also presented and described throughout Tables 4.1-4.5. These Tables also link listed actions to their most appropriate goal. Those actions which are believed to be projects that are eligible for funding under the Gas Tax Agreement are presented in Section 5 (Eligible Projects).

4.1 POPULATION

Population growth or decline is one measure that results from the balance of economic, environmental, social, and cultural systems at play at a local or regional level. Shelburne’s strategy to address its population decline includes leveraging local resources for the benefit of community residents today to attract new residents tomorrow.

Table 4.1 Goals and Actions: Population

ISSUE: <i>Population Decline</i>		
FUTURE FOCUS: <i>Population Stabilization</i>		
Goals	Goals Described	Actions
1	Market and promote the Town’s quality of life to target audiences.	<p>Quality of life is an examination of the values that contribute to people's happiness and well-being. By promoting this quality of life, existing residents, visitors and new residents can be attracted to the area.</p> <ol style="list-style-type: none"> 1. Work with RDA/Chamber to identify potential target audiences. (Target audiences identified through the ICSP process include the professional who can live anywhere as their business is not geographically tied, the entrepreneur looking for an improved quality of life, and the family seeking a more peaceful environment in which to grow). 2. Identify core Town of Shelburne quality of life/values which would attract respective audiences.

Table 4.1 Goals and Actions: Population

ISSUE: <i>Population Decline</i>		
FUTURE FOCUS: <i>Population Stabilization</i>		
Goals	Goals Described	Actions
		<ul style="list-style-type: none"> 3. Explore possibility of partnering with RDA/Chamber to fund marketing/public relations firm to assist in developing the marketing/promotional material. 4. Deliver targeted marketing campaigns / promotions to identified audiences highlighting the characteristics that make Shelburne an attractive place to live, learn, work and play.
2	Support a quality of life valued by residents.	<p>Enhancing quality of life means enhancing the factors available to the Town to enable people to live lives that are both meaningful and enjoyed. Regular reporting and monitoring on key quality of life indicators as identified through the ICSP process will help Shelburne to track progress against indicators which reflect the Town's core values.</p> <ul style="list-style-type: none"> 5. Based on the core community quality of life values identified in the ICSP, develop a list of sustainable indicators that contribute to Shelburne's quality of life. 6. Track progress on an annual basis against indicators 7. Develop future municipal policies and programs to strengthen areas of weakness.
3	Ensure municipal initiatives are guided by the needs of current residents.	<p>Investments in and management of land development, infrastructure and community programs/services must remain geared toward those who currently reside in Shelburne to provide a quality of life that will in turn, serve to demonstrate why others would find Shelburne a desirable place to live, learn, work and play.</p> <ul style="list-style-type: none"> 8. Undertake an annual public review of progress made on ICSP goals and actions and receive public input on overall direction of the ICSP.

4.2 MUNICIPAL OPERATIONS AND INFRASTRUCTRE

By meeting the proposed goals to improve municipal efficiency, development, and maintenance, corporate operations are improved through careful management and review. Careful, adaptive management, and review of corporate personnel and material and financial resources will enable Shelburne to operate in a lean and efficient manner. These goals are intended to conserve resources for reinvestment into the community while not sacrificing the quality of municipal services available.

Table 4.2 Goals and Actions: Municipal Operations and Infrastructure

ISSUE: <i>Declining capacity and resources</i>		
FUTURE FOCUS: <i>Effectively managing by respecting resource and capacity limits</i>		
Goals	Goals Described	Actions
<i>Municipal Operations</i>		
4	<p>Respect the limitations of Town resources by understanding the current commercial and residential tax base to assess future resource capacity.</p>	<p>The Town's limited resources face additional strain from shifting demographics, downloaded government responsibilities, global economic forces (e.g., recession, energy affordability), aged infrastructure, environmental threats (e.g., climate change impacts) and increasing standards for infrastructure performance. While improved efficiencies in maintenance and service provision can make best use of the Town's financial resources and its capacity to meet its long-term goals of sustainable development, it is also important to acknowledge, understand and address thresholds of the Town's tax base that in turn mark the degree to which municipal services can be provided and maintained in a sustainable manner.</p>
		<ul style="list-style-type: none"> 9. Understand the historical effects of population decline and develop future revenue projections based on projected population to gain a deeper understanding of future capacity. 10. Seek additional means of revenue generation to assist in the reduction of its dependence on the property tax base 11. Establish a protocol for subjecting all proposed municipal projects to a cost/benefit analysis which includes consideration of indirect costs (environmental/social/long-term capacity), life cycle assessment) as part of regular operations and investment decisions 12. See Table 5.1 Gas Tax Funding-Eligible Projects: Tax Reform Study

Table 4.2 Goals and Actions: Municipal Operations and Infrastructure

ISSUE: <i>Declining capacity and resources</i>		
FUTURE FOCUS: <i>Effectively managing by respecting resource and capacity limits</i>		
Goals	Goals Described	Actions
5	<p>Manage land use and development in a manner that maximizes infrastructure efficiency, minimizes potential land use conflicts, and reflects the community vision.</p>	<p>By encouraging development in those areas which can be supported by existing infrastructure, the Town can utilize existing capacity of its built environment and increase service delivery efficiencies. Strategically designed, located and managed infrastructure has both direct and indirect financial benefits. Direct benefits include cost-savings over the long-term. Indirect benefits can include minimized corporate costs associated with land use conflicts, an ability to guide development via serviced locations, and resident retention and attraction.</p> <p>Opportunities to infill or retrofit existing residential properties, provides a sizable foundation for a variety of dwelling types and a range of affordability. By providing developers with information identifying these areas, supported by a smooth process for approval and permitting, the Town hopes to entice construction projects which contribute to the Town's vision for its future (Seniors housing, housing for young professionals).</p>
		<ul style="list-style-type: none"> 13. Develop mapping illustrating the current inventory of residential, commercial, and industrial lots within the Town, and status of utility service (current / proposed central water, sanitary / storm sewer service). 14. Tailor the inventory for the development community to highlight potential locations for future development to facilitate development to meet the needs of seniors, young professionals and families, and students. 15. Identify Brownfield sites for redevelopment as key opportunity sites in the planning framework. 16. See Table 5.1 Gas Tax Funding-Eligible Projects: Study and implement alternative transportation routing

Table 4.2 Goals and Actions: Municipal Operations and Infrastructure

ISSUE: Declining capacity and resources		
FUTURE FOCUS: Effectively managing by respecting resource and capacity limits		
Goals	Goals Described	Actions
6	<p>Maintain and improve upon municipal operations and infrastructure in a manner that demonstrates good governance and leadership</p> <p>Municipal operations are in need of technical and procedural modernization. While updates to Plans, Bylaws are eligible projects under Schedule A of the Nova Scotia Gas Tax Agreement, there are several other ways in which Shelburne wants to improve upon administrative capacity. For example, procurement processes need to be made more sustainable and competitive to reduce risk; fee structures need to be reexamined; and a protocol for undertaking a cost-benefit analysis for Town investments needs to be integrated into standard procedures.</p> <p>Currently, Shelburne receives a few services (waste management, lock-up services, and building and fire inspections) through a joint services board—a collaboration between the Municipality of the District of Shelburne, Lockport and the Town of Shelburne. There is interest in investigating expanding those services provided by the joint services board where doing so would increase financial and service efficiencies. Policy development and implementation, as well as solidifying these new strategic alliances, is needed to make this a reality. Examples of the additional services being considered include, but are not limited to, engineering, land use planner, development officer, volunteerism coordinator, and tourism coordinator.</p>	<ol style="list-style-type: none"> 17. Review fee structures and update as appropriate 18. Ensure the updated Capital Investment Plan is publicly available on the Town website 19. See Table 5.1 Gas Tax Funding-Eligible Projects Develop a decision making framework for the evaluation and recording of the extent to which decisions advance ICSP goals 20. See Table 5.1 Gas Tax Funding-Eligible Projects 'Provision of Land Use Planning Services: Expand upon a strategic alliance under a joint services board for the provision of skilled technical services (engineering, planning); update the MPS and current By-Law 21. Explore possibility of membership with the Federation of Canadian Municipalities 22. Establish a municipal procurement policy to guide purchases of environmentally sustainable products and services 23. See Table 5.1 Gas Tax Funding-Eligible Projects Develop and maintain electronic mapping for land use (Zoning and Future Land Use) and servicing infrastructure (Water, Sewer, Stormwater) 24. Create and maintain Municipal website as the primary source for corporate and community information, and the conduit for communication between the Town and residents 25. See Table 5.1 Gas Tax Funding-Eligible Projects Conduct a feasibility study for the development of an organics (compost) facility

Table 4.2 Goals and Actions: Municipal Operations and Infrastructure

ISSUE: Declining capacity and resources			
FUTURE FOCUS: Effectively managing by respecting resource and capacity limits			
Goals		Goals Described	Actions
<i>Water infrastructure</i>			
7	Develop a Source Water Protection Plan	As a regulated municipal water utility, the Town of Shelburne must develop and annually review a Source Water Protection Plan. The intent of the Plan is to secure a safe source of drinking water for all residents and guests over the long-term.	26. See Table 5.1 Gas Tax Funding-Eligible Projects Develop Source Water Protection Plan 27. See Table 5.1 Gas Tax Funding-Eligible Projects Clean and paint water towers
8	Develop a stronger understanding of the relationship between central water and groundwater resources in the Town.	The quality and quantity of the groundwater available to many Shelburne residents is not known in detail. Developing a better understanding of these water resources is warranted in terms of health and well-being. Further, the need to extend central infrastructure needs to be understood in the context of existing groundwater resources capacity/quality and the potential for central groundwater or surface water central servicing.	28. See Table 5.1 Gas Tax Funding-Eligible Projects Develop criteria for assessing the sustainability of proposed expansions to the water distribution system 29. See Table 5.1 Gas Tax Funding-Eligible Projects Expand Water Distribution System 30. See Table 5.1 Gas Tax Funding-Eligible Projects Groundwater Study

Table 4.2 Goals and Actions: Municipal Operations and Infrastructure

ISSUE: Declining capacity and resources			
FUTURE FOCUS: Effectively managing by respecting resource and capacity limits			
	Goals	Goals Described	Actions
9	Become a leader in water conservation and educate residents on their role as water consumers and conservationists.	<p>Water conservation programs championed by the municipality can reduce operating, maintenance, and other costs associated with service provision. Operation, maintenance, and lifetime of water and wastewater utilities can be extended through water resource conservation. Conservation can be encouraged by implementation of a use-based fee structure.</p> <p>Also through voluntary conservation, the Town's actions may inspire similar conservation initiatives in residents. Motivating consumers to adopt resource conservation necessarily must begin with awareness, education, and understanding of resource issues so that individuals themselves are enabled to make their own choice to conservation.</p>	<p>31. See Table 5.1 Gas Tax Funding-Eligible Projects: Initiate a water education and outreach program about well water health, well maintenance and community water conservation</p> <p>32. Explore the development of a phased plan to revise water utility charges to reflect usage and promote conservation.</p> <p>33. Adopt and implement a water conservation program for municipal operations.</p>
Wastewater Infrastructure			
10	Maintain a high quality, cost effective sanitary sewer service	<p>Well-functioning sewage treatment systems benefit the Town by maintaining local ecosystem health, providing cost effective service delivery, and remaining compliant with advancements in provincial regulatory policy.</p>	<p>34. See Table 5.1 Gas Tax Funding-Eligible Projects Environmental risk assessment of sewage effluent</p> <p>35. See Table 5.1 Gas Tax Funding-Eligible Projects Develop and implement an overflow monitoring and reporting framework</p> <p>36. See Table 5.1 Gas Tax Funding-Eligible Projects Upgrade sewage treatment plant</p>

Table 4.2 Goals and Actions: Municipal Operations and Infrastructure

<i>ISSUE: Declining capacity and resources</i>			
<i>FUTURE FOCUS: Effectively managing by respecting resource and capacity limits</i>			
	Goals	Goals Described	Actions
11	Manage stormwater in a safe and cost-effective manner	Reducing storm water generation is the most effective method to mitigating environmental impacts from storm water run-off and costs associated with its management. However, where run-off cannot be avoided due to existing nature of the built and natural landscape, run-off must be captured and managed to provide for the safety of people, property, and the environment.	<ul style="list-style-type: none"> 37. Encourage the collection of storm water on residential, commercial, and industrial properties through the promotion of rainwater collection barrels / tanks 38. See Table 5.1 Gas Tax Funding-Eligible Projects Repair, upgrade and expand storm water infrastructure 39. See Table 5.1 Gas Tax Funding-Eligible Projects Employ a consulting engineer to assess infiltration locations in the sanitary sewers

4.3 ECONOMIC DEVELOPMENT

Economic diversification strengthens the resilience of the community, keeps more financial resources local, and builds a collective skill set that could benefit the Town’s degree of self-sufficiency through good times and lean times.

Table 4.3 Goals and Actions: Economic Development

ISSUE: Economic Decline			
FUTURE FOCUS: Capitalizing on core assets to diversify and strengthen the Town’s economy			
Goals	Goals Described	Actions	
12	<p>Local and regional businesses work cooperatively to enhance and promote services and regional economic assets.</p>	<p>Collaborating with business organizations and neighbouring municipalities to share resources in order to support and market local and regional business offerings provides all municipalities with potential cost savings and strengthened efforts to attract customers (from the local area as well as from away) to businesses in Shelburne. Such an effort also serves to facilitate local trade and networking between entrepreneurs.</p> <p>There are many groups—Provincial, regional and local—geared toward marketing the activities and attractions on the Southwest Shore. These efforts are not always in synch, and thus inefficiencies are apparent. Shelburne aims to better collaborate with tourism agencies and groups to develop a sustainable approach to maintaining or building tourism assets, and appealing to the contemporary traveler. As well, Shelburne wants to refine/update its own message as of living cultural interpretation shaped by a Harbour with unprecedented opportunities for recreation.</p>	<p>40. Partner with regional and local business groups and other municipal units (e.g., Municipality of the District of Shelburne) to identify and help pursue economic development opportunities based on making use of local natural, labour, and technical resources</p> <p>41. Survey residents about local shopping habits and desires, and use this information to develop a long-term campaign to keep more dollars circulating within the Shelburne community. This campaign has to do more than promote available services, but must also identify basic products and services that residents are currently leaving Town for, and work with local businesses to investigate when accommodating such needs locally would be viable.</p> <p>42. Develop and deliver a campaign to buy local and promote needed services</p>
13	<p>Develop focused promotion of the Town’s key economic assets</p>	<p>Focused marketing and promotion of the Town in general and in particular the entire resources of the community including the natural harbor, transportation infrastructure, skilled labour force, and supportive business climate may alert potential investors to local business opportunities. This marketing can also tie in to the quality of life marketing and promotion mentioned in Section 4.2 Goal 1.</p>	<p>43. Developed focused marketing program to promote key economic assets. This could be done in conjunction with Action 4 and 40.</p>

Table 4.3 Goals and Actions: Economic Development

ISSUE: Economic Decline		
FUTURE FOCUS: Capitalizing on core assets to diversify and strengthen the Town's economy		
Goals	Goals Described	Actions
14	<p>Support efforts to investigate and pursue research and development of value-added options within primary resource sectors including fisheries, forestry, and mining.</p>	<p>The decline of primary resource sectors has occurred in varying degrees across our province. Although these resource sectors are declining, there are still many individuals who rely on these industries. For example, fishing remains an economic and cultural staple of Shelburne. The focus is now on pursuing opportunities to add value to current processes, and participate with research efforts geared toward diversifying the uses of ocean resources. Pursuing these opportunities can be done in collaboration with other municipal units which geographically capture the collective fishing community within the immediate region, as well as Universities, private institutions and the Province.</p>
15	<p>Support and stimulate entrepreneurship</p>	<p>44. Work with RDA, Province and other interested Municipal Units to investigate and pursue research and development of value-added options within primary resource sectors including fisheries, forestry, and mining.</p> <p>45. Conduct a gap analysis of business development services currently available to local entrepreneurs and civic leaders</p> <p>46. Disseminate results of gap analysis to local businesses, business development entities and stakeholders</p> <p>47. Use results of gap analysis to determine where there is missing support in the development of local business order to foster a stronger, more diverse economic base.</p> <p>48. Work with Nova Business Inc. to promote payroll rebates for the attraction and retention of employment.</p>

Table 4.3 Goals and Actions: Economic Development

ISSUE: Economic Decline		
FUTURE FOCUS: Capitalizing on core assets to diversify and strengthen the Town's economy		
Goals	Goals Described	Actions
16	Collaborate with business development entities and local business to examine the waste generated from existing businesses and re- envision this as new services or products.	<p>During the consultation process, a variety of ideas surfaced with respect to developing and enhancing local business considering A local mine that produces silica which could in turn be used for the local production of solar-based technologies, is an example of a natural resource which is currently shipped elsewhere for use / manufacturing. Residents also questioned whether there is an opportunity for area mills in combination with private woodlot owners to pursue pelleting opportunities, or form a cooperative which participates in other mill operations being planned for the southwest shore. The extent and adequacy to which the Southwest Shore Development Association is providing targeted economic development assistance will be reviewed as part of this action item.</p>
17	Instigate and participate in a collaborative effort to mitigate conflicting interests and maximize opportunities for aquaculturalists	<p>Cooperation between area aquaculturalists working in Shelburne Harbour, Shelburne County residents, and the sustainability goals of adjacent municipalities is needed. By assuming role as mediator between stakeholders in aquiculture development, the Town can meaningfully participate in a process to evaluate use of local resources. Regardless of outcome of mitigation, the Town can establish itself as a responsible local authority, and as such, attract interaction and development to the community.</p>
18	Develop a viable, active, well-maintained and well-used Port and Marine Terminal	<p>Shelburne's wharf has been an integral part of its history and remains a valuable resource for its future. Efforts and investments to develop the wharf will benefit the Town economically in the long-term, help to maintain traditional skills upon which the Town was founded, and allow for a critical transportation connection that will (continue to) benefit the local and regional economy.</p>

Table 4.3 Goals and Actions: Economic Development

ISSUE: Economic Decline			
FUTURE FOCUS: Capitalizing on core assets to diversify and strengthen the Town's economy			
	Goals	Goals Described	Actions
		There is a property near the head of the Wharf (which is being considered to be extended) where an Irving fuel tank Bulk plant once sat. Shelburne would like to remediate and redevelop this site for a land use that is compatible with the commercial and industrial nature of the wharf and surrounding properties. For example, a light industrial park or facilities providing amenities and services to vessels making use of the wharf are possibilities.	Shelburne's Wharf. This could be done in conjunction with Action 4, 40 and 43. 54. Pursue funding for Brownfield remediation and remediate the land expropriated from Irving in 2005
19	Support tourism operators to increase tourism ensuring a quality experience for all guests and the development of sustainable practices.	Shelburne and its regional municipal neighbours share similar goals to increase local tourism. Collaborating with neighbouring municipalities to promote regional tourism benefits all communities by conserving resources, offering potential cost savings, and improving marketing impact. Making operations as sustainable as possible bolsters the appeal to an increasing number of guests, and strengthens the resilience of the business / service, which in turn benefits other commercial services within Shelburne. Through the efforts of a Tourism Coordinator who can participate with various networks and identify the best opportunities for Shelburne, the Town can make best use of its resources. As well, a Tourism Coordinator in Shelburne can not only serve as a voice for local operators, but also serve as a conduit of information about tourism promotion efforts the Town is involved with, and tips /programs / funding available to assist operators with efforts to become more sustainable in their operations. Such coordinator may be employed by Shelburne, or shared under the Joint Services Board.	55. Employ a Tourism Coordinator to ensure Shelburne's tourism efforts and operators are coordinated in the most cost-effective manner, resulting in promotional literature / messages being disseminated efficiently through transparent and collaborative efforts amongst tourism operators, regional tourism bodies, and the province 56. Develop policy and participate in research which enables and encourages collaborative sustainable tourism marketing efforts

4.4 ENVIRONMENT

Central to the concept of sustainability is an increased awareness and understanding of the relationships between development and the natural environment. The protection of environmentally sensitive areas is necessary to ensure their continued existence and availability to the public for future generations. Intelligent design and protection of these areas can help to ensure a healthy functioning ecosystem.

Table 4.4 Goals and Actions: Environment

ISSUE: <i>Environmental degradation</i>			
FUTURE FOCUS: <i>Protection and consideration of the environment in decision-making</i>			
Goals		Goals Described	
20	<p>Partake in climate change adaptation case studies and pilot programs to assess and mitigate vulnerability as opportunities to do so arise</p>	<p>Identifying potential impacts from climate change on Shelburne's coast and mitigating probable negative results is relevant for the Town today, and will become more relevant in the future. Limited provincial and federal funding is available but increasing for climate change mitigation studies and adaptation. Through active pursuit of potential partnerships and funding opportunities, the Town can attract senior government funding and expertise to protect its infrastructure and valuable waterfront resources in advance of future broadly based funding programs.</p> <p>Environmental emergencies (e.g., toxic spill, forest fire, contamination to groundwater, storm surge damage, sea level rise, coastal erosion) require anticipatory planning, public education and collaboration. While working to avoid or mitigate disasters is essential, it is prudent that Shelburne, like all communities, simultaneously prepare for unexpected and anticipated environmental events.</p>	<p>57. See Table 5.3 Gas Tax Funding-Eligible Projects Participate in research and/or land use planning pilots, case studies and/or training to assess and mitigate vulnerability to flood and erosion risk along the coast due to storm surge and sea level rise changes</p> <p>58. See Table 5.3 Gas Tax Funding-Eligible Projects Identify vulnerable infrastructure and amenities along the shoreline and Include climate change adaptation best practices into the Town's Municipal Planning Strategy and Land Use By-Law</p>

Table 4.4 Goals and Actions: Environment

ISSUE: <i>Environmental degradation</i>			
FUTURE FOCUS: <i>Protection and consideration of the environment in decision-making</i>			
Goals		Goals Described	
21	<p>Create a beautifully treed and landscaped community</p>	<p>Investments in tangible (urban forests) and intangible (well designed and safe public spaces) assets help to shape and influence residents' sense of place, visitors impression of the community, and advance sustainable development goals of the Town.</p> <p>Residents of all ages recognize the importance of visually appealing landscape features at Town gateways, nodes, major travel corridors, and throughout the historic district. In addition to projecting a positive Town image, well landscaped features can contribute to community pride. For example, the Ohio road intersection is in need of attention.</p> <p>Utilizing native plants in municipal landscaping offer many community benefits. Watering, pruning, and other landscaping maintenance activities—and associated Town costs—are often reduced with native plants due to their ability to grow in their native habitat without chemical inputs.</p> <p>Landscaping with native plants supports other organisms of the natural environment. Municipal use of native plants also provides an opportunity for environmental education of residents as to the benefits of native plant landscaping.</p> <p>The stately trees which line Town streets physically represent the Town's rural charm, historic nature as a resource-based economy, and cultural identity as a long-established community. Residents of all ages desire to protect the trees in their community, and where tar and cement have taken over, reintroduce native plantings which connect with other ribbons of foliage throughout Town.</p>	<p>59. Continue and enhance Town beautification efforts by creating / enhancing a landscape feature at all Town entrances and highway exits leading into Town</p> <p>60. Continue to apply for and participate in the Communities in Bloom program. Communities in Bloom provide an opportunity to showcase Shelburne's natural beauty, simultaneous to it historic charm.</p> <p>61. Establish landscape design guidelines for public spaces that feature native plants, and when possible, represent the Town's heritage</p> <p>62. Establish within Town bylaw development guidelines for the protection of a property's existing trees and requirement for street line tree planting</p>

Table 4.4 Goals and Actions: Environment

ISSUE: <i>Environmental degradation</i>			
FUTURE FOCUS: <i>Protection and consideration of the environment in decision-making</i>			
Goals		Goals Described	
22	<p>Become an active collaborator in efforts to designate, protect and promote ecosystem health on the Southwest Shore</p>	<p>The health of the natural environment is critical to the sustainability of Shelburne, and the region as a whole. Partnering with neighbouring municipalities and environmental organizations to define, protect and promote regional ecosystem health will have positive repercussions throughout all areas and pillars of sustainability.</p> <p>There is already an existing framework in place to help support this initiative. The Southwest Shore Biosphere Reserve is a designation awarded by the United Nations Educational, Scientific and Cultural Organization (UNESCO). The designation recognizes the importance of Kejimikujik National Park and the Tobeatic Wilderness Area, and of the potential in the region for multi-sector cooperation and sustainable development. The five surrounding counties are included in the designation on a voluntary basis, as determined by community interest and project development. Regional cooperation governing land use and other aspects of the Reserve's protection and development is an opportunity for integrated, sustainable management of a shared resource of great potential benefit of all partners involved.</p>	<p>63. Monitor, support and participate in the activities of the Southwest Shore Biosphere Reserve</p> <p>64. Explore opportunities to conserve shoreline and protect public access to the shoreline within the land use bylaw and in partnership with other adjoining municipal units</p>

Table 4.4 Goals and Actions: Environment

ISSUE: <i>Environmental degradation</i>			
FUTURE FOCUS: <i>Protection and consideration of the environment in decision-making</i>			
Goals		Goals Described	
23	<p>Explore opportunities to maintain and improve upon existing municipal buildings using sustainable building design.</p>	<p>The age of most civic buildings within Shelburne are such that the structures themselves are in need of repair, and elements within in need of replacement. Opportunities to make improvements using latest knowledge and best practices for more sustainable building systems, including the use of local or non-toxic materials and the integration of renewable energy sources, should be considered. The Town may also find increased opportunities for grants and funding from external sources to support the development of these types of projects.</p>	<ul style="list-style-type: none"> 65. Inventory Municipal Buildings in need of repair and replacement 66. Explore opportunities in current grant programs to receive funding to replace/retrofit buildings 67. Undertake needed roof repairs on civic buildings (Study structural integrity of Town Hall It is believed that the southeast corner of Town Hall is not structurally sound, posing a potential safety concern. As well, findings of such a study may warrant a move of Town Hall operations.) 68. See Table 5.3 Gas Tax Funding-Eligible Projects Integrate lower or non-carbon intensive water and space heating systems, and / or cooling systems into municipal buildings as opportunities to do so present themselves

Table 4.4 Goals and Actions: Environment

ISSUE: <i>Environmental degradation</i>			
FUTURE FOCUS: <i>Protection and consideration of the environment in decision-making</i>			
Goals		Goals Described	
24	<p>Explore opportunities to become improve energy efficiency and energy conservation.</p>	<p>Shelburne has recently approved in principle, their participation in a collaborative effort (with the Municipality of the District of Shelburne and Lockport) to pursue an energy strategy and/or become a member of the Partners for Climate Protection Program. Doing so would result in an action plan to achieve cost savings and protect environmental resources by improving energy efficiency and conservation. As well, it is within the Partners for Climate Protection framework that all involved municipal units could implement an Education and Awareness campaign about energy efficiency and conservation—fulfilling a recommendation within the Municipal Operations Energy Audit (2009) conducted by AMG. Participation in PCP will advance efforts to minimize corporate and community emissions of greenhouse gases. Doing so will result in cost savings and improved energy security, while simultaneously benefiting the environment.</p>	<p>69. Participate in a collaborative effort to join the Partners for Climate Protection Program (PCP).</p> <p>70. See Table 5.3 Gas Tax Funding-Eligible Projects Undertake a cost-benefit analysis of waste transportation options</p>

Table 4.4 Goals and Actions: Environment

ISSUE: <i>Environmental degradation</i>			
FUTURE FOCUS: <i>Protection and consideration of the environment in decision-making</i>			
Goals		Goals Described	
25	<p>Develop a safe and efficient network for active transportation and transit in the Town.</p>	<p>Building a strong and resilient community includes strategic investments in active transportation infrastructure and transit services to meet the long-term needs of citizens in the context of increasing energy costs and aging populations.</p>	<p>71. See Table 5.3 Gas Tax Funding-Eligible Projects Establish and maintain marked and signed bikeway network throughout Town connecting residential streets with commercial areas, recreation facilities, public institutions, parks, harbor front access points, and recreation trails</p> <p>72. See Table 5.3 Gas Tax Funding-Eligible Projects Establish and maintain walkway / sidewalk on priority public streets in the Town (along main commercial streets and main corridors within the Historic Waterfront, extend the harbour-side walkway to the Osprey Arts Centre and Yacht Club.</p> <p>73. See Table 5.3 Gas Tax Funding-Eligible Projects Participate in the development of local / regional networks to provide local / regional transit</p> <p>74. Enhance the network of marked and signed pedestrian crosswalks at roadway intersections near commercial areas, recreation facilities, public institutions, parks, harbor front access points, and recreation trails</p> <p>75. Explore opportunities for funding for development of trail network</p>

Table 4.4 Goals and Actions: Environment

ISSUE: <i>Environmental degradation</i>			
FUTURE FOCUS: <i>Protection and consideration of the environment in decision-making</i>			
Goals		Goals Described	
26	Monitor opportunities resulting from changing electricity and energy distribution/markets.	Motions to deregulate the electricity market within the last decade have provided some municipal distribution utilities with the option of purchasing power at a wholesale price. Careful monitoring of the further deregulation and a cost-benefit analysis of doing so is a critical part of ensuring residents with a relatively affordable supply of reliable energy in the future. As well, future wholesale purchasing opportunities may allow for the selection of an energy mix / source which is less fossil fuel intensive.	<ul style="list-style-type: none"> 76. Monitor and evaluate opportunities for the municipal purchase of wholesale energy 77. Integrate renewable energy into municipal infrastructure upgrades 78. See Table 5.3 Gas Tax Funding-Eligible Projects Undertake a solar suitability assessment and implement a deployment program
27	Integrate district heating and cooling systems in conjunction with municipal infrastructure as opportunities to do so arise.	Long-term energy costs are increasing. This continued trend will facilitate alternative methods of energy use, including those formerly cost prohibitive—district heating. By employing district heating and other alternative energy technologies, the Town has the potential to realize long-term cost savings, act as an important role model for residents, and market these progressive aspects of the community.	<ul style="list-style-type: none"> 79. See Table 5.3 Gas Tax Funding-Eligible Projects Support the required research and implementation of district heating and cooling systems through funding, policy and development bylaws for new or existing

4.5 SOCIOCULTURAL

The sociocultural goals are designed to develop and enhance vitality in the Town of Shelburne. By instilling balance and encouraging growth in the creative social and cultural components of the Town, Shelburne will continue to evolve as a progressive, healthy, and resilient community.

Table 4.5 Goals and Actions: Sociocultural

ISSUE: <i>Decline in social services</i>		
FUTURE FOCUS: <i>Protection of existing social services for Shelburne residents</i>		
Goals	Goals Described	
28	<p>Residents enjoy a community that fosters social interaction and healthy lifestyles for all ages and abilities</p>	<p>Shelburne and its regional municipal neighbours face similar challenges to provide municipal services in the realm of recreation and leisure, support to volunteer groups, etc. Collaborating with neighbouring municipalities to share resources where applicable, offers all municipalities potential cost savings and improved service delivery.</p> <p>The need to update and enhance playgrounds and recreational venues is recognized by all age groups in Shelburne. An emphasis on playground/venue updates will be to offer a greater variety of activities which align with the wishes expressed by the youth in the ICSP process (see Appendix C). While one focus of such updates is to provide youth with a variety of outlets for safe, active sport and play, there is equal opportunity to ensure adults and seniors also have indoor and outdoor facilities for sport and leisure.</p> <p>Local swimming areas are in need of more active management and amenities to ensure not only public safety and enjoyment, but also to ensure protection of the resource itself.</p>
		<p>80. See Table 5.4 Gas Tax Funding-Eligible Projects Create and implement an open space plan / active living plan for the Town</p> <p>81. Enhance existing parks, including updating playgrounds and recreational venues</p> <p>82. Continue to participate as a funding partner in Community Programs</p> <p>83. Collaborate with the Municipality of the District of Shelburne and the Province for the enhancement and protection of local swimming beaches.</p>

Table 4.5 Goals and Actions: Sociocultural

ISSUE: <i>Decline in social services</i>			
FUTURE FOCUS: <i>Protection of existing social services for Shelburne residents</i>			
Goals	Goals Described		
29	Work collaboratively to provide quality, accessible local health services that meet the primary needs of residents	Shelburne and its regional municipal neighbours face similar challenges of retaining health services. Working in cooperation with public and private health care providers, and neighbouring municipalities offers the greatest potential to secure the long-term provision of health services locally and regionally. Doing so provides a sense of security and stability to area residents, while simultaneously benefits the overall health of the community in every dimension / pillar of sustainability. Shelburne has a strong relationship with the Roseway Hospital that it is committed to maintaining. As the Town pursues complimentary health services (a local clinic), it would like to do so in alliance with Roseway Hospital to strengthen the overall quality and range of health services available for regional residents.	<ul style="list-style-type: none"> 84. Continue to support the community-led Doctor Recruitment committee through its evolution of physician recruitment through to an advisory and supportive role on clinic improvements (upgrades or retrofits to existing facilities), continued physician recruitment needs, and necessary studies 85. Complete necessary planning, design, engineering and feasibility studies for the construction or retrofit of an existing building for a Town Clinic 86. Build and maintain a strategic alliance with the Roseway Hospital

Table 4.5 Goals and Actions: Sociocultural

ISSUE: <i>Decline in social services</i>			
FUTURE FOCUS: <i>Protection of existing social services for Shelburne residents</i>			
Goals		Goals Described	
30	Work collaboratively to provide formal and non-formal educational services	<p>Shelburne has a valuable economic and educational resource in the local Nova Scotia Community College. Working in cooperation with the College and neighbouring municipalities to cross-promote offerings, identify programming opportunities, and provide needed services to students which in turn supports the College (e.g., housing, recreational opportunities, health care), benefits all Shelburne residents, while also possibly attracting new ones.</p> <p>Shelburne would like to identify and capitalize on opportunities for cross-promotion of the Town and the college campus, identify and address any needs the college may have which the Town can help to address (e.g., housing and information on area recreational opportunities for students), and make best use of this physical asset in support of their continued presence and community influence. The partnership may also reveal opportunities to link college programming with local/regional community groups or professional associations and needs for capacity building and training.</p>	<p>87. Continue to support, in partnership with the Province, 'Community Programs'</p> <p>88. Maintain and enhance the Town's relationship with the Nova Scotia Community College to make best use, and to help promote, this community asset</p>
31	Enhance the built environment so it is safe, efficient, stable and visually appealing	<p>Building a strong and resilient community includes investments in tangible (property maintenance, urban forests) and intangible (well designed and safe public spaces) assets that contribute to a quality of life that is protected from harm, provides a sense of stability and security, is welcoming and neighborly, and is aesthetically pleasing for residents and guest.</p>	<p>89. Continue to actively participate in the Police Advisory Board (being formed at the time of writing) and bring forward constituents concerns regarding safety and security</p> <p>90. Council will utilize information provided by the Union of Nova Scotia Municipalities and other professional entities to inform decisions regarding sustainable street lighting, and will opt to integrate streetscape design criteria for lighting fixtures along main travel corridors</p>

Table 4.5 Goals and Actions: Sociocultural

ISSUE: <i>Decline in social services</i>			
FUTURE FOCUS: <i>Protection of existing social services for Shelburne residents</i>			
Goals	Goals Described		
32	Integrate cultural infrastructure into other physical projects and initiatives	<p>Shelburne has made significant strides with its heritage conservation, including the designation of a heritage conservation district with Town Bylaw, and the pending (at the time of writing) appointment of a heritage officer. While such efforts will guide the protection of historical properties, much work remains on the <i>maintenance</i> of heritage assets themselves, as well as interpreting and expanding historical design features throughout Town as a means of creating a coordinated and thematic sense of place—strengthening a personality trait that could better attract tourists and potential residents.</p> <p>To advance the cultural elements of the Town's vision for its future, a community or streetscape design plan and accompanying policy and by-law is needed. The process will be done in consultation with the public and provide a coordinated approach to phasing in the aesthetic that the community envisions. Features now existing on Dock Street that can be carried into the Town's Commercial zones, and segments of the Residential zones, include but aren't limited to burying overhead electrical cables, installing period light poles, increasing prominence of sidewalks, and guidelines for period-appropriate colour schemes and landscaping.</p>	
		<p>91. Develop and implement a streetscape/community design plan which illustrates and provides guidance for an expansion of Dock Street heritage site design features throughout Town, and specifically to Water and King Streets</p> <p>92. Pursue potential funding opportunities for the main street plan with ACOA.</p>	

Table 4.5 Goals and Actions: Sociocultural

ISSUE: <i>Decline in social services</i>			
FUTURE FOCUS: <i>Protection of existing social services for Shelburne residents</i>			
Goals	Goals Described		
33	Develop a creative community that demonstrates the importance of art and culture to a vibrant economy and community	<p>Expressions of art and culture integrated into a community's social network—exhibitions, educational programs, performances—and built environment—event venues, public spaces—encourage social interaction, community pride, and economic opportunity. Shelburne's historic water front district is evidence of art and culture acting as a source of community pride and economic development (tourism).</p>	<p>93. Promote and help to support the Osprey Arts Centre as a key destination for arts on the Southwest Shore</p> <p>94. Support the construction of a municipal building to house a long boat. Currently, a 30x40 building is needed to house a long boat. Collaboration with the Yacht Club is possible on this project, as they may want to make use of the building as well. Such a project, while adding to the property the Town may be responsible for, directly benefits a key cultural aspect of the community, and helps to sustain a traditional skill set.</p> <p>95. Council will support collaborative initiatives where local artisans share studio space and other resources in a manner that contributes to the Town's creative economy</p> <p>96. Partner with the Shelburne County Museum to identify the role for and partake in the implementation of the Museum's Five Year Strategic Plan</p>
34	Develop viable, active, well-maintained and well-known Marina	<p>The Marina benefits the Town's economy—and has the potential for that direct benefit to increase—and provides an invaluable recreational and healthy living lifestyle for participant citizens and guests. The Marina brings attention to the remarkable quality of the Harbour for sailing and boating, as well as the Town located on its scenic shores.</p>	<p>97. See Table 5.4 Gas Tax Funding-Eligible Projects Research new technologies and materials for marina enhancement and provision of services and amenities</p> <p>98. Collaborate with Shelburne Harbour Yacht Club to promote the Marina and the Harbour as a sail race training centre</p>

Table 4.5 Goals and Actions: Sociocultural

ISSUE: <i>Decline in social services</i>			
FUTURE FOCUS: <i>Protection of existing social services for Shelburne residents</i>			
Goals		Goals Described	
35	Shelburne intends to phase in free wireless internet service throughout the community	All of Shelburne residents currently have access to broadband to varying degrees of quality. While this is a significant advancement, the community is also interested in learning about opportunities to offer free wireless. Of interest to the study is the partnership structure used by other communities that have become 'wireless', technological requirements, up-front and long-term costs, applications within the community not currently met with broadband-or that would be offset with wireless, <i>etc.</i>	99. Research the costs and benefits associated with the provision of a free wireless internet service throughout the community
36	Digital preservation of archives and artifacts	Through the use of scanning and photography equipment, and in partnership with the Shelburne County Archives & Genealogical Society (SCA&GS), the Shelburne County museum aims to digitally preserve archives and artifacts. Doing so accomplishes two important goals: first, it results in a high quality copy that can be enhanced for better readability, and digitally preserved in case the original artifact or archive degrades or is damaged or lost. Secondly, with a digital version of the original, the public can view artifacts that have not previously been accessible. Some of the archives in fact, are so precious, and so fragile, that few people have seen them. Also, by partnering with the SCA&GS, the museum can share digital images that may be on the same subject, allowing both organizations to better serve guests that arrive to do research. With both organization having access to the collective digital archives and artifacts, one can quickly search for what the other may have on a subject, and then bring up an image of that item. The project includes a shared database, so both the museum and SCA&GS can accomplish the cross-referencing function.	100. Work with SCA&GS to secure funding to support the digital archival and preservation of artifacts.

5.0 Eligible Projects, Sustainable Outcomes and Community Benefits

Tables 4.1 - 4.5 identify those actions which are believed to be projects that are eligible for funding under the Gas Tax Agreement. These actions are presented in greater detail in this section (Section 5 Eligible Projects Sustainable Outcomes and Community Benefits). The MFA criteria stipulate that infrastructure projects must provide a range of benefits to a municipality. In addition, infrastructure projects should also link to broader sustainable outcomes (cleaner air, cleaner water, reduced greenhouse gas emissions). The following tables explain how the proposed eligible project will contribute to the sustainable outcomes outlined in the MFA as well as other additional benefits to the municipality (e.g., enhanced economic opportunities). In addition, the tables below also identify the corresponding goal and action number shown in Section 4.0. These are listed in the first two columns to the left for ease in referencing.

5.1 ELIGIBLE PROJECTS ADDRESSING MUNICIPAL OPERATIONS AND INFRASTRUCTURE

Table 5.1 Gas Tax Funding-Eligible Projects: Municipal Operations and Infrastructure

Goal	Action	Eligible Project Name	Eligible Project Description and Benefits	Sustainable Outcomes		
				Water	Air	GHG
4	12	Tax reform study	While improved efficiencies in maintenance and service provision can make best use of the Town's financial resources and its capacity to meet its long-term goals of sustainable development, it is also important to acknowledge, understand and address thresholds of the Town's tax base that in turn mark the degree to which municipal services can be provided and maintained in a sustainable manner. Shelburne recognizes that within the long-term view of the ICSP, there may be a need for or opportunities to individually, or in collaboration with the Municipality of the District of Shelburne, study taxation reform based on principles of equity, economic competitiveness, efficiency, simplicity, stability, transparency and accountability. A study examining tax reform may assist both municipalities in establish a more sustainable long-term strategy to manage resources, and therefore contribute to the sustainable management of infrastructure contributing to cleaner water, air, and reduction in Green House Gases (GHG).	√	√	√

Table 5.1 Gas Tax Funding-Eligible Projects: Municipal Operations and Infrastructure

Goal	Action	Eligible Project Name	Eligible Project Description and Benefits	Sustainable Outcomes		
				Water	Air	GHG
5	16	Study and implement alternative transportation routing	Shelburne’s traditional grid layout begins at the waterfront and extends to the northeast. In doing so, it forces all truck traffic associated with the wharf or the industrial park to go through Town—either on the two main corridors which contain both commercial and residential use, or through residential areas. Given the Town’s efforts to extend the wharf and redevelop the land adjacent to the wharf, it is necessary to investigate alternative means of routing truck traffic from the wharf to Highway 103 for purposes of public safety and mitigation of nuisance issues.		√	√
6	19	Develop a decision making framework for the evaluation and recording of the extent to which decisions advance ICSP goals	Developing a decision making framework for evaluation and recording the extent to which decisions advance ICSP goals will help the municipality integrate sustainable thinking into day-to-day operations. For example, the decision-making framework could take the form of triple-bottom line accounting measures or a sustainability matrix, which could be used each time Council makes a significant policy decision or a staff report is generated. Well-planned and clear evaluation methods that consider the diverse needs of a community promote sustainable, balanced, and resilient community building will help the municipality in ensure environmental elements are considered during decision-making and help contribute to cleaner air, water and a reduction in GHG emissions, as these can be integrated right into the framework.	√	√	√

Table 5.1 Gas Tax Funding-Eligible Projects: Municipal Operations and Infrastructure

Goal	Action	Eligible Project Name	Eligible Project Description and Benefits	Sustainable Outcomes		
				Water	Air	GHG
6	20	Provision of Land Use Planning services; Update the MPS and current By-Law	Shelburne does not have a planner on staff, so in the near term may seek professional services—shared collaboratively or hired initially by the Town alone—to assist with formal policy and bylaw revisions. As well, the Town is in need of a generalized future land use map, an updated zoning map, infrastructure maps, and other mapping so commonly relied on for Town administration. Once these tools are created and /or updated, they can be put to use for growth management and infrastructure expansion planning in a manner that promotes infill and full use of infrastructure capacity before extensions of that infrastructure are approved. Well-planned and clear development guidelines that consider the diverse needs of a community (and their changes over time) promote sustainable, balanced, and resilient community building. Developing these services will assist the Town in developing management framework that results in the outcomes of cleaner water, air and a reduction in GHG emissions.	√	√	√
6	23	Provide up-to-date electronic files of the MPS all By-Laws, and associated maps as a resource for the municipality, municipal residents and developers	Administrative software and hardware needs to be purchased and staff trained for its use to improve upon governance procedures, transparency, provide immediate access to up-to-date information (budgetary, inventories, etc.), and build capacity and strengthen resiliency within staff. As well, Council seeks to review decision making procedures, and integrate a methodology that provides the Council with a transparent record of accountability and incorporates the vision, goals and actions within the community's ICSP. The website also needs updating and support for ongoing maintenance.	√	√	√

Table 5.1 Gas Tax Funding-Eligible Projects: Municipal Operations and Infrastructure

Goal	Action	Eligible Project Name	Eligible Project Description and Benefits	Sustainable Outcomes		
				Water	Air	GHG
6	25	Conduct a feasibility study for the development of an organics (compost) facility	All compost collected within Shelburne is currently taken to Lunenburg. However, the Town has been advised that their compost will no longer be accepted there in the near future. To address this, the Town would like to investigate opening an organics facility and then use the compost for Town beautification efforts, as well as make it available to residents, and potential non-resident customers. Herein lays an opportunity to build capacity with neighbouring municipalities to coordinate a joint development initiative, and identify suitable locations for facility development. Establishing a new local facility and service may provide benefits including local employment and investment in the local economy, and a resource (compost) for local municipal and residential use; Reduce the financial and environmental costs associated with trucking organic waste to a more distant regional facility		√	√
7	26	Development and implementation of a source water protection plan	To complete, implement and provide for the annual review of a source water protection plan in line with guidance provided by the Province for municipal water utilities. The Plan will delineate Shelburne's source water supply area, identify potential contaminants and risks, and outline a management plan which could include options such acquisition of land, introduction of or amended bylaws, best management practices, contingency planning, designation of a protected water area, and public water stewardship education.	√		
7	27	Clean and paint water towers	There are two water towers within Shelburne, both in need of routine cleaning to protect the water from becoming contaminated, and maintenance to protect the integrity and aesthetics of the structures. This will extend the life of capital assets and reduce the long-term operating costs of the Municipality.	√		
8	28	Develop criteria for assessing the sustainability of proposed expansions to the water distribution system	A transparent decision making framework is needed to guide decisions specific to central water infrastructure. The decision making framework would include but not be limited to criteria ranging from: an assessment of public health risk to the properties in question should the water service not be provided; a long-term cost benefit analysis on behalf of all tax-paying constituents; the contribution the expansion would make to increased employment opportunities; the extent to which alternative solutions were considered; and the extent to which the expansion advances the Town's sustainability goals	√		

Table 5.1 Gas Tax Funding-Eligible Projects: Municipal Operations and Infrastructure

Goal	Action	Eligible Project Name	Eligible Project Description and Benefits	Sustainable Outcomes		
				Water	Air	GHG
8	29	Expand water distribution system	Installation of underground drinking water pipe network and associated infrastructure. Expansion efforts will take into consideration the location of private wells drawing poor quality drinking water (e.g., high magnesium and iron content), and the strategic provision of water to stimulate residential and commercial growth.	√		
8	30	Groundwater study	Private wells within Shelburne are known to be of poor quality, but the location of these wells is not known. A groundwater study which maps private well locations and water quality is desired to guide water distribution expansion efforts, as well as reveal any immediate health risks to Town residents and guests.	√		
9	31	Initiate a water education and outreach program about well water health, well maintenance and community water conservation	Simultaneous to the Town's efforts to develop a source water protection plan, and the pursuit of a Groundwater study to better understand the context which will, to a large extent, drive capital investment planning for the expansion of the central water system, it is recognized that short-term benefits can be gained by initiating a water education and outreach program. Not only would this opportunity provide a means to communicate the Town's sustainability plans for water protection and supply, but to recognize their commitment to the sustained health of residents on well water. This education and outreach program will benefit from the collaboration of partners such as key provincial departments, the Municipality of the District of Shelburne, community groups and area school systems.	√		
10	34	Environmental risk assessment of sewage effluent	Assessment of sewage treatment system, and the potential for environmental impacts associated with operation. Will achieve a forthcoming Provincial requirement to evaluate and protect the quality of the effluent's receiving water body—the Harbour.	√		
10	35	Develop and implement an overflow monitoring and reporting framework	Within the next eight years, it is expected that municipal water utilities will be required to monitor and report on incidents of overflow at sewage treatment plants and then establish a long-term plan for the reduction of the number overflows. Shelburne wishes to address overflows through upgrades and repair to the stormwater systems, but aims to immediately begin establishing baseline knowledge about overflows, and report them appropriately.	√		

Table 5.1 Gas Tax Funding-Eligible Projects: Municipal Operations and Infrastructure

Goal	Action	Eligible Project Name	Eligible Project Description and Benefits	Sustainable Outcomes		
				Water	Air	GHG
10	36	Upgrade sewage treatment plant	Shelburne's sewage treatment system is 22+ years old. While Shelburne's sewage treatment plant is considered low risk by the Province under current regulations, improvements may be needed to achieve goals and objectives set forth by the Canadian Council of Ministers of the Environment, to be administered by the Province. The Town wants to position itself to maintain expected standards as prescribed in their Approval to Operate, as well capitalize on opportunities to improve on the energy efficiency of sewage treatment infrastructure.	√		√
11	38	Repair, upgrade and expand storm water infrastructure	Locations have been identified (via an engineering assessment in 1986) where surface and groundwater is infiltrating the sanitary sewer system, causing, in turn, overflows of the sewage treatment system. Issues within the sanitary sewer system include breaks in lines, poor interconnections between catch basins, lack of catch basins in appropriate areas.	√		
11	39	Employ a consulting engineer to assess infiltration locations in the sanitary sewers	After Shelburne has addressed priority areas of infiltration as identified in 1986, an opportunity exists to conduct a more thorough study (e.g., smoke testing) of the sanitary system to identify any additional problem areas that may have arisen since the last study. The Town will insist such a study take into consideration anticipated changes in precipitation patterns and storm surge events.	√		

5.2 ELIGIBLE PROJECTS ADDRESSING ECONOMIC DEVELOPMENT

Table 5.2 Gas Tax Funding-Eligible Projects: Economic Development

Goal	Action	Eligible Project Name	Eligible Project Description	Sustainable Outcomes		
				Water	Air	GHG
18	52	Research new technologies and materials for wharf upgrade and provision of associated services and amenities	Shelburne has applied for an extension to the existing wharf to increase the usability and thus viability of this key community asset. As funding is approved, the Town has the opportunity to creatively integrate latest building and power technologies, as well as community-friendly design (e.g., land-side power for ships to avoid idling, materials that are or can be reused/recycled, lights which don't cause light pollution, etc.)	√	√	√

5.3 ELIGIBLE PROJECTS ADDRESSING ENVIRONMENT

Table 5.3 Gas Tax Funding-Eligible Projects: Environment

Goal	Action	Eligible Project Name	Eligible Project Description	Sustainable Outcomes		
				Water	Air	GHG
20	57	Participate in research and/or land use planning pilots, case studies and/or training to assess and mitigate vulnerability to flood and erosion risk along the coast due to storm surge and sea level rise changes	Opportunities to learn about regional and perhaps localized impacts from anticipated climate variability are forthcoming. The Province individually and as a member of a Regional Adaptation Collaborative (Atlantic Provinces) is preparing an adaptation action plan that has local focus, and thus opportunities may arise to participate in, or at least benefit from information synthesized through this initiative. As well, the Canadian Institute of Planners is working to address climate change adaptation through their Continuous Professional Learning Program, and case studies—beginning in the Atlantic region. As these and other opportunities take form, Shelburne wants to be empowered to participate, as they are a prime candidate for Adaptation planning—especially having their historic district (their key tourism asset) immediately waterside, and their wharf and marina critical elements to the Town's economy.	√		

Table 5.3 Gas Tax Funding-Eligible Projects: Environment

Goal	Action	Eligible Project Name	Eligible Project Description	Sustainable Outcomes		
				Water	Air	GHG
20	58	Identify vulnerable infrastructure and amenities along the shoreline and Include climate change adaptation best practices into the Town's Municipal Planning Strategy and Land Use By-Law	By identifying vulnerable infrastructure the Town of Shelburne can proactively plan to mitigate the potential negative impacts resulting from climate change and develop a policy framework to protect new development from climate change impacts based on best available scientific data. This not only can save the municipality from the cost of repairing and replacing damaged infrastructure, but it can also protect the municipality against potential hazards resulting from climate change impacts such as flooding, and wastewater contamination.	√		
23	68	Integrate lower or non-carbon intensive water and space heating systems, and / or cooling systems into municipal buildings as opportunities to do so present themselves	Town Hall poses potential structural and health concerns, and pending a physical condition assessment, operations may need to be relocated. Such a move may present an opportunity to retrofit an existing space for improved energy efficiency via not only improvements to the building envelop, but also to the heating and cooling system. An integration of new and improved energy technologies would also build upon a current collaboration with the Municipality of the District of Shelburne for the undertaking of an energy audit, and the possible pursuit of participating in Partners for Climate Protection.		√	√
24	70	Undertake a cost-benefit analysis of waste transportation options	In collaboration with all members of the Joint Services Board, analyze the cost-benefit of alternative strategies to reduce vehicle fleet costs. For example, compacting waste before shipment to Liverpool, evaluating equipment redundancy and opportunities for vehicle retirement, and replacement vehicles with more fuel efficient options.		√	√
25	71	Establish and maintain marked and signed walkway / sidewalk on priority public streets in the Town (along main commercial streets and main corridors within the Historic Waterfront, extend the harbour-side walkway to the Osprey Arts Centre and Yacht Club.	There are main corridors in Shelburne where sidewalks need to be repaired, or established. Residents of all ages acknowledge that an increasing number of people are walking and biking around Town, and thus there is a growing desire for improved active mobility/transportation networks.		√	√

Table 5.3 Gas Tax Funding-Eligible Projects: Environment

Goal	Action	Eligible Project Name	Eligible Project Description	Sustainable Outcomes		
				Water	Air	GHG
25	72	Establish and maintain marked and signed bikeway network throughout Town connecting residential streets with commercial areas, recreation facilities, public institutions, parks, harbor front access points, and recreation trails	Bike lanes need to be established, and signage provided along main travel corridors, and linked to existing trail systems both in Town (e.g., the old rail road line trail) and outside of Town. As well, bike racks need to be strategically placed at key Town features (e.g., on historic Dock Street, select town parks, exhibition grounds, grocery store). It is anticipated that this can be done in collaboration with Town businesses and community organizations.		√	√
25	73	Participate in the development of local / regional networks to provide local / regional transit	Build capacity with neighbouring municipalities to coordinate strategic and joint development initiatives for regional transit. Small local, on-demand transit projects may also be considered, providing services especially to seniors or those in need of physical assistance. For example, Roseway Manner, located just outside the Town's jurisdiction, is planning on expanding their recreation room. As well, they are getting a van. A creative partnership with Roseway Manner may identify ways in which non-manner residents could benefit from the recreation room and transportation in the van, while assisting the Manner with the costs associated with both.		√	√
26	78	Undertake a solar suitability assessment and implement a deployment program	Shelburne hosts a microclimate believed to have an unusually high amount of received solar energy (kilowatt-hours per meter squared). As well, the grid layout, based on the coastline, has a very large number of residential, commercial and industrial properties angled with south and southwest facing roofs. The opportunity to offset the use of fossil fuels and reduce heating costs, thus improving upon energy security, is ripe within community. By gathering technical data such as a solar suitability analysis of Shelburne, the community, perhaps in collaboration with community groups and other municipal units, can pursue targeted applications for domestic hot water and forced convection solar heating units. Through a study-inspired deployment program, solar units should be employed on identified viable municipal properties, and information actively provided to residents, businesses and local industries.		√	√

Table 5.3 Gas Tax Funding-Eligible Projects: Environment

Goal	Action	Eligible Project Name	Eligible Project Description	Sustainable Outcomes		
				Water	Air	GHG
27	79	Support the required research and implementation of district heating and cooling systems through funding, policy and development bylaws for new or existing commercial and industrial uses.	As changes are made to the existing industrial park, if a new light industrial park is developed, and as the Brownfield site in Town is remediated and developed, the Town will advocate for and participate in the pursuit of cogeneration or district heating systems. The use of the Harbour as a source of cooling will be considered, as will local biomass for heat, recovery of any waste heat from commercial or industrial processes, and earth energy systems. The role of solar will also be evaluated, given Shelburne's high amount of received solar energy.		√	√

5.4 ELIGIBLE PROJECTS ADDRESSING SOCIOCULTURAL SERVICES

Table 5.4 Gas Tax Funding-Eligible Projects: Sociocultural Services

Goal	Action	Eligible Project Name	Eligible Project Description	Sustainable Outcomes		
				Water	Air	GHG
28	80	Create and implement an open space plan / active living plan for the Town	Shelburne has access to excellent community programs run out of the Shelburne Regional High School, located just outside of the Town's jurisdiction. The opportunity now exists to build on this momentum and create linkages to recreation and leisure offerings through the Municipality of the District of Shelburne, address deficiencies with open space connectivity in the Town, and repair/update and enhance existing playgrounds and parks. There is interest in doing this work in partnership with the Municipality of the District of Shelburne.	√	√	√
34	97	Research new technologies and materials for marina enhancement and provision of services and amenities	Shelburne Harbour has been said to be one of, if not the best sailing spots in the world. This deep, protected, and not heavily trafficked harbour is a key value and asset to the community, and one it intends to market and promote heavily. In that vein, the Town and the marina have the opportunity to demonstrate green infrastructure and building design, while continuing to blend in with the historic Dock Street setting in which it is located. Such an effort would set Shelburne apart as a place for recreational, competitive sailing, and sailing training.	√	√	√

6.0 Partnerships and Collaborations

Shelburne participates in several strong and successful partnerships, which in turn have created additional opportunities for partnering. One such noteworthy partnership has created the very popular Community Programs offerings hosted at the Regional Shelburne High School. Partners behind Community Programs include the Department of Health, the Municipality of the District of Shelburne, and the Town of Shelburne. Community Programs provides classes that cover a wide range of interests, enhancing knowledge and building skills.

The Town of Shelburne, the Municipality of the District of Shelburne and the Town of Lockport are currently amalgamating police services. A Joint Police Advisory Board (13 member board) is being formed. The three municipal units have recognized that public safety issues within the communities are similar. Items outlined include drug enforcement, visibility, and impaired driving and crime reduction. The function of an advisory board will be to provide advice to council in relation to the enforcement of law, the maintenance of law and order and the prevention of crime in the municipality. The Advisory board will help establish (in consultation with the R.C.M.P.) priorities with objectives and goals respecting police services, ensure that the community needs and values are reflected and ensure that police services are delivered in a manner consistent with community values, needs and expectations.

The same municipal units also cooperate on a doctor recruitment committee, along with volunteers, medical personnel, and former medical personnel. The Committee is funded by municipal units, the Roseway Hospital Foundation and out of pocket services provided by volunteers. This community-led effort has actively researched what would entice and retain medical professionals in the County of Shelburne. This committee is now looking to apply what they've learned in terms of facility construction (or retrofit of an existing building) and needed services in the hopes of establishing a clinic in the short to mid-term. Simultaneous efforts to recruit practitioners are ongoing.

The Joint Services Board is an administrative body providing technical services to the Municipality of the District of Shelburne, the Town of Lockport and the Town of Shelburne. Shared services include waste management, lock-up, and building and fire inspection. Conversations are being initiated on the possibilities of expanding upon joint services to include engineering, and planning and development, and possibly the coordination and support of volunteerism and tourism promotion efforts.

The Municipality of the District of Shelburne shepherded a Municipal Operations Energy Audit that was tendered cooperatively with the District and the Town of Shelburne. The findings of the audit for 15 municipal buildings and areas operated by the Town of Shelburne are integrated into the ICSP list of action ideas and eligible projects.

As well, there are opportunities to collaboratively leverage existing services in an effort to save money. For example, AMG presented the idea of cooperatively developing a system for compacting waste in the Shelburne-Lockport area before transporting it to its final destination in Liverpool. This would reduce the number of trips made by the Joint Services Board waste collection vehicles. These diesel vehicles account for the largest amount (29.2%) of the total costs of the Town's vehicle fleet. However, a cost-benefit analysis would have to be formally conducted to ensure that the cost of compacting would be offset by savings in diesel and truck maintenance costs. Other options for leveraging existing services and assets would be to analyze if, and how many trucks within the fleet could be retired, saving in insurance, registration and maintenance costs.

Another example of the spirit of cooperation that is being revived on the Southwest Shore is the Southshore ICSP working group, consisting of professionals leading the ICSP processes for the Municipality of the District of Shelburne, the Town of Lockport, the Town of Shelburne, and the municipalities of Barrington, Argyle and Yarmouth (via the Yarmouth-Argyle-Barrington-Clare District Planning Commission). This group compared their methodologies and approaches to the work in order to share what was learned, identify similar themes, and coordinate messaging where it may be mutually beneficial.

7.0 Statements of Provincial Interest

7.1 DRINKING WATER SUPPLY

The Shelburne ICSP is reasonably consistent with the Drinking Water Supply Statement of Provincial interest and identifies the need for the Municipality to develop a source water protection plan in order to effectively protect the central water supply watershed. It also identifies the need for the municipality to study groundwater capacity in order to understand the municipality's capacity to continue to maintain/develop wells in the Town in unserved areas.

GOAL
To protect the quality of drinking water within municipal water supply watersheds.
BASIS
<ul style="list-style-type: none">• A safe supply of drinking water is a basic requirement for all Nova Scotians.• Inappropriate development in municipal water supply watersheds may threaten the quality of drinking water.• Some water supply watersheds are located outside the municipality using the water. The municipality depending on the water therefore has no direct means of protecting its supply.
APPLICATION
This statement applies to all municipal water supply watersheds in the Province including surface watersheds and groundwater recharge areas.
PROVISIONS
<ul style="list-style-type: none">• Planning documents must identify all municipal water supply watersheds within the planning area.• Planning documents must address the protection of drinking water in municipal water supply watersheds. Measures that should be considered include:<ul style="list-style-type: none">○ Restricting permitted uses to those that do not pose a threat to drinking water quality;○ Balancing the expansion of existing uses against the risks posed to drinking water quality;○ Limiting the number of lots. Too many lots may result in development which cumulatively affects drinking water quality. The minimum size of lots and density of development should be balanced against the risks posed to the quality of drinking water;○ Setting out separation distances between new development and watercourses to provide protection from run-off;○ Establishing measures to reduce erosion, sedimentation, run-off and vegetation removal associated with development.• Existing land use and the location, size and soil conditions of a municipal water supply watershed will determine the land-use controls that should be applied. Large surface watersheds, for example, may be able to sustain more development than a small groundwater recharge area.• It is recognized that in some situations the long-term protection of the drinking water supply may be impractical. In these cases planning documents must address the reasons why the water supply cannot be protected. Municipalities in this situation should consider locating an alternate source of drinking water where long-term protective measures can be applied.• The Province supports the preparation of watershed management strategies for all municipal water supply watersheds. These strategies should be prepared by the concerned municipalities and the municipal water utility, in consultation with all affected parties, including landowners.

7.2 FLOOD RISK AREA

The Town of Shelburne ICSP is reasonably consistent with the Provincial Statement of Interest for Flood Risk Areas. The Town of Shelburne does not have a designated Flood Risk Area inside its boundaries. While not a part of a natural floodplain, Shelburne has identified the need to more effectively manage stormwater infrastructure as well as respond to potential impacts from climate change in considering areas that may be prone to flooding.

GOAL

To protect public safety and property and to reduce the requirement for flood control works and flood damage restoration in floodplains.

BASIS

- Floodplains are nature's storage area for flood waters.
- New development in a floodplain can increase flood levels and flows thereby increasing the threat to existing upstream and downstream development.
- Five floodplains have been identified as Flood Risk Areas under the Canada-Nova Scotia Flood Damage Reduction Program.

APPLICATION

- This statement applies to all Flood Risk Areas that are designated under the Canada-Nova Scotia Flood Damage Reduction Program. These are:
 - East River, Pictou County'
 - Little Sackville River, Halifax County;
 - Sackville River, Halifax County;
 - Salmon and North Rivers, Colchester County; and
 - West and Rights Rivers and Brierly Brook, Antigonish County.
- There are other areas in the Province that are subject to flooding which have not been mapped under the Canada-Nova Scotia Flood Damage Reduction Program. In these areas, the limits of potential flooding have not been scientifically determined. However, where local knowledge or information concerning these floodplains is available, planning documents should reflect this information and this statement.

PROVISIONS

1. Planning documents must identify Flood Risk Areas consistent with the Canada- Nova Scotia Flood Damage Reduction Program mapping and any locally known floodplain.
2. For Flood Risk Areas that have been mapped under the Canada-Nova Scotia Flood Damage Reduction Program planning documents must be reasonably consistent with the following: (a) within the Floodway, (i) development must be restricted to uses such as roads, open space uses, utility and service corridors, parking lots and temporary uses, and (ii) the placement of off-site fill must be prohibited; (b) within the Floodway Fringe, (i) development, provided it is flood proofed, may be permitted, except for (1) residential institutions such as hospitals, senior citizen homes, homes for special care and similar facilities where flooding could pose a significant threat to the safety of residents if evacuation became necessary, and (2) any use associated with the warehousing or the production of hazardous materials, (ii) the placement of off-site fill must be limited to that required for flood proofing or flood risk management.
3. Expansion of existing uses must be balanced against risks to human safety, property and increased upstream and downstream flooding. Any expansion in the Floodway must not increase the area of the structure at or below the required flood proof elevation. 396.
4. For known floodplains that have not been mapped under the Canada-Nova Scotia Flood Damage Reduction Program, planning documents should be, at a minimum, reasonably consistent with the provisions applicable to the Floodway Fringe.
5. Development contrary to this statement may be permitted provided a hydrotechnical study carried out by a qualified person, shows that the proposed development will not contribute to upstream or downstream flooding or result in a change to flood water flow patterns.

7.3 AGRICULTURAL LAND

Shelburne does not house significant agricultural lands within its boundaries and therefore the ICSP is reasonably consistent with this Statement of Provincial Interest.

GOAL
<ul style="list-style-type: none">• Protection of agricultural land.• Viable and sustainable food resource base.
PLANNING DOCUMENTS MUST
<ul style="list-style-type: none">• Identify agricultural land.• Address its protection.• Where possible, direct non-agricultural development to lands with lowest agricultural value.

7.4 INFRASTRUCTURE

Shelburne has identified the need to focus on developing efficiencies in existing municipal infrastructure and directing new development to areas already serviced with municipal infrastructure. In addition, the ICSP identifies the significant challenge posed by declining population and tax base and the need to manage infrastructure in a way that respects and responds to this changing environment. The Town has also identified opportunities to partner with the County to ensure that infrastructure is effectively managed with sufficient expertise. Therefore, the ICSP is reasonably consistent with this Provincial Statement of Interest.

GOAL
<ul style="list-style-type: none">• Make efficient use of community infrastructure.• Particularly municipal water and wastewater facilities.
PLANNING DOCUMENTS MUST
<ul style="list-style-type: none">• Promote cost effective use of existing infrastructure through:<ul style="list-style-type: none">○ Infill; and○ More appropriate density.• Support rational extension of infrastructure through:<ul style="list-style-type: none">○ Clustering; and○ Directing of development to areas that can be serviced efficiently.• Deter urban sprawl and development that leapfrogs over serviced areas through:<ul style="list-style-type: none">○ Establishing density standards more appropriate to rural area.

7.5 HOUSING

The Shelburne ICSP identifies that a range of housing opportunities must be provided, particularly for seniors and young professionals who may need multi-unit or smaller, more affordable housing than a traditional single-family home. Therefore, the Shelburne ICSP responds to this Statement of Provincial Interest.

GOAL
Provide a range of housing opportunities that meets the needs of all Nova Scotians
PLANNING DOCUMENTS MUST
<ul style="list-style-type: none">• Promote inclusive residential development by providing for:<ul style="list-style-type: none">○ Affordability;○ Special needs; and○ Alternate forms and tenure of housing.○ Provide for flexible residential land development standards such as:<ul style="list-style-type: none">○ Higher density;○ Smaller lots sizes; and○ Reduced yard requirements.• Allow for changing forms of households such as:<ul style="list-style-type: none">○ Group homes

8.0 Implementation

As a concept, sustainability is acknowledged widely, but implementation, as an integral component of community planning, remains elusive. Communities are limited in their actions by financial resources, institutional capacity, legislative authority, and political will. An implementation plan will assist the municipality in moving forward to create alignment in these key areas. Municipal collaboration, public empowerment, and integration of sustainability principles into the decision-making process are key components of effective municipal governance.

For the Shelburne's ICSP to be effective and promote the achievement of the community's sustainability it must be reviewed, maintained, and implemented in a systematic and consistent manner. The strength of the implementation framework will determine the extent to which the community is able to actualize their plan. Formal review of this plan should take place on a yearly basis, with updates occurring throughout the year as Council moves forward with initiatives.

8.1 PRIORITY ACTIONS

The primary purpose of the ICSP is to make Town policy consistent with the community Vision, Goals and Actions stated in the document. Efforts should also be made to align Town policies and projects to the ICSP to the greatest extent possible. The ICSP should be distributed to all Town Staff, agencies and partners with the intention of getting or confirming their buy-in and support for the plan.

A list of ICSP Actions considered to be priorities for the Town has been developed and is included in **Appendix E**. These actions are considered to be of the highest priority for achieving the Town's vision of sustainability. It also identifies short, medium and long term goals for the ICSP. One of the first steps for Council will be the evaluation of current municipal initiatives to highlight progressive policies that will advance the Town's sustainability mandate, static/regressive policies that will detract from it, and to identify any gaps where new policies are needed, based on this current list of priorities.

8.2 SUSTAINABILITY ASSESSMENT AND DECISION-MAKING TOOL

Over the course of the ICSP, the Town of Shelburne identified the need to developing a decision making framework for evaluation and recording the extent to which decisions advance ICSP goals will help the municipality integrate sustainable thinking into day-to-day operations. Well-planned and clear evaluation methods that consider the diverse needs of a community promote sustainable, balanced, and resilient community building will help the municipality in ensure environmental

elements are considered during decision-making and help contribute to cleaner air, water and a reduction in GHG emissions. During the development of the ICSP, the Town of Shelburne partnered with Dalhousie University and a Master of Planning Graduate Student to develop a Sustainability Assessment and Decision-Making Tool based on the Draft ICSP Framework. It is anticipated that this tool will be used by the Town to assist with decision-making and implementation.

8.3 ANNUAL ICSP REPORT UPDATE

An annual report will be published by the Town in order to record progress, identify areas that require more attention, keep citizens informed and engaged, and introduce an element of accountability. The report should be made publicly accessible, such as internet downloadable as well as available for viewing at designated locations such as Town Hall.

Since many of the issues that the ICSP addresses change from year to year, an annual review and reporting of implementation will help ensure the Town is moving forward to achieve its ICSP Framework. This annual review will report on the status of each Priority Action implementation program for the given year will be reported to help community members and decision-makers understand how Charlottetown is faring in its progress toward sustainability.

8.4 ANNUAL ICSP COMMUNITY MEETING

An annual ICSP Community Meeting will be held to report on the status of implementation and progress that has been made, highlight and celebrate successes, increase awareness, inspire new ideas, and keep community members engaged and excited about the process. The Meeting will also provide opportunities for increasing civic pride among Town residents and networking, developing new partnerships, and identifying opportunities for collaboration.

9.0 Conclusion

The development of Shelburne's ICSP has been a valuable process. The benefit is not only in the outcomes- the shared vision, assessment, targets, priorities and plans which will of course serve the Town well. But significant benefits were also realized through the process itself. Working together, citizens and stakeholders have renewed and strengthened the community's historic pattern and strength in collaboration. Through the ups and downs of Shelburne's history, the community has regularly faced challenges of every sort. Community persistence and strength through cooperation has been the common thread in Shelburne's resilience. As the Town looks forward to our sustainability in the context of the modern principles of sustainable development they are discovering that these principles are not new. Rather, the intertwined pillars of environmental, economic and socio-cultural health have always been at the core of our values and central to our progress. Shelburne's ICSP is the latest and freshest iteration which we believe will frame the next era in this community's forward evolution.

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APPENDIX A
Key Speaking Points Community Engagement

We have listed potential speaking points below. You can use all of them or some of them – the key things you will need to do are:

- 1) Introduce the process
- 2) Educate the individual about the consultation
- 3) Identify how you would like the individual to participate
- 4) Determine their level of Interest
- 5) Determine additional methods for engagement (email/phone call)
- 6) Thank them for time; tell them you'd love to see them involved.

Key Speaking Points:

- Have you heard that we are undertaking an exercise called an Integrated Community Sustainability Plan?
- This is a big phrase, but it basically means we will be undertaking a strategic plan which will help us to set long-term goals for our community.
- We want to engage in a conversation with the community to find out what kind of place we want the Town of Shelburne to be in the next 10, 25 and even 50 years.
- We'll be working with the community to answer this question over the next four months.
- The Plan will address the Town's future financial health, social and cultural well-being, and how to benefit from our natural resources while also improving upon our stewardship of the environment. (You might throw in an issue here that you know the particular person is interested in).
- We're just starting out on our consultation program, which involves a series of meetings over the next couple of months.
- Our first set of meetings is going to be on April 28th.
- We'll be meeting at the Community Centre. Over the course of the day, we'll host a series of focus groups over the day on the 28th, and in the evening we'll be holding a public meeting. At the public meeting there will be a kick off presentation by the project team followed by an interactive visioning workshop.

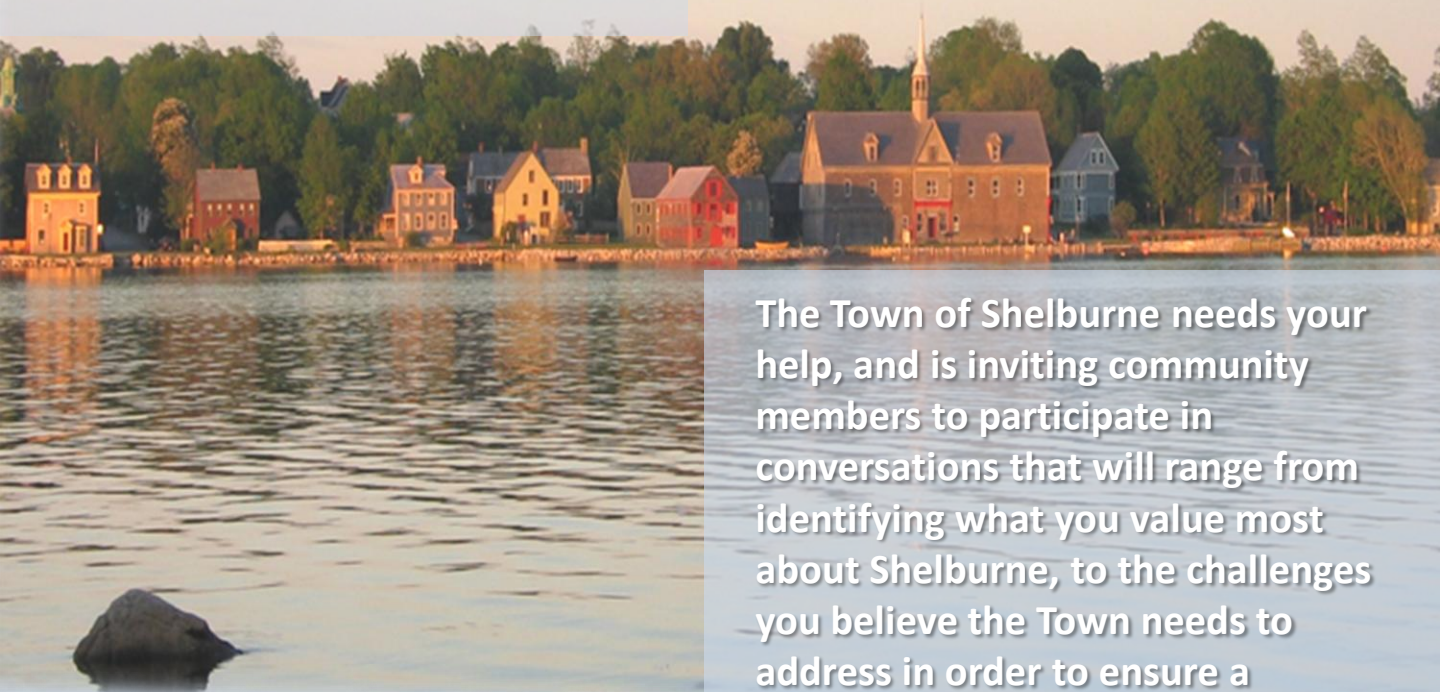
- The focus group meetings are special meetings we have arranged where the consulting team will meet with smaller groups of stakeholders to receive their input. We've picked a couple of important groups: the business community, young professionals, seniors, and youth. We thought it would be really valuable to get your input for the _____ focus group since you are _____ (insert description – so active in the community; run a particular business; seem to have a particular interest in this issue we would like to get more input on etc.) (**NOTE:** *If you can personalize, use this description to tell them how they are valuable to the process; why they have been identified. This makes the individual feel their participation will be of use and value*).
- At these meetings we will discuss in group format some of the Town strengths, particular weaknesses and key assets. We'll also engage in a visioning exercise to understand what some of the long-term goals for the community might be.
- Are you interested in attending?
- If you can't attend this meeting, you may want to attend the evening meeting. This will showcase some of the work that has been done throughout the course of the day, and in particular the work that has been done with the students. It will also involve a presentation about community sustainability, and a creative, hands on, interactive visioning session.
- (If they seem to be interested ask for email address so we can email them more information closer to the date – 'We'll be emailing folks a little closer to the event, is it ok if I get your email address so we can get in touch with you?')
- (If attendee hasn't confirmed – state: We'd like to confirm the attendees over the next couple of weeks so we know the number of people; is it alright if I get back in touch with you? Email ok? Or would you rather I give you a call?)
- We'd/I'd really appreciate your input and participation, and if you have any questions, please feel free to let me know. Posters of the event will be going up around Town over the next little bit, so keep an eye out!
- Thank you for your time, good to speak with you.

APPENDIX B
Event Posters

ENVISION SHELBURNE



What kind of place do we want the Town of Shelburne to be in 10, 25 or 50 years? This is the question that our community will be working to answer over the next four months.



The Town of Shelburne needs your help, and is inviting community members to participate in conversations that will range from identifying what you value most about Shelburne, to the challenges you believe the Town needs to address in order to ensure a sustainable, healthy future.

WHEN: *April 28, 2009 7-9pm*

WHERE: *Town of Shelburne Community Centre*

WHAT: *Community Visioning Session*

This session will contribute to the development of an Integrated Community Sustainability Plan (ICSP), that will act as a strategic plan for the Town to help align community efforts and investments with our citizens' ideas about what Shelburne intends to become in the future.

For more information please contact the Town of Shelburne at 875-2991.

APPENDIX C
Focus Group Summaries

Interviewee Group: Shelburne Business Community

Valued by Community	Valued by Focus Group	Community Challenges/ Concerns	Community Needs, Wants	Focus Groups Needs, Wants	Opportunities
Harbour, marina	Small business	Revitalize commercial core, vacant buildings	Proactive Internet-based business development: partnerships, infrastructure	Relocate Town office, renovate public works building	Attract high-speed Internet based business
Town: beautiful, green, serene, safe	Local food production: (ex. Sandy Point greenhouse)	Lack of downtown parking	Diversify economic base; year round businesses; light industrial park (CDA)	Tax structure: year-round/ seasonal residents	Harbour, port development: maintain industry, pursue international traffic
Culture and history: Osprey Arts Center	Green building construction	Quality of life: maintain under economic expansion	Tourism: coordinator needed, marketing on CAT, Town ambassadors	Town visual appeal: improve entrance to community, beautify exist 25, more urban trees, landscaping	Value-added industries: fisheries
Accessible: walking, cycling		Retain young entrepreneurs	Young professionals: support	Commercial business: node at King street, incubator mall	Develop tourism industry; market connection to American history (60-70%)
		County-wide cooperation	Health services: full range, niche specialty	Harbour: R&D biodiversity, uses	Promote Town as retirement community
			Healthcare: extended facilities	Attract business: car rental	Market vacant buildings, develop unused property
			Basic infrastructure expansion: sidewalks, traffic lights, water line	Reach out to alumni	Leadership: green municipal buildings
			Waste disposal: source separation	Foster/aid career skills	Town Partnerships: health care community, NSCC, R&D potential
			Communications: affordability, choice	Lobster festival: coordinate	Town as lifestyle center: recreation and leisure conference

Interviewee Group: Shelburne Business Community

Valued by Community	Valued by Focus Group	Community Challenges/ Concerns	Community Needs, Wants	Focus Groups Needs, Wants	Opportunities
			Harbour: water quality monitoring	Dock street: promotion, potential for amalgamation	
			Port: universal access needed	Business community: strengthen, breakfast meetings	
			Warf upgrades, extensions	Facility signage improvements	
				Educate citizens on local resources	

Interviewee Group: Shelburne Seniors Community

Valued by Community	Valued by Focus Group	Community Challenges/Concerns	Community Needs/Wants	Focus Groups Needs/Wants	Opportunities
Rich history, museums	Administrative staff, youth	Fee for marina use	Local jobs	Seniors' housing, healthcare facilities	Access to New England market
Local arts and music: Osprey Arts Center	Certificates, Mayor visit, 30-year anniversary	Loss of employment; lack of industry, government employment	Tourism: marketing, promotion; year round shops, restaurants		Promote Town as retirement community
Harbour: sailing, yacht club, boat tours		Downloaded responsibilities: Province to Town	Tradesmen		Eco-team Europe opportunity
Beautiful environment; beaches, swimming		Attract, keep young families	Physicians, active recruitment		Attract physicians: promote local lifestyle
Quality of life; community safely		Climate change, sea level rise	Health clinic, facilities, hospital upgrade		Strengthen relationship with NSCC
Accessible: walking, cycling		Environmental degradation	Continued volunteerism		Potential for population growth
Young families, children					
Volunteerism, community spirit, entrepreneurship					
High-speed Internet					
Highway, proximity to Halifax					

Interviewee Group: Shelburne Young Professionals

Valued by Community	Valued by focus group	Community Challenges/Concerns	Community Needs, Wants	Focus Groups Needs, Wants	Opportunities
Harbour: activity, partnerships with users	Natural resources: minerals, vegetation	Harbour: poor design, users not served; trespass vs. public access	Harbour development: beach, land, industrial development	Sandy Point: developing, zoning, condo at dock	Business: attract technology, biotechnology industry; natural products
Water access, surfing		Sandy Point: private ownership	Governance: new model for future, adapt and change		Energy alternatives: high potential (Macular Point, Shelburne County)
Institutional resources: hospital, NSCC, museum, school (threatened)		Tax structure	Imagination: Town in global context, increase potential		
Population: strong base		Failure to realize opportunities (peat bog)	Future focus (20 years): education, high school, reflect future needs, lower drop-out rates		
Hospital: important for family		Hiring in Shelburne, working in Halifax	Sensitive approach to development		
		Hospital: limited care, further threatened; underutilized	Development foundation		
		Hospital: Center for Marine Excellence high costs	Maintain local jobs, attractive pay		
		Community events: local attractions	Energy: alternative sources; energy self-sufficiency by sector (wind, bio, solar, tidal)		
		Heritage structure: underdeveloped	NSCC: active support, important part of Town's future		
		NSCC: no existing partnership (Yarmouth sub. almost lost), board run; boarding issues	Hospital: human resources strategy		

Interviewee Group: Shelburne Young Professionals

Valued by Community	Valued by focus group	Community Challenges/Concerns	Community Needs, Wants	Focus Groups Needs, Wants	Opportunities
		Resources: use more sustainably	Hospital: Center for Marine Excellence, work with regional communities; create link with collage		
		Energy: Town utility, not maintaining			

Class	Working Well / Asset	Issues	What would be different
8 th Grade Social Studies	Black Brook	Basketball court needs help	Drive in movie theatre
	'Tracks'	Not enough for kids to do	Vet clinic
	Waterfront with shops	Mall is eyesore and empty	More trees
	Wharf	Exhibition grounds too small	More flowers
	Trees	Roads in rough shape	Heritage properties better cared for (painted)
	Complex – at least we have it	Sidewalks in rough shape	More jobs
	Cemeteries well kept	Roseway Park and Sandy Point need improvements	Retirement home(S) and other living accommodations
		Too much garbage around – clean up Wharf and surrounding area	More variety in commercial shops, restaurants and grocery places
		Horse Barn	Old school site put to good use
		Dairy treat	Trails for horses linked
		Theater in bad shape	More vibrant colours on waterfront
		Islands Park	Indoor sports complex with better variety of activities (pool, climbing wall, etc.)
		Swimming area poor	Better transportation service for disabled and elderly
		Parr St. – clean it up	More playgrounds
		Shipyards need improvement	
		Street lighting ugly	
		Ballfields not up to par	
	More activities need in arena		
	More benches needed at old school site and around Town		
	No access to sporting equipment as loan / rental		

Class	Working Well / Asset	Issues	What would be different
10/11 Oceans Class	Complex	Clean up / provide visual buffer to trailer park	Drive in movie theatre
	Arena	Roads (Kings and Water St.)	More jobs – stronger fishing industry
	Hospital (but needs improvement)	Need more of and more attractive green space	More programs offered at Community College
	Waterfront	Need more police patrolling	More playgrounds
	Wharf	More attractive landscaping and street lighting	More restaurants
	Osprey arts centre	Theatre	Pool (maybe at old school site)
	Tracks / trail	Bowood	Vet clinic
	Welkum park	Arena	Move dump
	Woodworkers	Water treatment (taste of water)	Walking trail expanded
	High School	Variety of housing poor	Rec centre
	Islands Park	Parr St. apartments	More residences on North side of Town
	Youth Wellness Centre	Huskilson's	Clock tower
	Bay School and the environmental services there	Dairy treat	Another grocery store
	Exhibition grounds	Yacht club	Pet store
		Marina	Generally more commercial options
		Wharf	Ferry
		Prettier overall	More people live here
	More benches around Town		
	Better kept ballfields		
	Finish skate park		

Class	Working Well / Asset	Issues	What would be different
12 th Grade Law and 12 th Grade Global Geography	Osprey Arts Centre	Potholes everywhere	Everyone has FREE high speed internet
	Yacht Club (but could be improved / expanded)	Upgrade hospital	Park where old school was (or some good use)
	Tourist bureau	Parr St. Park	Better Complex
	Waterfront	Old Save Easy	More grocery stores (whole food / local food options)
	Tracks	Theatre	More industry
	High school	Trailer park	More recreational opportunities
	Cake House	Our House (too dull)	More commercial opportunities
	Island Park	Town Clock	Extend dock
	Wharf	Old school grounds not used	Internet café
	Black Brook	Pave Lake Rd.	More art galleries
	The Town is safe	Mall – store selection poor	More vibrant night life
	Pretty scenery around us	Waterfront	Wind farm nearby and supplying Town with some power and income
		Better swimming beach needed	Better use of renewable energy overall
		Need more for youth to do	More residential
		Need more to do at Island Park	Recreational equipment loaned or rented out
		More jobs for Youth	New apartments where Bowood used to be.
		Sandy Pt. Rd.	Pool
		Bowood	More playgrounds
		Albert Acker field	More variety in restaurants
		Recreation Centre	King St. vibrant
		Ballfields (condition of)	Woods by cemetery
		Bigger gravesite needed	Better mall
		Bowling alley	Nicer / more hotels and cottages
		BB court	
		Wharf	
	Stores on waterfront unstable		
	Get ready for sea level rise and storm surge impacts		

APPENDIX D
Population Projection Methodology

METHODOLOGY

The model prepared for this assignment is a spreadsheet-based Cohort-Survival Model. It projects future population for multiple areas using recent Census of Canada data. Populations are provided by current and future Census year (i.e., 1996, 2001, 2006, ..., 2031) broken down by five-year age-sex cohorts.

The cohort-survival method is a well-recognized technique for generating accurate and detailed population projections. It is the method that underlies the work of Professor David Foot, known for his best-selling book on Canadian demographic trends, *Boom, Bust and Echo*. In the model employed, it involves applying birth and survival rates recorded at the provincial level (i.e., for the Province of Nova Scotia) to the local population. The model incorporates 1991, 1996, 2001, and 2006 data for all municipal units in Nova Scotia in five-year age-sex groups or cohorts. It also applies birth and death rates for the years 1991 through 2006 obtained from Statistics Canada data to estimate the influence of natural increase over the same period. We used the so-called Residual Method to calculate net migration.

The model analyzes population change in terms of the relative contributions of natural increase (i.e., the difference between births and deaths) and migration. It calculates population increase in the youngest age cohort (i.e., 0 - 4 years) by applying age specific Nova Scotia fertility rates for each past Census period to the numbers of females between 15 and 45 years of age (i.e., in child-bearing years) in that time. From this are subtracted expected deaths over the period from infancy to five years of age so as to obtain an estimate of the number of children born in the Census period (e.g., born between 2001 and 2006, and surviving to 2006).

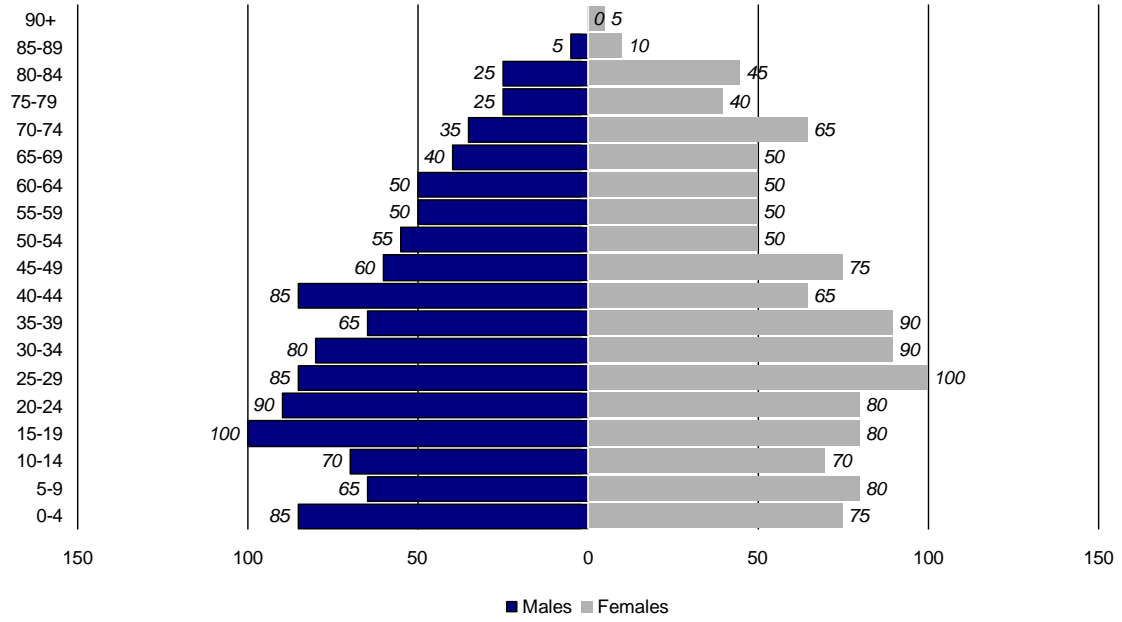
For older cohorts, only survival needs to be considered. The model multiplies each age-sex cohort by its Nova Scotia survival rate for the past Census period to determine the number that will remain after five years. By the end of each Census period, these individuals form the following age-sex cohort (e.g., individuals who are in the 20 - 24 years cohort in 2001 form the 25 - 29 years cohort by 2006). The result is a profile of the population that would be expected if there were no in-migration to or out-migration from the subject area.

Comparison of this estimated profile to the population profile actually counted by the Census of Canada in the corresponding past year provides a basis for estimating the contribution of migration, which is the only factor besides natural increase that determines population change. In other words, migration for the 2001 to 2006 Census period is determined by subtracting the population projected from 2001 to 2006 from the actual 2006 Census population. The difference or "residual" is assumed to represent net migration (i.e., in-migration minus out-migration).

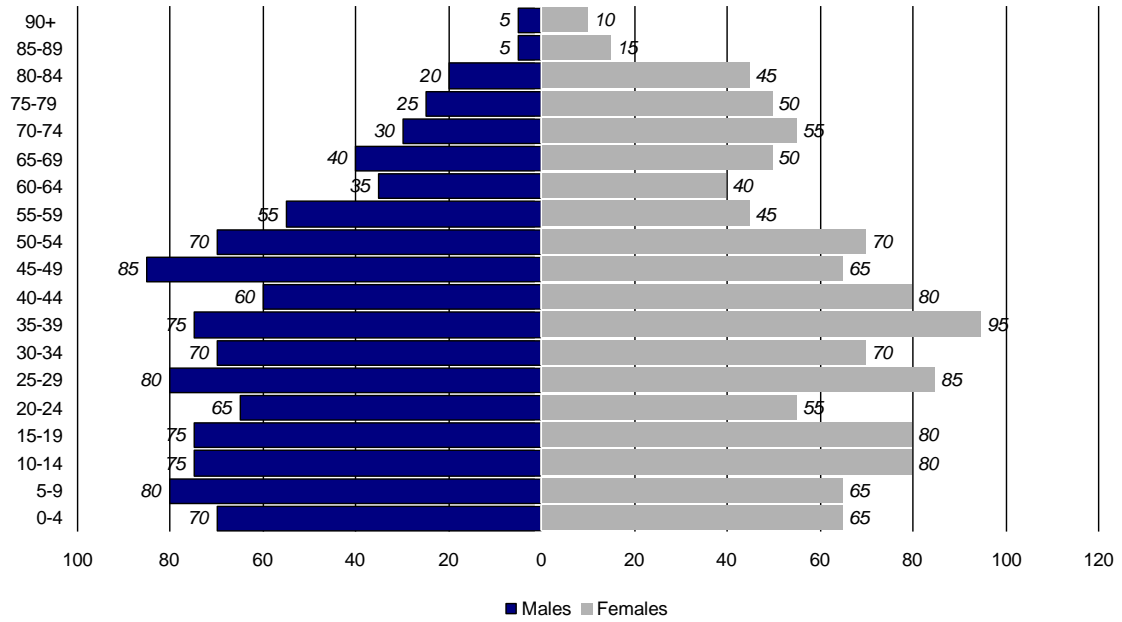
The model applies projected future birth and death rates to current (2006) populations, along with the net migration rates calculated by the residual technique as just described to generate population estimates for future Census years. The model can be adjusted to provide projections based on any period that can comprising one or more five-year intervals from 1991 to 2006 periods (i.e., 1991-1996, 1991-2001, 1991-2006, 1996-2001, 1996-2006, and 2001-2006), but the following discussion presents only projections based on the full 1991 to 2006 period. Individual parameters in the model such as the survival rate for women 40 to 44 years or the birth rate of women 15 to 19 years can also be adjusted to create forecasts reflecting various hypotheses; however, the numbers presented following are strictly projections based on extrapolation of past trends.

Projections are reconciled in the context of a model for the entire province. The Nova Scotia projection is created within the context of a Canadian model within which provincial projections are reconciled with an overall projection for Canada. This ensures that the local projections correspond to a logical national and provincial context.

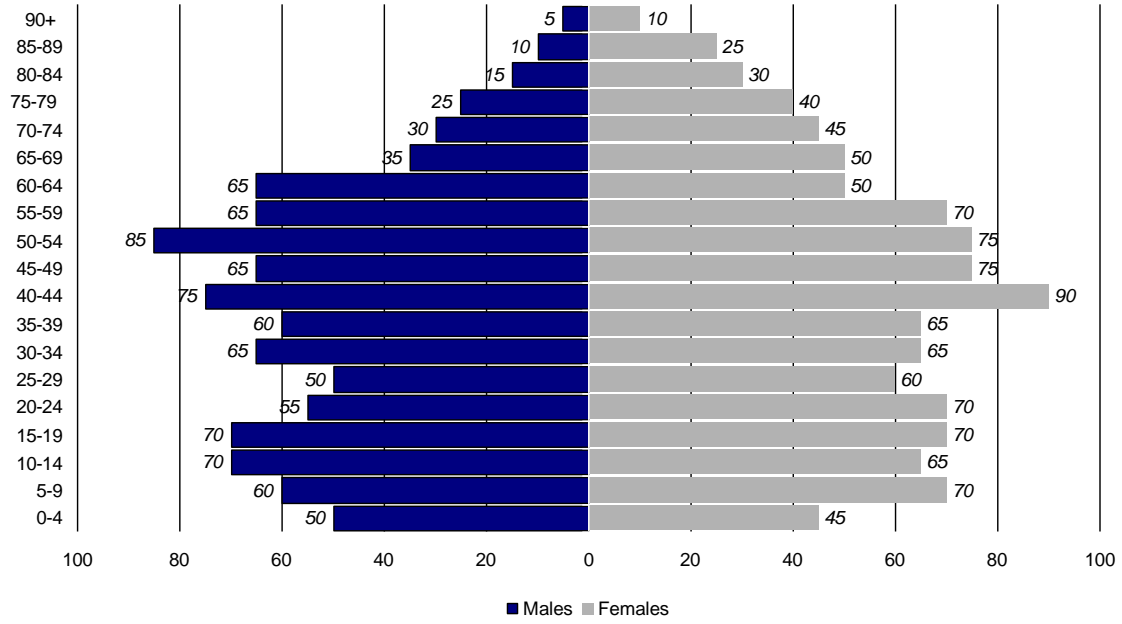
Town of Shelburne 1991



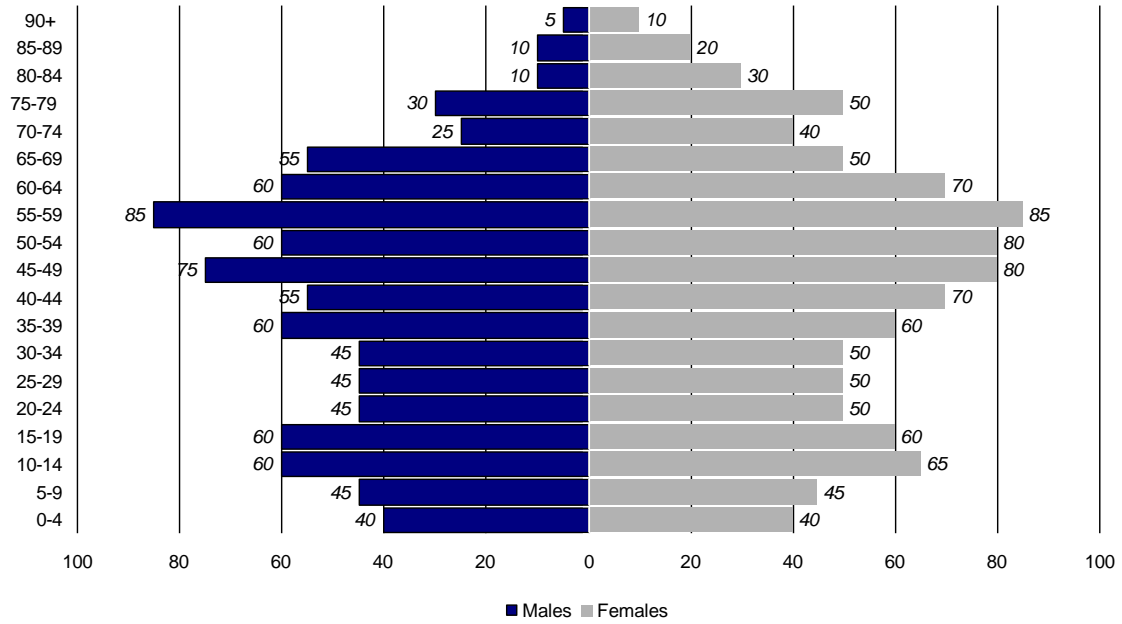
Town of Shelburne 1996



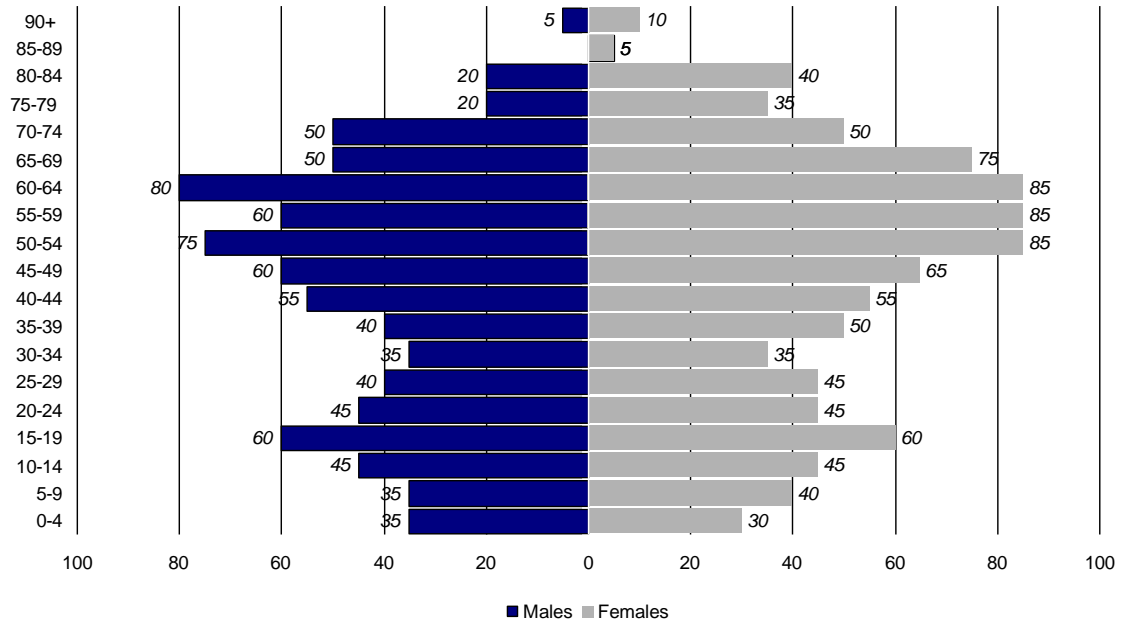
Town of Shelburne 2001



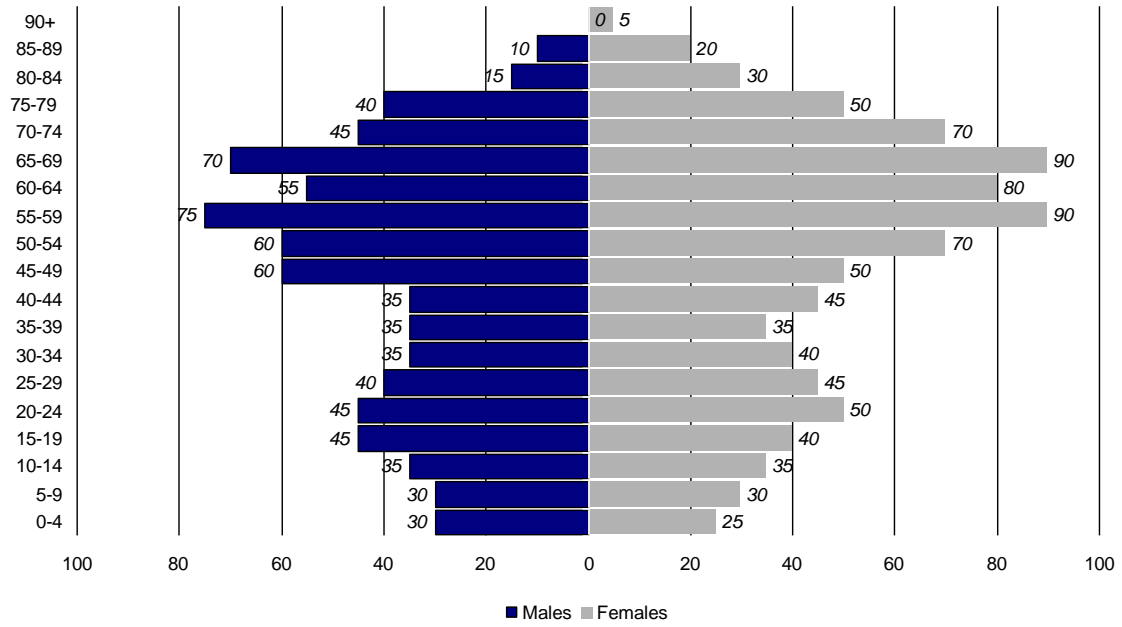
Town of Shelburne 2006



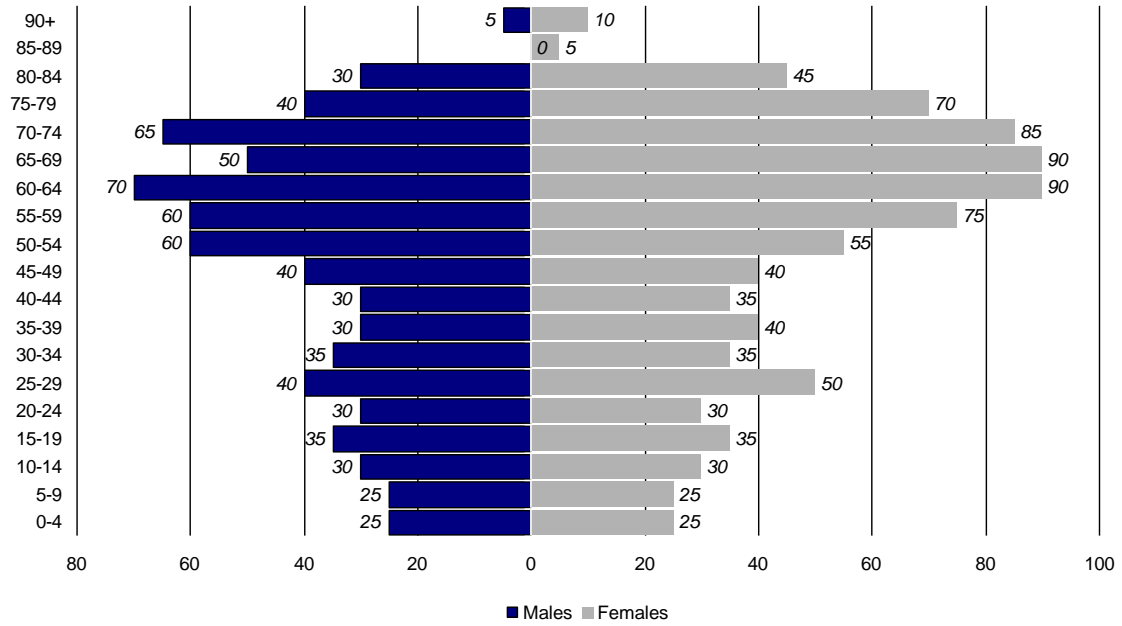
Town of Shelburne 2011



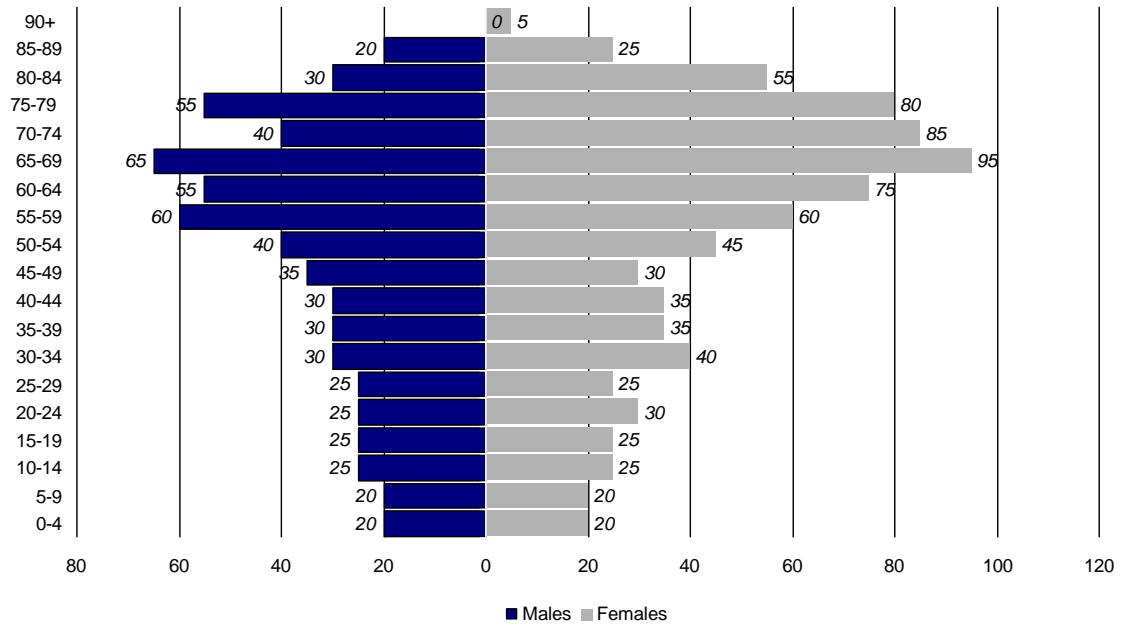
Town of Shelburne 2016



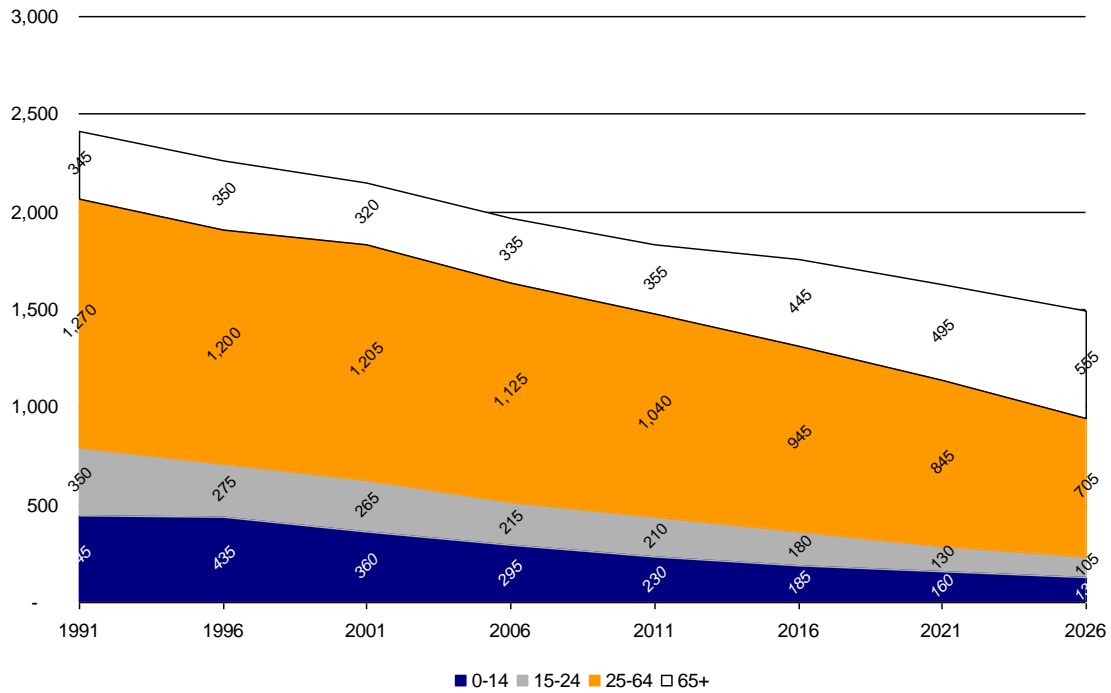
Town of Shelburne 2021



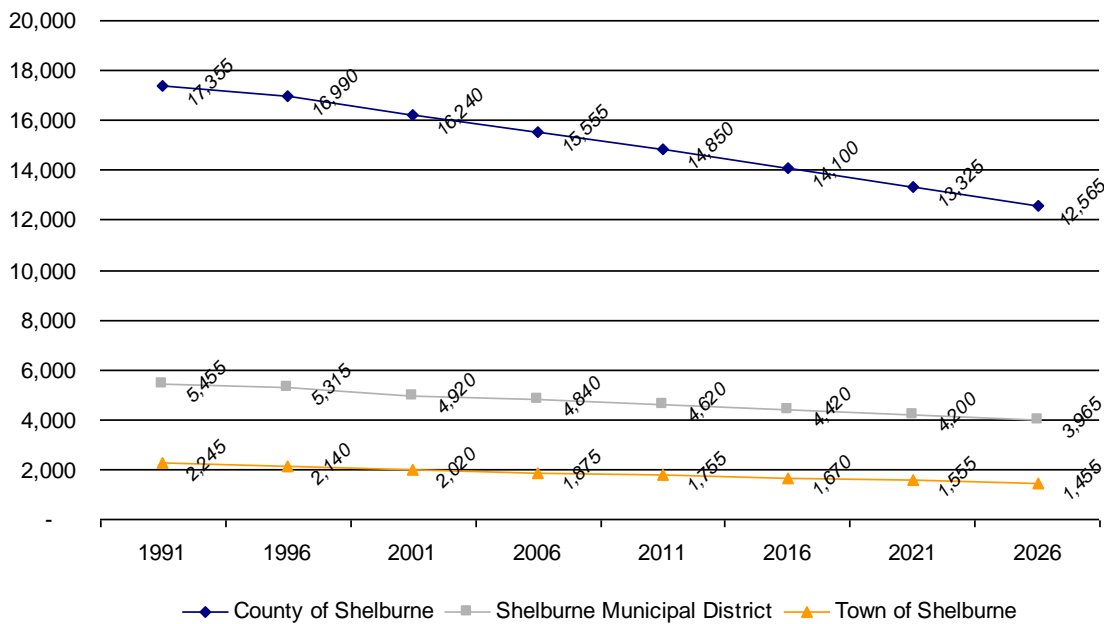
Town of Shelburne 2026



Town of Shelburne, Age Distribution, 1996-2026



Population, Shelburne County, Shelburne Municipal District, and Town of Shelburne, 1996-2026



PROJECTION

The first table following presents projections of population in the County of Shelburne, Shelburne Municipal District, and the Town of Shelburne based on trends established from 1991 to 2006. Fundamentally, these projections reflect the likely future population, assuming the circumstances of growth in the area remain similar to the past 15 years.

During the 1991-2006 period, population declined markedly in all three areas. Shelburne County lost 1,800 residents or 10.4 per cent of its population. Shelburne District in the same period lost 1,175 people or 13.8 per cent and the Town of Shelburne lost 370 or 16.5 per cent. Given the greater losses of the District and the Town, their proportion of the County's population has declined.

Projected Population, County of Shelburne, Shelburne District, and Town of Shelburne, 1991-2026

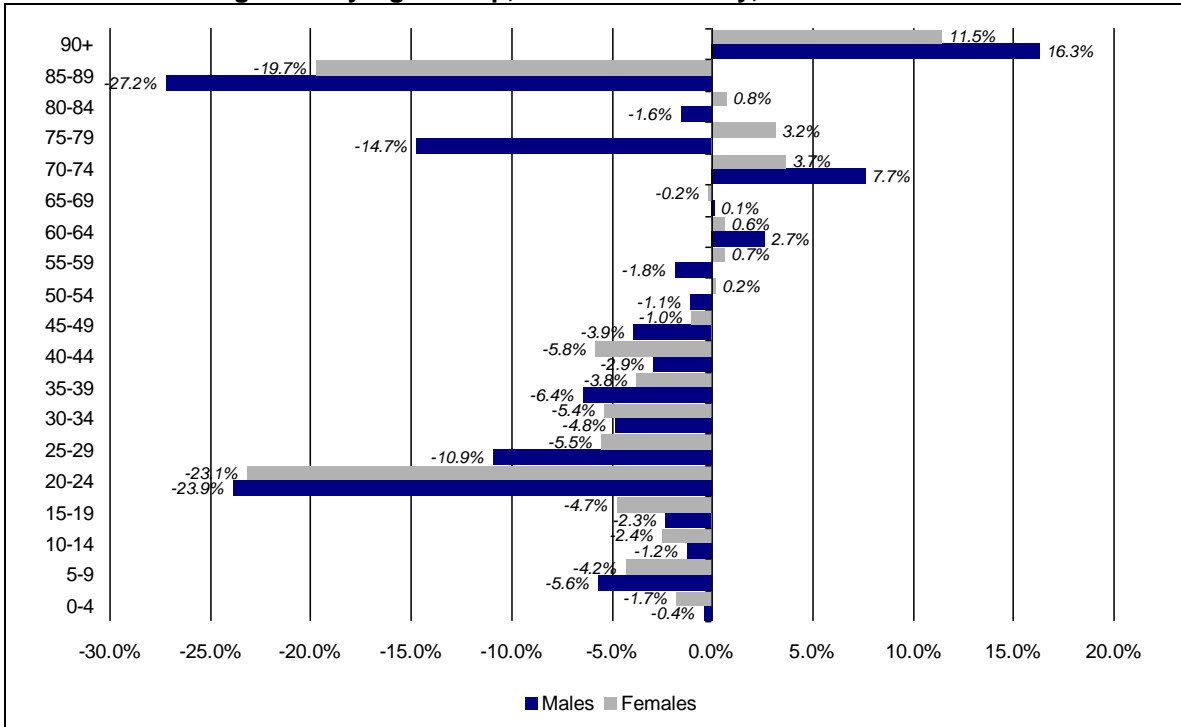
	1991	1996	2001	2006	2011	2016	2021	2026
County of Shelburne	17,355	16,990	16,240	15,555	14,850	14,100	13,325	12,565
5-year % Change		-2.1%	-4.4%	-4.2%	-4.5%	-5.1%	-5.5%	-5.7%
Estimated Net Migration		-465	-1,227	-610	-436	-703	-611	-297
District of Shelburne	8,520	8,145	7,640	7,345	6,945	6,605	6,225	5,845
5-year % Change		-4.4%	-6.2%	-3.9%	-5.4%	-4.9%	-5.8%	-6.1%
Estimated Net Migration		-171	-366	-11	-100	-57	-61	-18
Share of Shelburne County	49.1%	47.9%	47.0%	47.2%	46.8%	46.8%	46.7%	46.5%
Town of Shelburne	2,245	2,140	2,020	1,875	1,755	1,670	1,555	1,455
5-year % Change		-4.7%	-5.6%	-7.2%	-6.4%	-4.8%	-6.9%	-6.4%
Estimated Net Migration		-122	-114	-139	-87	-48	-67	-37
Share of Shelburne District	26.3%	26.3%	26.4%	25.5%	25.3%	25.3%	25.0%	24.9%

As in most of rural Nova Scotia, the major factor in population decline in Shelburne is the out-migration of young people. Over each five-year period from 1991 to 2006, -23.9% of males and -23.1% of females between 20 and 24 left Shelburne County. Other cohorts up to the age of 50 show less but still substantial out-migration. Some older cohorts above 50 have experienced in migration but the pattern is erratic as illustrated in the following figure.

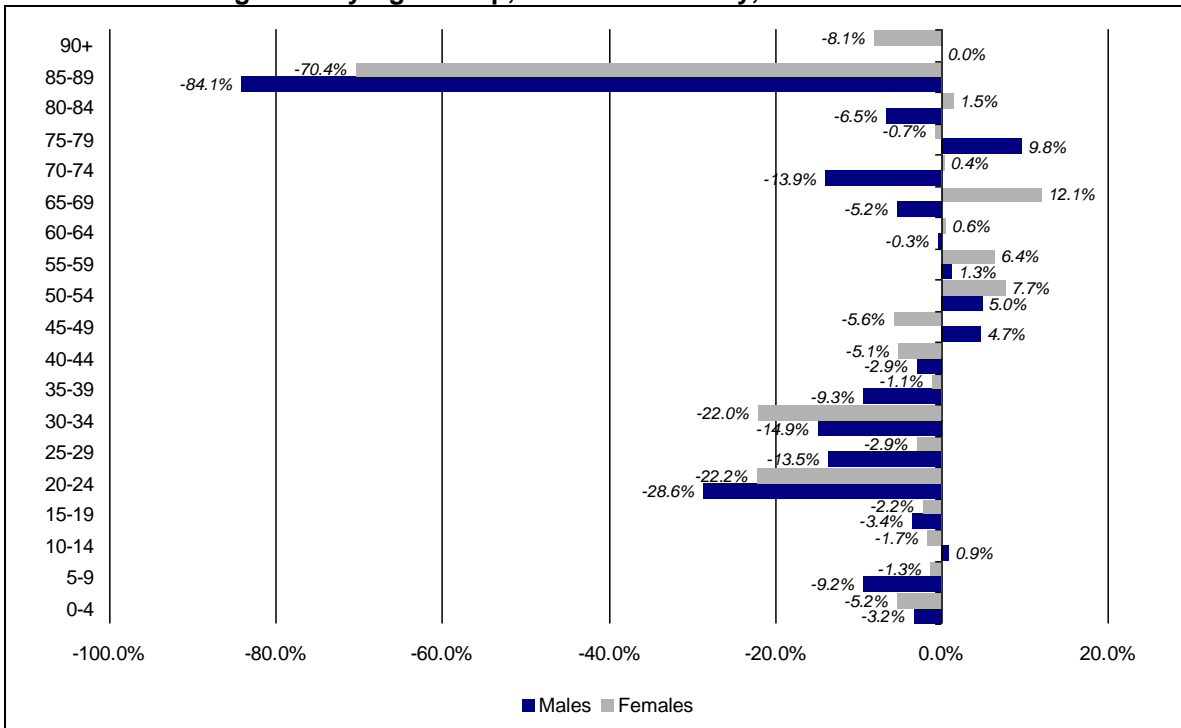
The pattern for the Town of Shelburne, furthermore, is similar. Very similar proportions appear to leave in their twenties but out-migration from the town is more substantial for the 30 to 34 cohort. Migration is similarly erratic for groups over 50. The substantial out-migration apparent for the 85 to 89 group should be assessed with care because it is necessary to estimate past populations in age groups over 85, which were not broken out in 1991 or 1996. There is, however, an observable tendency for very old individuals to leave more rural areas in their eighties and nineties for communities where access to medical services is better.

In the future, out-migration will continue to be a major factor in population change in the Town of Shelburne and surrounding areas, although its contribution to overall population decline is likely to moderate. Two key reasons are at play. First, the population of area has already declined significantly. The population predicted by our model in 2026 will be roughly two-thirds the numbers found in the area in 1991, so that the departure of a similar percentage in future results in smaller numbers. Second, the population of the area is aging, meaning that there will be proportionately less people in the younger age groups (i.e., 20-29 years) that are most prone to leave. Total population losses will not however decrease greatly because the older population will produce substantially fewer births and considerably more deaths than in the past.

Estimated Net Migration by Age Group, Shelburne County, 1991-2026



Estimated Net Migration by Age Group, Shelburne County, 1991-2026



These issues are not likely to be easy to resolve. The Town of Shelburne and the surrounding county have lost population because of the decline of the fishing industry just as other coastal areas have also lost population, and as inland areas have declined as a result of the decline of agriculture and mining. They have also lost because of attractive employment opportunities in

urban areas, particularly Halifax, which annually takes in large numbers to its universities and to jobs with government, retail, service, and office employers.

The population remaining in Shelburne is committed to the area but is generally older. These remaining individuals are frequently beyond the age at which they are likely to have children to add to the local population. Stabilization of the fishing industry and/or the growth of alternative industries such as tourism or knowledge-based industries could however reduce the high level of out migration among young. The structural problem is however daunting. Adjustment of our model to eliminate out-migration of individuals from 20 to 34 years of age still produces a 2026 population in the Town of Shelburne of 1,760 or 125 fewer residents than now live in the community.

APPENDIX E
ICSP Priority Action Table

ACTION DESCRIPTION	TIMELINE	RESPONSIBLE PARTIES/PARTNERSHIPS
11. Establish a protocol for subjecting all proposed municipal projects to a cost/benefit analysis which includes consideration of indirect costs (environmental/social/long-term capacity), life cycle assessment) as part of regular operations and investment decisions	SHORT	Council/PAC Dalhousie Project
28. See Table 5.1 Gas Tax Funding-Eligible Projects Develop criteria for assessing the sustainability of proposed expansions to the water distribution system	SHORT	Council/PAC Dalhousie Project
65. Inventory Municipal Buildings in need of repair and replacement	SHORT	Civic Building Committee Public Works
32. Explore the development of a phased plan to revise water utility charges to reflect usage and promote conservation	SHORT	Clerk's Office/Council
26. See Table 5.1 Gas Tax Funding-Eligible Projects Develop Source Water Protection Plan	SHORT (OCT 2010)	Water Utility/PAC/Council
20. See Table 5.1 Gas Tax Funding-Eligible Projects 'Provision of Land Use Planning Services: Expand upon a strategic alliance under a joint services board for the provision of skilled technical services (engineering, planning); update the MPS and current By-Law	SHORT	Council/PAC/Municipality of the District of Shelburne
55. Employ a Tourism Coordinator to ensure Shelburne's tourism efforts and operators are coordinated in the most cost-effective manner, resulting in promotional literature / messages being disseminated efficiently through transparent and collaborative efforts amongst tourism operators, regional tourism bodies, and the province	SHORT (2009)	5 Municipal Units Discover Shelburne County
66. Explore opportunities in current grant programs to receive funding to replace/retrofit buildings	SHORT-MEDIUM	Council/MDS
20. See Table 5.1 Gas Tax Funding-Eligible Projects 'Provision of Land Use Planning Services: Expand upon a strategic alliance under a joint services board for the provision of skilled technical services (engineering, planning); update the MPS and current By-Law	SHORT-MEDIUM	Council/Municipality of the District of Shelburne/Lockport
57. See Table 5.3 Gas Tax Funding-Eligible Projects Participate in research and/or land use planning pilots, case studies and/or training to assess and mitigate vulnerability to flood and erosion risk along the coast due to storm surge and sea level rise changes	SHORT-MEDIUM	Council/PAC/Province
58. See Table 5.3 Gas Tax Funding-Eligible Projects Identify vulnerable infrastructure and amenities along the shoreline and Include climate change adaptation best practices into the Town's Municipal Planning Strategy and Land Use By-Law	SHORT-MEDIUM	Council/PAC/Province
92. Pursue potential funding opportunities for the main street plan with ACOA	SHORT-MEDIUM	Council/Waterfront Development Committee/PAC

ACTION DESCRIPTION	TIMELINE	RESPONSIBLE PARTIES/PARTNERSHIPS
54. Pursue funding for Brownfield remediation and remediate the land expropriated from Irving in 2005	SHORT-MEDIUM	Port Authority -Committee of Council
13. Develop mapping illustrating the current inventory of residential, commercial, and industrial lots within the Town, and status of utility service (current / proposed central water, sanitary / storm sewer service).	SHORT-MEDIUM	Public Works
1. Work with RDA/Chamber to identify potential target audiences. (Target audiences identified through the ICSP process include the professional who can live anywhere as their business is not geographically tied, the entrepreneur looking for an improved quality of life, and the family seeking a more peaceful environment in which to grow).	SHORT-MEDIUM	Rural Strategy Committee/Municipality of the District of Shelburne
69. Participate in a collaborative effort to join the Partners for Climate Protection Program (PCP).	SHORT-MEDIUM	Municipality of the District of Shelburne and Lockport
41. Survey residents about local shopping habits and desires, and use this information to develop a long-term campaign to keep more dollars circulating within the Shelburne community. This campaign has to do more than promote available services, but must also identify basic products and services that residents are currently leaving Town for, and work with local businesses to investigate when accommodating such needs locally would be viable.	MEDIUM	Chamber
34. See Table 5.1 Gas Tax Funding-Eligible Projects Environmental risk assessment of sewage effluent	MEDIUM (2012)	Council/Public Works
36. See Table 5.1 Gas Tax Funding-Eligible Projects Upgrade sewage treatment plant	MEDIUM (2012)	Council/Public Works
40. Partner with regional and local business groups and other municipal units (e.g., Municipality of the District of Shelburne) to identify and help pursue economic development opportunities based on making use of local natural, labour, and technical resources	SHORT-MEDIUM-LONG	Nova Scotia Business Inc/Chamber/NS Power/Regional Development Agency
38. See Table 5.1 Gas Tax Funding-Eligible Projects Repair, upgrade and expand storm water infrastructure	SHORT-MEDIUM-LONG	Public Works/Council
86. Build and maintain a strategic alliance with the Roseway Hospital	SHORT-MEDIUM-LONG	Municipality of the District of Shelburne/Position Recruitment Team
84. Continue to support the community-led Doctor Recruitment committee through its evolution of physician recruitment through to an advisory and supportive role on clinic improvements (upgrades or retrofits to existing facilities), continued physician	SHORT-MEDIUM-LONG	Position Recruitment Team/Council

ACTION DESCRIPTION	TIMELINE	RESPONSIBLE PARTIES/PARTNERSHIPS
recruitment needs, and necessary studies		
NEW Succession Planning	SHORT-MEDIUM-LONG	Council
42. Develop and deliver a campaign to buy local and promote needed services	SHORT-MEDIUM-LONG	Retail Committee/Chamber
12. See Table 5.1 Gas Tax Funding-Eligible Projects: Tax Reform Study	SHORT-MEDIUM-LONG	Council/UNSM/Municipality of the District of Shelburne
10. Seek additional means of revenue generation to assist in the reduction of its dependence on the property tax base	SHORT-MEDIUM-LONG	Council/Municipality of the District of Shelburne/Lockport
29. See Table 5.1 Gas Tax Funding-Eligible Projects Expand Water Distribution System	MEDIUM-LONG	Council
97. See Table 5.4 Gas Tax Funding-Eligible Projects Research new technologies and materials for marina enhancement and provision of services and amenities	MEDIUM-LONG	Marina/Port Authority
77. Integrate renewable energy into municipal infrastructure upgrades	MEDIUM-LONG	Council/NS Power
53. Collaborate with stakeholders and economic development bodies to identify target audiences for the promotion of the Port of Shelburne and the Shelburne Marine Terminal Shelburne's Wharf. This could be done in conjunction with Action 4, 40 and 43.	MEDIUM-LONG	Port Authority
52. See Table 5.2 Gas Tax Funding-Eligible Projects Research new technologies and materials for wharf upgrade and provision of associated services and amenities.	LONG	Port Authority