

# Sustainable COLCHESTER 2029

*A twenty year plan to set the course toward sustainability for Colchester's next 150 years*



March 2010

Economic

Environmental

Municipal

Social

Cultural



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## Message from the Mayor



Dear Friends of Colchester

We live in a time of uncertainty, where large, global issues such as climate change and post peak oil production can and will have real impact on our daily lives, in our small piece of the world. While the uncertainty can be unsettling, change, on our own terms can be a change for the better. We have the opportunity to make our community a better place for our families and the generations still to come.

This plan for a Sustainable Colchester is a small step in outlining our future. It is a road map toward our community's future that ensures Colchester not only remains a great place to live and work but becomes an even better place.

Many changes are already underway. Municipal investment in green infrastructure has made this region a leader in solid waste and sewage treatment technologies. A reinvigorated recreation service is providing opportunity for residents to live healthy, active lifestyles. In partnership with our development agency, CoRDA, we are taking control of our own economic destiny through local ownership of the Debert Industrial Park and working to making it the first eco-industrial park in eastern Canada.

When you think of change and sustainability in those terms this is an exciting time indeed.

The Municipality is always interested in your ideas and comments so please contact our staff should the need occur. More information on Sustainable Colchester is available on the County website at [www.colchester.ca](http://www.colchester.ca).

Yours sincerely,

Bob Taylor  
Mayor



*Colchester Council 1904 - 1907*

## PRELUDE

In the year 2029, Colchester County will celebrate 150 years of incorporation. 150 years ago our residents and communities were naturally sustainable out of necessity. Survival depended upon it. Garbage was minimal and nothing went to waste. Fuel and food were produced locally. Over the past fifty to sixty years we have moved away from traditional and sustainable practices in favor of low cost and convenience. The world has suffered at our expense. This Sustainable Community Plan sets a twenty year plan of action to help Colchester prosper during the next 150 years and return to our roots by creating modern sustainable traditions as we venture "Back to the Future".





# 1.0 Introduction

## 1.1 What is Sustainability?

“Sustainable development is development that meets the needs of the present without compromising the needs of future generations to meet their own needs”. (Brundtland, 1987)

As Canadians, we assume that we will live a full and meaningful life in a healthy environment with quality food to eat, clean water to drink, and an affordable shelter. It is our desire that our children will have access to same amenities, including a good education and that our grandchildren will have access to even greater opportunity. Unfortunately we take many of these cherished values for granted. It is becoming clear that if we do not take better care of what is important to our community, what we cherish can be lost.

This does not mean that our communities should not grow or change. Sustainable planning provides an opportunity for communities to reflect on what is important, to set principles in place to help guide growth and change and to develop short to long term strategies to achieve identified goals. For Municipalities, being sustainable, healthy means more than protecting the physical environment. Communities must be economically prosperous to be able to build social and cultural capacity while taking care of the environment.

These are the “Four Pillars” of Sustainability: environmental, economic, cultural and social sustainability.

## 1.2 What is a Sustainable Community Plan?

This Sustainable Community Plan is prepared under the direction of the Municipal Council of Colchester. It is a strategic document intended to integrate the principles of sustainability into the decision making process of Council as well as policies and projects that stem from the decision making. Implementation of this strategic plan will occur over time by the Municipality and community partners and stakeholders. Targets have been established with a twenty year time horizon.

While sustainability and climate change are concerns of global significance, everyone has a role to play. The responsibilities of local government and its partners directly impact the day to day lives of residents. Ironically changes that will occur in our community, in response to these global issues, can improve the quality of life for our residents. This Plan outlines a program for action to “act locally while thinking globally” in Colchester.

### 1.3 Why Develop a Sustainable Plan?

Despite being a stable and progressive community, there are changes and pressures that have led to the development of a Sustainable Community Plan.

- The cost of providing municipal services is increasing;
- While the Colchester continues to grow at a modest rate, the composition of our communities is in transition;
- There is a growing expectation that a “green” community is a healthy, vibrant place to live;
- Local communities and municipalities are looked upon to do their share to reduce global warming;
- It is a requirement under the Gas Tax Agreement that municipalities will prepare a sustainable community plan (refer to Appendix 1).

### 1.4 Process to Develop a Sustainable Community Plan

As stated earlier, Municipal Council for Colchester views the Sustainable Community Plan as a high level, strategic document. The policies, principles and guidelines identified in the Plan will set the framework for sustainable thinking for Colchester. This umbrella document should set the standard by which the principles of sustainability are incorporated into municipal policies, bylaws and capital projects as the municipality moves forward for the next twenty years.

In January 2009 Council set long range strategic direction for the current term of Council. Through the process, Council set clear direction that the municipality should be investing in the community in a manner that encouraged healthy vibrant communities and encouraged development patterns that maximized past development of municipal infrastructure. Appendix 2 provides an overview of the outcomes from the session.

In August 2009, Council adopted a Vision Statement for Sustainable Communities and Guiding Principles to help achieve the vision.

October the final plan was approved by Council and the implementation plan was initiated. Council established an implementation committee of senior staff to oversee the process and ensure the targets are met.

Sustainable Community Plans cannot be developed in isolation and exclusion of the community they are intended to serve. While elected officials represent the interests of the community, there are other groups and individuals that have an interest in community sustainability. As a rural municipality, Colchester is a diverse community of communities. It can be a challenge to excite and engage the imagination of the various communities especially concerning this new subject matter which can seem separate from our daily lives.

## 1.5 Community Consultation

Sustainability is a new concept for many and for a large geographic community such as Colchester, it can be difficult to engage community participation. The Municipality has provided information on the municipal website and newsletter concerning sustainability to help raise awareness. This included an online survey.

In the Fall of 2009, Colchester conducted a public survey in cooperation with the School of Public Administration at Dalhousie University. This is a semi-regular survey conducted every four years at the beginning of Council's term. Two surveys are prepared targeting residents and the business community separately. Council decided that this version should include specific questions concerning sustainability and preparation of the ICSP.

Residents Survey - 97/98% of respondents, respectively felt that the municipality and individuals or families had a role to play in making our community more sustainable. 82% of respondents had already made changes to make their households more sustainable. Top five issues identified by residents were:

1. Increased availability of local food (71%);
2. More electricity being produced from renewable resources (65%);
3. Cleaner rivers and streams (64%);
4. More jobs (59%);
5. Less air pollution (53%).

When residents thought about sustainability the most common concepts that came to mind were:

1. Healthy economy (74%);
2. More locally produced goods and services (72%);
3. Alternative energy (67%);
4. Preserving opportunities for our children (67%);
5. The natural environment (59%).

Business Survey - 74% of the respondents are actively implementing "green" initiatives in their company. Most common programs were:

1. Waste reduction and recycling programs (83%);
2. Reducing traditional energy use and costs (43%);
3. Alternative heat/ cooling source (29%);
4. Installing energy efficient machinery (28%);
5. Reducing trucking costs (26%).

While 52% of businesses felt that they did not require assistance in implementing a sustainability program. Of those that indicated help would be required, 29% wanted more information and 25% would like financial assistance such as grants or loans.

Information gathered from the community surveys seems to be consistent with modern thinking toward community sustainability. Feedback in the survey will help guide the development of Themes in this Sustainability Plan and where possible programs will be developed that compliment community issues.

## 2.0 Sustainable Colchester Plan - Context

### 2.1 Community Context

Traditional roots of the community are based on forestry and agricultural resources and the railway. Located at the head of the Bay of Fundy, the Town of Truro, (population 11,765) is centrally located within the County, making it the business and regional centre of the region. Over the past thirty years five suburban communities have emerged around Truro, but located in the County. Collectively this core represents 3/4 of the entire population of 50,000 people.

Moving away from the core, the villages of Brookfield and Debert serve south and west Colchester respectively while the Village of Tatamagouche is the service centre for north Colchester shore. The Town of Stewiacke is a service centre for southern Colchester.

### 2.2 Sustainability in Colchester

Sustainable community is not a new idea for Colchester Council and our residents. It is a new term for the right way to do business. Fifteen years ago 'green infrastructure' was the new trend. Colchester took the challenge to invest in green infrastructure when the new solid waste management program was created, including the province's first materials recovery facility, and curb side collection system. Without thinking about what it meant to be sustainable, Council understood it was in the best interest of both the community and environment to replace the small plants with a new sewage treatment plant in Lower Truro to handle the flows from the urban core of Colchester, including Truro.

More recently, infrastructure priorities have shifted to public water systems such as a new treatment plant in Tatamagouche and expansion of the Truro water system into the communities of Salmon River and Bible Hill. Green infrastructure will remain a priority for Colchester as communities grow and evolve as rural village centres and suburban communities.

While each of these projects have been worthwhile in its own right they are a response to a particular problem rather than part of a larger, more strategic plan to make our communities more sustainable.

Today soaring energy costs and real concerns for global warming means that principles of sustainable community should be integral to all decision making at a municipality. It is becoming expected by the citizens.



## 3.0 Sustainable Colchester - Framework

### 3.1 Our Commitment to a Sustainable Community

Sustainability means something different for every individual based upon personal experiences. Municipalities and their community partners have a significant role to play in influencing sustainable development at the local level. Council of the Municipality of Colchester have committed to being part of the local solution by adopting the following vision, which is based on the version created by the United Nations Environment Programme in 2002 and referred to as the “Melbourne Principles for Sustainable Cities”, Variations of this vision have become the standard around the world.

Colchester Council has adopted a modified version that better reflects our local context as a rural municipality in Nova Scotia. In September 2009, Council by motion, also adopted the *Melbourne Principles for Sustainable Cities*, as a guiding document for the creation of Colchester's sustainability plan. This decision by Council offers a global context to efforts that are made in Colchester.

#### *Vision Statement:*

“To create a sustainable Colchester that is prosperous, vibrant, healthy and caring; where decisions that are made today do not compromise the ability of future generations to meet their own needs”.

### 3.2 Goals

#### THEME: ECONOMIC SUSTAINABILITY

1. Colchester is an attractive region for business growth and retention;  
  
where residents have education and employment opportunities locally; and  
  
businesses are recognised for their efforts to be environmentally responsible.

#### THEME: NATURAL ENVIRONMENT SUSTAINABILITY

2. Colchester has healthy natural ecosystems such as forests, lakes, streams, and marshes, including air & water that are maintained in a sustainable fashion for the benefit of wildlife, people and the economy.

#### THEME: BUILT ENVIRONMENT & INFRASTRUCTURE SUSTAINABILITY

3. Colchester is a community that grows in a smart, sustainable fashion, making optimal use of our infrastructure investments such as sewer, water, roads with minimal impact on the environment;

where alternative, green energy solutions progressively supply more electricity in Colchester; and

where the transportation network supports compact development patterns and efficient circulation of traffic including alternative methods of transportation.

THEME: MUNICIPAL OPERATIONS SUSTAINABILITY

4. The Municipality of Colchester is a corporate leader in incorporating environmental stewardship and sustainability into its activities in an effort to maintain a healthy environment and reduce the Greenhouse Gas Emissions from municipal operations.

THEME: CULTURAL SUSTAINABILITY

5. A vibrant, active and sustainable Arts, Culture and Heritage is an important part of the community fabric in Colchester;

THEME: SOCIAL SUSTAINABILITY

6. Colchester is a caring and helpful community where life long learning and being active and healthy is ingrained as the normal lifestyle;

where housing options are available for the various needs and lifestyles of our residents and where there is access to good health care and social support services when required by residents;

7. Our traditional land based industries of farming and forestry remain strong, grow and diversify, in a sustainable manner, to provide a secure and healthy food supply for our community.

## 4.0 Targets & Strategies

While it is nice to create a vision statement and goals, Colchester's commitment to sustainable communities is measured in the action that will be taken to achieve these goals. The following section identifies strategies to achieve the goals. The Strategies are grouped under the five themes consistent with the goals. Relevant topics are identified within each Theme and Targets are established for each Category. Strategies have been created to meet the target for each Category. Each Strategy identifies a series of implementation steps or actions. It is the responsibility of Council and the lead partner associated with a Strategy to expand upon the work program when it is time to implement the Strategy as identified by the Targets in Section 5 of this Plan.

The Province of Nova Scotia has committed to reducing the province's impact on climate change. In January 2009, the Provincial government established an action plan *Toward a Greener Future: Nova Scotia's Climate Change Action Plan*. As part of Nova Scotia's *Environmental Goals and Sustainable Prosperity Act*, the Plan outlines actions that should be taken within the province, including the provincial government. They cannot achieve these goals alone and require the partnership of all Nova Scotians including residents, businesses and municipalities.

"In the Environmental Goals and Sustainable Prosperity Act passed in the spring of 2007, the Province of Nova Scotia committed to improving the environment and economy of the province by:

- Reducing its greenhouse gases to 10% below 1990 levels by 2020;
- Reducing nitrogen oxide emissions by 20% (from 2000 levels) by 2009;
- Reducing sulphur dioxide emissions by 50% (from sources existing in 2001) by 2010;
- Reducing mercury emissions by 70% (from 2001 levels) by 2010;
- Meeting the Canada-wide standard for airborne fine particulate matter by 2010;
- Meeting the Canada-wide standard for ground-level ozone (which contributes to smog) by 2010;

These goals will be achieved by facilitating the growth of a sustainable economy in Nova Scotia- one that promotes a culture of conservation and efficiency, utilizes local resources for the production of energy, and supports responsible development. Our communities play an important role in reaching these goals. Thus, the Province wishes to build ongoing partnerships with municipalities to help accomplish the following objectives:

- To assist Nova Scotia municipalities to reduce greenhouse gas and air pollutant emissions in their communities, and
- To build capacity in municipalities to enable them to make further emissions reductions.

Where Municipal Strategies compliment the provincial actions, it is referenced in the Plan.

# 4.1 Economic Sustainability

Economic prosperity is critical to community sustainability. Only when the community is prosperous can it begin to focus on and invest in important environmental, social or cultural issues.

## 4.1.1 Business Attraction, Expansion and Retention

There are many factors at play to attract new business or help existing businesses remain and expand.

- One factor that falls within municipal jurisdiction is providing business parks with appropriate services to support business development.
- Adequacy of location, sewer, water and transportation infrastructure are important consideration when locating or expanding a business.
- Today a 'Green' business park is an important setting for businesses attempting to achieve their own environmental goals.

### **Business Parks**

*TARGET - The Colchester region will continue to provide and market business / industrial parks that meet the needs of businesses naturally attracted to the region and will do so in a sustainable fashion.*

#### **STRATEGY 1: New Business & Business Parks**

- Understand the current and future requirements for business park land in the Colchester Region;
- Prepare needs assessment for other business park locations based on assessment in A above. For example adjacent to the highways in the Greater Truro Area;
- Incorporate findings into planning policy;
- Plan for development including access to infrastructure;

#### **STRATEGY 2: Debert Eco-industrial Park**

- Upgrade existing infrastructure;
- Expand infrastructure to open land for new development;
- Create identity & 'gateway' improvements;
- Prepare Municipal Plan & Land Use Bylaw for Debert Region;
- Promote the development of Debert Eco-Park to attract investment and new companies to region;
- Promote Debert Eco-park as a model for sustainable industrial development in Nova Scotia;



### STRATEGY 3: **AgriTech Park**

- A. Development of the Bio-accelerator Facility;
- B. Implementation of the Bible Hill Master Plan adjacent to AgriTech to provide improved access, support services and housing opportunity;
- C. New Highway #104 interchange to service AgriTech and Bible Hill;

### STRATEGY 4: **Business Support**

- A. Support CoRDA's business recruitment strategy for Colchester Region.
- B. CoRDA to provide support through the Self Employment Benefit Program;
- C. Support CoRDA's coordination of business counseling through partners.

### STRATEGY 5: **Emerging Sectors**

- A. Support CoRDA to keep current with new and emerging trends in demographics and the economic environment to actively recruit businesses in emerging sectors.



*Natural Bio-Swale, Devens Mass.*

#### 4.1.2 Creating an Employable Workforce

A labour market that is stable, educated and trainable is attractive to new business and existing businesses alike. Availability of a workforce that is willing to train and upgrade is a resource that will attract new employers and will lead to higher skilled, better paying jobs.

##### **Workforce Development**

*TARGET - By 2011, CoRDA will prepare a strategy to create a local workforce that is responsive to new employment opportunities.*

##### **STRATEGY 6: Workplace Education Programs**

- A. Encourage Community College to provide customized skills programs for employees at businesses;
- B. Promote apprenticeship programs at schools;
- C. Promote existing labour and workforce development initiatives.

##### **STRATEGY 7: Workforce Retention Initiative**

- A. Coordinate newcomer engagement and networking programs;
- B. Support programs that help the older population into the workforce;
- C. Promote workplace education programs.

##### **STRATEGY 8: Life Long Learning Initiative**

- A. Work with the Department of Community Services and other program providers to investigate learning requirements of the community;
- B. Ensure citizens have opportunity for training and upgrading such as GED programs;
- C. Promote the services of the Colchester Adult Learning Association and ensure adequate resources for them to fulfill/ expand their mandate.

##### **STRATEGY 9: Attract Immigrants**

- A. Immigrant recruitment must be addressed to attract new residents and increase the workforce opportunity.

### 4.1.3 Making Colchester Businesses “Green”

An increasing number of businesses want to reduce their ecological footprint but not all businesses have the expertise to proceed. The greening of business operations can significantly impact both Greenhouse Gas emissions (GHG) as well as a company’s bottom line.

Commercial space heating accounts for 9% of Nova Scotia's GHG emissions while the total generation of electricity in Nova Scotia is responsible for 46% of GHG production. Transportation is also a significant contributor at 28% for combined freight and passenger use.

Being a “Green” business may require short term investment with longer term returns. While some businesses are being challenged to “green” their operations through external pressures, other businesses require encouragement through grants and other financial incentives.

#### **Greening Colchester’s Businesses**

*TARGET - The Colchester Region will provide businesses with the information and assistance they require to take steps necessary in becoming more environmentally sustainable.*

#### **STRATEGY 10: Eco-Efficiency Program**

A. Support CoRDA in the creation of a “Green” business, recognition program;

#### **STRATEGY 11: Energy Reduction Initiative**

- A. Provide assistance for businesses seeking to reduce energy consumption;
- B. Promote free energy reduction and carbon calculation services offered by CoRDA and the Eco-Efficiency Centre;
- C. Investigate alternative power sources on an Industrial Park/ community scale;
- D. Support energy reduction programs targeting homes and businesses.

#### **STRATEGY 12: Green Industrial Parks**

- A. CoRDA and Municipality sign a twinning agreement with Devens Enterprise Commission in Massachusetts to jointly redevelop two former military bases as eco-industrial parks;
- B. Continue with commitments under the twinning agreement;
- C. Work in partnership with Devens in the creating of recognised standards for eco-industrial development;
- D. Create standards and guidelines to ensure development continues in an environmentally sustainable fashion;
- E. Incorporate the sustainable development principles into the redevelopment and expansion of municipal infrastructure.

**STRATEGY 13: Business Transportation**

- A. Encourage staff car pooling as alternative to one person/ car commute;
- B. Monitor future need for public transit for workforce;
- C. Create the infrastructure and promote active transportation options such as walking and cycling;
- D. Work with businesses to share loads to make efficient use of the trucking network;
- E. Ensure business parks are designed to accommodate Long Combination Vehicles;
- F. Encourage businesses to adopt an anti-idling policy and to provide infrastructure to prevent the need for excessive idling;
- G. Work with CoRDA to promote the use of rail as an alternative to transporting product.



## 4.2 Natural Environment Sustainability

### 4.2.1 Protecting Natural Ecosystems

For most residents, ecosystems can be difficult to identify, however for our province's flora and fauna they are critical for survival. How to we grow and function as a community is critical to protecting the integrity and biodiversity of our natural ecosystems.

The first step to protecting ecosystems is understanding what exists, its significance and how it functions.

#### **Protecting Natural Ecosystems**

*TARGET - Work with partners to understand the status of Colchester's eco-systems by 2018 and a strategy is in place to protect eco-systems for the benefit of nature, both flora and fauna by 2029.*

#### **STRATEGY 14: Protecting areas of natural significance & environmental sensitivity**

- A. Map & identify important habitats and areas of natural importance;
- B. Incorporate areas into MPS with standards for protection;
- C. Consider purchase of high priority areas by public agency such as municipality, province or Nature Trust;
- D. Flood plain protection and management;
- E. Identify and protect adequate open space to offset the GHG emissions produced in the municipality;
- F. Communicate information about protected and sensitive area strategically (ex. wetland protection to woodland owners).

### 4.2.2 Water Resources

The natural water systems are an important part of our community's life and lifestyle. The quality of water in our lakes, rivers and streams is a testament to how well we manage our land based activities as a community.

Colchester also has a high quality ground water resource which is coveted by businesses and residents alike for its drinking water qualities. Treated as a free commodity, water is becoming a valuable but scarce resource around the world. It is important that water resources are properly managed for the benefit of both the natural environment and our residents.

## **Water Resources**

**TARGET** - *By 2015 the Municipality will understand the quality of Colchester's water and begin to develop strategies for maintaining and/ or improving water quality.*

### **STRATEGY 15: Water Quality**

- A. Water quality monitoring program in place on significant rivers to gauge the impact of land based activity on our aquatic environment;
- B. Prepare action plan based on water quality monitoring;
- C. Introduce a small scale watershed management pilot program for the urban environment of Colchester such as Farnham or McClures Brook.
- D. Encourage residential and industrial water conservation through an educational program.

### **STRATEGY 16: Storm Water Management & Control**

- A. Set standards for storm water management for new development;
- B. Implement flood study recommendations;
- C. Understand the impact of rising sea level on coastal development and introduce standards to limit residents exposure to risk from flooding and storm surges.

## 4.3 Built Environment Sustainability

How do we develop and renew buildings, neighbourhoods, and facilities that will contribute to making our community unique, livable, and sustainable? Municipal policy and investment in certain infrastructure influences development patterns and the ecological cost of a community's lifestyle. Is housing within walking distance of work or school? Is it safe and practical to cycle rather than drive to a destination? Is a public transit system viable? These are all questions that municipalities have influence over.

### 4.3.1 Built Community Development

Space heating and transportation costs are on the rise. They are also two of the biggest contributors to GHG. 14% of GHG emission can be attributed to commercial and residential heating while 28% is a result of transportation. The new Energy Code Act of 2009 has addressed some issues concerning insulation and heating. Municipal development policies can influence the emissions from transportation.

Municipal infrastructure is expensive to create, maintain and replace. Better use of infrastructure through a compact development form is more cost effective for municipality and tax payers.

Settlement patterns and community development form has been greatly influenced by the automobile. Growth has become more disbursed with lower densities over the past 35 years. People have become accustomed to traveling longer distances as part of their daily routine. At the same time there has become a greater expectation for services such as snow removal. As our population spreads out it becomes increasing difficult to respond to such maintenance services within a reasonable and affordable time frame. For many people, the car is the only option for transportation because of our settlement patterns and infrastructure priorities.

Water quality of our rivers and streams, as discussed in 4.2 above, is directly influenced by the quality of our land based activities. Good development practices should not compromise either environmental or water quality. The Municipality is integrating sound environmental practices into its planning and development strategies as noted below.

#### **Growth Management**

**TARGET-** *Encourage development that makes best use of land along with existing and future investment in public infrastructure.*

#### **STRATEGY 17: Growth Management - General**

- A. Review growth trends and future demand;
- B. Ensure municipal policies and infrastructure in place to meet future demand;
- C. Establish municipal servicing standards for various types of communities in County;

## **Smart Growth & Development**

**TARGET** - *Encourage a more compact development form in sewer serviced areas to make construction and maintenance of infrastructure more affordable.*

### **STRATEGY 18: Smart Growth Management - General**

- A. Review options to increase development densities;
- B. Review municipal policies and design standards to encourage compact development;
- C. Consider the role of increased open space as part of the compact development form;
- D. Incorporate measures to ensure communities more walkable and cycle friendly;

### **STRATEGY 19: Bible Hill Master Plan**

- A. Incorporate concept into planning policies to encourage smart growth and principles of sustainability;
- B. Commence implementation through infrastructure improvements;

### **STRATEGY 20: Debert Eco-Industrial Community**

- A. Prepare a Municipal Planning Strategy to incorporate concepts found in Conceptual Plan including the residential community of Debert;
- B. Complete detailed design for Phase One: Gateway Development;
- C. Upgrade aging infrastructure to support economic and residential development at Debert in an Environmentally responsible fashion;
- D. Continue development of housing and supporting lifestyle options in Debert Village to provide housing choices for employees;



### 4.3.2 Transportation

Cost of transportation is expected to continue to increase. For residents that live and work in Colchester, the cost of transportation is relatively cheap compared to those with longer commutes. However as operating costs increase people, who can afford to, will choose vehicles that are more efficient and usually with a smaller ecological impact.

Municipalities can influence community development to make alternatives more attractive through initiatives such as:

- Better use of infrastructure through a compact development form is more cost effective for municipality and tax payers.
- Community settlement and development has been orientated to the automobile. For people seeking a higher quality life style want a safe and healthy alternative to continual use of the automobile such as cycling. Municipal policies can influence development patterns and ensure the appropriate infrastructure is in place.

At this time the car is the only option for transportation and while it will remain the most popular, independent form of transport, people will seek alternatives as the cost of personal transport increases. Public Transit has been discussed and studied as an opportunity for the Colchester Region, but the time has not been right to implement a program. There is a transit system that supports the community's elderly.

#### **Regional Transportation**

*TARGET - Regional transportation issues for central Colchester significantly influences development patterns, business attraction and the daily lives of residents of Truro and Colchester. Colchester will work with partners to ensure the regional transportation network is improved to operate as an efficient system.*

#### **STRATEGY 21: The Transportation Network**

- A. Truro and Colchester prioritize regional transportation improvements from existing traffic studies;
- B. Work with NS Transportation on an implementation strategy;

#### **STRATEGY 22: Active Transportation**

- A. Master plan completed in partnership with Truro & Bible Hill in 2009;
- B. Build an implementation strategy with local partners and NS Transportation;
- C. Explore options for funding implementation over the long term.

#### **STRATEGY 23: Planning for Public Transit**

- A. Prepare needs assessment for a public transit system for Colchester Region in partnership with neighbouring municipalities;
- B. Understand how development patterns can influence the efficient implementation of a public transit system in the future and develop policies to guide development as appropriate.

## 4.4 Municipal Operations Sustainability

#### 4.4.1 Green Municipal Operations

Municipal operations has a carbon or ecological footprint and as a result produce its own Greenhouse Gas Emissions. Therefore all municipalities have a responsibility to understand the impact of their operations and take measures to lessen that impact. Municipalities also have a responsibility to demonstrate, through leadership and example, the types of efforts that can be made to reduce GHG.

Efforts to lessen our ecological footprint typically results in a reduction in energy usage which translates into a reduction in operating costs. It is possible that energy produced in municipal processes could be captured and used for other things such as space heating.

##### **Greening Municipal Operations**

**TARGET** - *The Municipality will demonstrate leadership by reducing the energy costs and GHG emissions from municipal operations.*

##### **STRATEGY 24: Green Buildings**

- A. Conduct energy audits of existing Buildings and upgrade as part of building life cycle;
- B. The Municipality strives to construct new buildings to a minimum of LEED Silver standard or an acceptable equivalent, for energy efficiency and water consumption. (Action 38);
- C. Work toward an overall 30 per cent reduction in energy consumption for all municipal buildings constructed before 2001. (Action 40);
- D. Reduce energy demand for Municipal processes (ex. from waste water systems to copiers and printers).

##### **STRATEGY 25: Green Fleet**

- A. Develop and adopt an ant-idling policy for municipal vehicles in 2010 (Action 26);
- B. Demonstrate leadership and a commitment to sustainable prosperity by choosing vehicles that are fuel efficient and environmentally responsible after March 2010. A policy guiding this commitment will apply to certain types of vehicles and will result in the acquisition by lease or purchase of vehicles in the top 20 per cent of their class for energy efficiency and GHG and air pollutant emissions. (Action 42);

#### **STRATEGY 26: Heat & Energy Capture**

- A. Conduct energy audit of buildings and processes to determine opportunity to capture process heat that can be converted to space heat;
- B. Explore opportunities to generate electricity (wind turbines at Kemptown Balefill site) or create product from waste (solid waste management plan).

#### **STRATEGY 27: Office Equipment & Procurement**

- A. The Municipality will develop a procurement policy that supports the principles of sustainability.
- B. As part of the Municipal procurement policy, it will be a requirement that all new information and communications equipment bought or leased by the Municipality have Electronic Product Environmental Assessment Tool (EPEAT) silver certification or equivalent. Where EPEAT criteria have not been developed, equipment must meet the applicable ENERGY Star standard. (Action 44)

### **4.4.2 Drinking Water**

Providing a reliable supply of high quality drinking water to communities, while maintaining a healthy aquatic environment is vital. However, drinking water is often taken for granted in Canada as we are one of the highest water consumers in the world.

Climate change could impact the long term availability of quality water. With rising temperatures, arid conditions are expected to move farther north. Today we notice that rain events are less frequent but greater in intensity. It is important that we begin to establish good water management practices today.

The provincial water strategy has increased the water standards which has influenced municipal infrastructure spending priorities.

#### **Water Treatment & Distribution Utilities**

*TARGET - The Municipality, sometimes in partnership, will continue to upgrade and expand water systems to ensure a safe and ample water supply for existing users and future growth.*

#### **STRATEGY 28: Central Colchester Water System**

- A. Prepare a master plan for water distribution to the Central Colchester Growth Centres;
- B. Provide or cost share in the ongoing expansion of Truro's regional water service to Colchester's Growth Centres.

**STRATEGY 29: Debert Water System**

- A. Complete GUDI study for the Debert Water Utility in partnership with Province and undertake recommended improvements;
- B. Prepare and phase a long range strategy for improvements to Debert Water Utility to improve well water supply, storage capacity and distribution;
- C. Expand system to support ongoing commercial and residential development at Debert;
- D. Implement a water supply management strategy and incorporate into MPS when prepared.

**STRATEGY 30: Tatamagouche Water System**

- A. Prepare a master plan for water distribution to the Village of Tatamagouche;
- B. Watershed Management Plan for French River completed in 2007.
  - Implementation of Plan is ongoing including:
    - Ongoing education program for residents and land owners;
    - Ongoing monitoring of water quality;
    - Continue farm fencing program;
    - Continue to support the partnership and efforts of the North Shore River Restoration Group.

**STRATEGY 31: Water Management and Conservation**

- A. Adopt a public education program;
- B. Create a leak detection strategy for water systems.

#### 4.4.3 Waste water

Management and treatment of waste water is an important Municipal role in maintaining a healthy aquatic environment. The provision of the service is expensive, however so it is important to maximize its use and expand the service in support of growth policies as well as environmental concerns.

Continued growth in central Colchester has resulted in the need to design an expansion to the Central Colchester Waste Water Treatment Plant. Designs will also include installation of a new UV system to comply with the 'Canada Wide Strategy for the Management of Municipal Wastewater Effluent'.

The other treatment plants at Brookfield, Great Village and Tatamagouche are new systems and operate to current standards.

Since receiving ownership of Debert Air Industrial Park from the Province in 20, the municipality has worked to upgrade the remaining, outdated treatment facilities. STP #3 was eliminated by directing flow to the new STP #1. Current flow to STP#2 will be redirected to STP #1 over a couple of phases.

It is equally important that rural communities maintain good functioning onsite systems to protect the environment in which they live and to avoid expensive additions to the municipal system to address environmental concerns.

## **Waste Water Collection and Treatment**

*TARGET - The Municipality operates, maintains and expands municipal waste water collection and treatment systems, within the regulatory scope of DEL, to support existing communities, encourage growth while maintaining a healthy environment.*

### **STRATEGY 32: Waste Water Collection**

- A. Waste water collection system will be maintained to appropriate standards and expanded to support planned community growth;
- B. Opportunities to reduce the cost of operations such as the elimination of a lift station will be considered.

### **STRATEGY 33: Waste Water Treatment**

- A. Municipal facilities continue to operate within Federal and Provincial guidelines and standards;
- B. Improvements to the Central Colchester STP will be implemented based on the Waste Management Master Plan.
- C. Improvements will be made to STP #2 at Debert to bring the facility into compliance with regulations.

### **STRATEGY 34: Management of onsite sewage treatment**

- A. Create a program to assist with proper maintenance of onsite systems on a regular basis.
- B. Monitor water quality of rivers to determine possible impact of failing septic systems and small lot development;
- C. Identify solutions to the identified issues caused by settlement;
- D. Prepare a needs assessment for expanded or new central systems for environmental issues.



#### 4.4.4 Solid Waste & Resources

The solid waste industry has changed significantly in Nova Scotia over the past 20 years. Managing a solid waste system is expensive for the Municipality, residents and businesses alike. Second generation landfill sites are expensive to construct and controversial to establish. It is important that their use is prolonged by maximum diversion of non-garbage materials.

Standards are in place for waste diversion. In 1996, Provincial regulation was created to divert 50% of the waste disposed in 1989 by the year 2000. In 2007, the Province set a new target of 300kg/ person by 2015. Today the disposal rate for the Colchester region is approximately 630 kg/person and 410kg/ person province wide.

Some issues are difficult for municipalities to influence. For example, much of the waste today is product packaging. On the other hand, not all waste is garbage and could be a resource for another company.

Municipalities must also find environmentally sound solutions to deal with waste created as a by-product of handling waste such as leachate from land fills, compost from green carts and sludge from treatment plants. Colchester's Waste Management Master Plan provided recommendation on how to "close the loop" on the waste stream.

##### **Solid Waste Program**

**TARGET** - *The Municipality will endeavor to achieve the Provincial standard for waste reduction by 2015.*

##### **STRATEGY 35: Enhanced Solid Waste Program**

- A. Introduce a clear garbage bag program;
- B. Expand compost cart program;
- C. Expand residential collection beyond single and two family units;
- D. Work with business and institutions to reduce waste stream through programs such as 'waste exchanges';
- E. Expand Recycling collection to ICI sector.

##### **STRATEGY 36: Reduce Green House Gas emissions from solid waste process**

- A. Give consideration throughout implementation of Waste Management Master plan;
- B. Improve collection efficiencies to reduce GHG - fuel efficient fleet, compaction & route efficiencies;
- C. Promote use of Compost on Municipal Parks and properties;



**STRATEGY 37: Waste Management Master Plan**

- A. Implement recommendations of Waste Management study including options for dealing with process by-products such as leachate, compost, and sludge in an environmental fashion;

**STRATEGY 38: Solid Waste Reduction**

- A. Waste characterization study;
- B. Enhanced educational tools;
- C. Improved Garbage Collection and Disposal Bylaw with greater enforcement component;
- D. Continue to develop and implement programs that maintain a clean and safe environment in Colchester such as roadside litter cleanup, derelict vehicle and illegal dumping;
- E. Partner with CoRDA on a waste/ resource exchange for businesses;
- F. Explore value-added opportunities for materials in the recycling and waste streams.

## 4.5 Cultural Sustainability

### 4.5.1 Arts & Culture

Arts and culture play an important role in defining a community and making it a vibrant, creative and well rounded place to live and visit. Arts and culture programs and services are often run by dedicated volunteers and resources are limited.

#### **Arts & Culture**

**TARGET** - *The Municipality continues to support and promote arts and cultural pursuits as an important part of our community including visual and performing arts as well as our community's celebrations.*

#### **STRATEGY 39: Raise awareness of Arts & Culture as part of the Community Fabric**

- A. Support organizations that represent all the various art forms (visual, performing, music, digital etc.);
- B. Continue to support the Visual Arts through the Colchester Visual Arts Collection;
- C. Continue to celebrate visual arts in Colchester through the annual Art Selection Program in partnership with the Truro Arts Society.
- D. Create a public viewing of the local art collection through the County Website.

#### **STRATEGY 40: Support art and culture groups**

- A. Continue to celebrate visual arts in Colchester through the annual Art Selection Program in partnership with the Truro Arts Society.

#### **STRATEGY 41: Support of Festivals and Events**

- A. Continue grant funding to not for profit community organizations;
- B. Continue to offer a "start up" grant for the first three years of a new festival or event;
- C. Continue to provide an economic grant to special events that are provincial or larger in scope;
- D. Continue to support local sporting events that attract participation from beyond the province through the economic grants.

#### **STRATEGY 42: Diversity & Multi-culturalism**

- A. Support and promotion of cultural activities;
- B. Support anti-racism initiatives;
- C. Ensure a more welcoming community environment that includes signage in multiple languages and art from different cultures;
- D. Partner with CoRDA to host citizenship ceremonies;
- E. Have county representation at cultural ceremonies when invited.

# Cultural Sustainability

## 4.5.2 Heritage

Our built heritage is an important piece for telling our community's story - about who we are and where we came from. Many people own and maintain old homes and buildings in our communities. A number of these structures are significant as representatives of their architectural style or for a historical event or time period.

A number of old structures such as churches, community halls and even lighthouses are maintained by community groups to preserve and celebrate the past. Many of these buildings remain vital components of our rural communities and are actively used today.

It is important to recognize and celebrate our built heritage. The municipality also considers it important to assist the small community associations to maintain these community assets.

### Heritage

**TARGET** - *The built heritage of Colchester is an important component of remembering and celebrating the rich history of our community. The Municipality continues to support and promote heritage and built heritage of our communities through various programs.*

#### STRATEGY 43: **Support the maintenance of community halls and facilities**

- A. Continue to provide grants for the maintenance and repair of community Halls, Museums and other similar structures

#### STRATEGY 44: **Heritage Buildings Recognition Program**

- A. Continue the Municipal Heritage Building program;
- B. Promote the program and its benefits to expand the recognition of Colchester's built heritage;
- C. Develop a Colchester Heritage website to help promote the history of Colchester for residents, students, visitors and people searching their family history.

#### STRATEGY 45: **Reduce operation costs of heritage buildings**

- A. Promote energy conservation and supporting programs to heritage building owners.

# Cultural Sustainability

## 4.5.3 Parks, Trails & Open Space

Parks and trails provide public space within our growing communities. They offer a place for communities to come together and for all families to be active regardless of ability or income.

Colchester's parks, trails and open space network offers a variety of opportunity:

- The regional parks in Five Islands, Tatamagouche and Stewiacke River offer public access to three unique, water access environments;
- The trails network offer a variety of recreational opportunity in natural setting and safe opportunity for alternative transportation;
- Forested parks and open space provide natural space and buffers that filter and clean the air in our communities as well as natural landscape in the more urban setting.

### **Parks and Open Space**

*TARGET - Parks and open spaces offer a variety of recreational opportunities for the residents and visitors of Colchester. Open space such as urban forests are also being recognised for their air cleaning abilities. Colchester will continue to develop and maintain parks and open space for the benefit of the community and natural environment.*

### **STRATEGY 46: Parks and Playgrounds**

- A. Continue to bring parkland to a minimum maintainable standard;
- B. Acquire new parkland in areas deficient in parkland as per the Municipal Parkland Strategy;
- C. Implement a parkland equipment program for municipal parkland;
- D. Continue to support school and community playgrounds through municipal funding and technical support.

### **STRATEGY 47: Trails**

- A. Municipality continue to fund the trail development, including The Cobequid Trail as per the Trails Master Plan ;
- B. Support trail development in rural communities through funding and technical support;

### **STRATEGY 48: Open Space**

- A. Identify unique and important open space (habitats, cultural landscapes etc) within Colchester that should be protected or maintained;
- B. Understand the role and ability of the urban forest to filter pollutants and offset emissions caused by urban/ suburban living;

## 4.5.4 Recreation Facilities

Colchester is a large rural / suburban “community of communities” with a variety of interests and built facilities spread throughout. Many facilities are maintained and programed by volunteer community groups;

Community facilities such as arenas are becoming more expensive to operate. While Municipality funds capital improvements, arena associations are responsible for operation costs. Consideration has to be given to the capital improvements to these facilities that will lead to a reduction in the ongoing operations costs.

Sports fields are generally maintained by the association interested in that particular sport. In the past, sports fields were provided by volunteers in each small community which meant facility was provided, only if there was a need. Today volunteers struggle to maintain facility and offer sports programs. A shift in interest has also lead to a consolidation of sports fields at fewer locations. Sports fields can be added or replaced as activity patterns change, but creating new or rehabilitating abandoned fields can be expensive. In supporting healthy lifestyles, it is vital to secure and maintain a base level of service.

#### **Managing Recreation Facilities**

*TARGET - The Municipality recognizes both the operating challenges and the importance of good, appropriate recreation facilities for communities and helps to ensure they are operated in an efficient and effective manner.*

#### **STRATEGY 49: Recreation Facility Master Plan**

- A. Research and understand what facilities exist, present condition, and use;
- B. Create a strategy for the ongoing maintenance and development of facilities to meet current and future demand for recreation facilities;
- C. Identify opportunity for partnership on regional type facilities. This could include large facilities such as a civic centre to small specialized facility such as a lawn bowling green;
- D. Promote recreation facilities including parks and trails.

#### **STRATEGY 50: Reduce operation costs and emissions from Arenas**

- A. Prepare an energy audit for arenas in Brookfield, Debert and Tatamagouche in 2010 through the provincial assistance program;
- B. Prepare implementation strategy and prioritized schedule.

#### **STRATEGY 51: Development & Maintenance of Sports Fields**

- A. Create an inventory of fields and conditions, including ownership;
- B. Provide a Needs Assessment for recreation facility in Colchester Region and prepare a Strategy to ensure a base level of maintenance for facilities.

## 4.6 Social Sustainability

#### 4.6.1 Active Healthy Living

People who are active usually live a more productive and happy life and will be less dependant on the health care system.

There is a growing occurrence of obesity in North America, particularly in youth. This has raised concern as children are developing older age diseases at an alarmingly younger age. This problem is not limited to children as it is often a family lifestyle issue. Family income can be a contributing factor as healthy choices for food and activity are limited and low level stress is constant. It is important to help eliminate barriers that may prevent some families from leading a healthier lifestyle.

The challenge for the entire community is to value their own health and to embrace being active and healthy as part of a normal lifestyle.

##### **Creating a Healthy Community**

*TARGET - The health and well being of our residents is an important factor in defining a prosperous and successful community.*

##### **STRATEGY 52: Partnering in Healthy Communities**

- A. Work with partners such as Hospital and Community Health Boards, School Board, neighbouring municipal units to understand health issues in our community and the Municipality's role in these issues.
- B. Work with these partners to implement a strategy to address these issues and understand the role of municipal programs such as: Move on Colchester, Active Fundy and Active Colchester.

##### **STRATEGY 53: Help to Reduce Obesity**

- A. Identify scale of the problem in Colchester;
- B. Work in partnership with other agencies to develop an action plan;
- C. Continue to provide summer day camps for youth;
- D. Explore opportunities for summer programming that targets the teen age group;
- E. Provide opportunity for youth to try different activities;

##### **STRATEGY 54: Support a Healthy, Active Community**

- A. Provide community programs that support healthy active living such as the Mayors Challenge;
- B. Program awareness through website and the community program handbook.
- C. Assist the development of wellness programs in the community, workplace and community groups;

#### 4.6.2 Volunteerism

Volunteers are the backbone of community programs offered throughout Colchester and are especially important in rural communities.

Nova Scotians work more today than in the past leaving less time to volunteer and support community activities. Volunteers and organisations need support to ensure they are effective and the programs can be sustained.

### **Volunteerism**

*TARGET - The Municipality recognises the important role volunteers play in community based programming and the support they require in an ongoing basis.*

#### **STRATEGY 55: There are sufficient, well trained volunteers to run community programs**

- A. Understand the number of volunteers there are in Colchester that support various programs and the types of support they might require;
- B. Improve the support services and training available to community groups and volunteers.

#### **STRATEGY 56: Increase the civic pride, and sense of duty to being a community volunteer**

- A. Continue the recognition program of community volunteers;
- B. Promote and market the importance of community volunteerism.

#### **STRATEGY 57: Provide assistance to community volunteer associations**

- A. Maintain the insurance funding program for non-profit groups;



### 4.6.3 Housing

As a society, how do we ensure that there is a variety of affordable, housing options available to meet the needs of a diverse population? For people with modest income, housing costs, including heat, electricity and insurance, can consume a significant portion of that income.

The demographic of our community is also changing. Seniors are living in their homes as their health and longevity improve. The housing market demand is changing to reflect older cohort and smaller family sizes.

Recent changes to the Provincial Energy Code (January 2010) emphasize improved construction standards in an attempt to reduce operating costs and GHG emissions. Homes will be more expensive to construct but should be cheaper to operate, particularly as energy costs increase.

The social, societal issue of housing is predominately a Provincial responsibility, however Municipalities, through land use policy can insure opportunity for a variety of housing options.

#### **Affordable Housing**

*TARGET- Housing is generally considered to be a social and therefore a provincial responsibility. However, the Municipality have some influence on housing costs through development standards, for example.*

#### **STRATEGY 58: Understand current housing market, housing stock and future demand in Colchester.**

- A. Review housing needs and the priorities of provincial agencies having jurisdiction over housing;
- B. Provide recommendations for action that would fall within municipal jurisdiction.

#### **STRATEGY 59: Review municipal servicing standards and policy documents to ensure there are a variety housing options in the communities.**

- A. Review Municipal servicing manuals;
- B. Give consideration to the inclusion of a variety of housing options when preparing or reviewing a Municipal Planning Strategy;

#### **STRATEGY 60: Promotion of support programs.**

- A. Promote programs of the Provincial and Federal governments, including CMHC that help home owners;
- B. Encourage home owners to reduce their operating costs through efficiency.

#### 4.6.4 Food Security & Improved Access to Locally Produced Food

The agricultural traditions are strong in the Colchester Region. Rural Colchester has a good quality farmland that has supported a number of farming regions including the Stewiacke Valley, Cobequid Bay and along the North Shore. The Agricultural College in Bible Hill leads Atlantic Canada in agricultural training and research. Colchester's central location has made the region a distribution centre for feed service industries and food distribution warehouses for Sobeys, Tim Hortons and Scotsburn.

Uncertainty in the world has increased awareness of where and how our food is produced. For example:

- there is concern that a warming of the climate could shift food production further from the equator to more temperate climate regions;
- increased fuel costs may render the long haul food chains uneconomical;
- there has been increasing concern about food quality as produce is recalled due to contamination at foreign 'factory farms'.

Food security is strategically more of a national and provincial matter rather than municipal. The Agricultural Land Review Committee of the Provincial government is now investigating this issue. Local government can also have a role to play. Municipalities provide land use planning that can support farm activity and the agricultural resource from non-farm activity.

As noted in the Public Consultation section 1.5 of this plan, 71% of survey respondents identified increased availability of local food as a top priority. In support of this trend, local, farmers markets are growing in popularity. These markets in turn support an increasing number of local, cottage scale food industries from cheese makers to butchers. Whether it is through direct sale or farmers markets, these businesses are serving a growing demand for better quality, locally produced food. Farmers markets also provides a regular venue for people gather and interact as a community which is an equally important service.

##### **Food Security & Improved Access to Locally Produced Food**

*TARGET- Understand the issues concerning food security and the growing desire for more locally produced food.*

##### **STRATEGY 61: Food Security and Local Food Production**

- A. Encourage the Province to support local agricultural industry including diversification of the industry;
- B. The Municipality track trends outcomes in Provincial review of Agricultural lands and implement changes in land use policy as appropriate;
- C. Support the development initiatives at Agri-tech Park as noted in Strategy 3;
- D. Support the promotion of local agri-businesses and the operations of farmers markets.

## 5.0 Implementation Time Table

The following Table outlines the Municipality's priority for implementation of the various strategies found in Part Four of the Plan. Strategies are grouped into short, medium and long range endeavors with Short being within the first five years, Medium being five to ten years out and Long range being in the ten to twenty year time horizon.

There a numerous tasks contained within the Plan and areas of responsibility and expertise go beyond the Municipality. The table below, also identifies lead agencies that could take responsibility for leading an initiative along with existing or potential partnerships .



Strategies		Lead Agency / Partnerships	Comments	Priority	
4.1 ECONOMIC SUSTAINABILITY					
4.1.1 Business Attraction, Expansion & Retention					
1	New Business & Business Parks	Mun/CoRDA		Medium	
2	Debert Eco-Industrial Park	Mun/ CoRDA		Short	
3	Agri-Tech Park	CoRDA/ NSAC		Short	
4	Business Support	CoRDA	Existing, ongoing program		
5	Emerging Sectors	CoRDA	Existing, ongoing program		
4.1.2 Creating an Employable Workforce					
6	Workplace Education Programs	CoRDA	Existing, ongoing program		
7	Workforce Retention Initiative	CoRDA	Existing, ongoing program		
8	Life Long Learning Initiative	CoRDA		Short	
9	Attract Immigrants	CoRDA		Short	
4.1.3 Making Colchester Businesses “Green”					
10	Eco-Efficiency Program	CoRDA	Recognition program created by Devens	Short	
11	Energy Reduction Initiative	CoRDA	Existing, ongoing program		
12	Green Industrial Parks	CoRDA/ Mun		Short	
13	Business Transportation	CoRDA		Short	

4.2 NATURAL ENVIRONMENT SUSTAINABILITY					
4.2.1 Protecting Natural Ecosystems					
14	Protecting areas of natural significance and environmental sensitivity	Mun - Planning		Medium	
4.2.2 Water Resources					
15	Water Quality	Mun - Planning	<i>quality of natural river systems</i>	Medium	
16	Storm Water Management & Control	Mun - PW		Short	
4.3 BUILT ENVIRONMENT SUSTAINABILITY					
4.3.1 Built Community Development					
17	Growth Management - General	Mun	Planning	Medium	
18	Smart Growth Management - General	Mun	Planning & PW	Medium	
19	Bible Hill Master Plan	Mun	Planning	Short	
20	Debert Eco-Industrial Community	Mun	Planning & PW	Short	
4.3.2 Transportation					
21	The Transportation Network	Mun/TIR/Town		Short/ Medium	
22	Active Transportation	Mun/TIR	Recreation, Planning & PW	Short	
23	Planning for Public Transit	Mun/ CoRDA		Long	
4.4 MUNICIPAL OPERATIONS SUSTAINABILITY					
4.4.1 Green Municipal Operations					
24	Green Buildings	Mun		Short/ Medium	
25	Green Fleet	Mun		Short	
26	Heat & Energy Capture	Mun		Medium	

27	Office Equipment Procurement	Mun		Short	
<b>4.4.2 Drinking Water</b>					
28	Central Colchester Water System	Mun		Short/ Medium	
29	Debert Water System	Mun	<i>Existing, ongoing program</i>		
30	Tatamagouche Water System	Mun	<i>Existing, ongoing program</i>		
31	Water Management & Conservation	Mun/DoE		Short	
<b>4.4.3 Waste Water</b>					
32	Waste Water Collection	Mun	<i>Existing, ongoing program</i>		
33	Waste Water Treatment	Mun	<i>Existing, ongoing program</i>		
34	Management of Onsite Sewage Treatment	DoE/ Mun		Long	
<b>4.4.4 Solid Waste &amp; Resources</b>					
35	Enhanced Solid Waste Program	Mun	Solid Waste	Short	
36	Reduce GHG Emissions from Solid Waste Process	Mun	PW & Solid Waste	Medium	
37	Waste Management Master Plan	Mun	Solid Waste	Short	
38	Solid Waste Reduction	Mun	<i>Existing, ongoing program</i>		
<b>4.5 CULTURAL SUSTAINABILITY</b>					
<b>4.5.1 Arts &amp; Culture</b>					
39	Raise Awareness of Arts & Culture	Mun - Rec	<i>Existing, ongoing program</i>		
40	Support Art & Cultural Groups	Mun - Rec	<i>Existing, ongoing program</i>		
41	Support Arts & Festivals	Mun - Rec	<i>Existing, ongoing program</i>		
42	Diversity & Multi-culturalism	Mun / CoRDA	<i>supports immigration program Strategy #9</i>	short/ med	

<b>4.5.2 Heritage</b>					
43	Support Maintenance of Community Halls & Facilities	Mun - Rec	<i>Existing, ongoing program</i>		
44	Heritage Building Recognition Program	Mun/ Prov	<i>Existing, ongoing program</i>		
45	Reduce Operating Cost of Heritage Bldgs.	Mun/ Prov		Short	
<b>4.5.3 Parks, Trails &amp; Open Space</b>					
46	Parks and Playgrounds	Mun	<i>Existing, ongoing program</i>		
47	Trails	Mun	<i>Existing, ongoing program</i>		
48	Open Space	Mun-Plan/Rec		Short	
<b>4.5.4 Recreation Facilities</b>					
49	Recreation Facility Master Plan	Mun / ToT		Short	
50	Reduce Operation Costs & GHG from Arenas	Mun - Rec	With Arena Assoc.	Short	
51	Development & Maintenance of Sports Fields	Mun	With site operators. <i>Existing, ongoing program</i>		
<b>4.6 SOCIAL SUSTAINABILITY</b>					
<b>4.6.1 Healthy Active Living</b>					
52	Partnering in Healthy Communities	Mun/Health		Short	
53	Help Reduce Obesity	Mun - Rec	<i>Existing, ongoing program</i>		
54	Support a Healthy, Active Community	Mun - Rec		Short	
<b>4.6.2 Volunteerism</b>					
55	Train Volunteers who Run Community Programs	Mun - Rec		Short	
56	Increase Volunteerism	Mun - Rec		Short	
57	Support Volunteers and their Associations	Mun - Rec	<i>Existing, ongoing program</i>		



<b>4.6.3 Housing</b>					
58	Review Current & Future Housing Stock and Market	Mun - Plan		Short	
59	Review Municipal Servicing Standards to enable Affordable Housing Options	Mun - Plan/PW		Short	
60	Promotion of Support Programs	Mun - Plan		Short	
<b>4.6.4 Food Security &amp; Improved access to Locally Produced Food</b>					
61	Food Security & Local Food Production	Prov/ Mun/ Corda		Medium	



## 6.0 Capital Projects & Benefits

The following capital infrastructure projects have been identified as priority by municipal Council and are eligible under the Municipal Funding Agreement.

### YEAR 2009/10

#### 1. Project: Debert - Replacement of STP #2 - Phase 1 Diversion

**Cost:** \$1,500,000 (\$500,000 gas tax)

**Description:** When the municipality received the Debert Air Industrial Park from the Province of Nova Scotia some key pieces of infrastructure were out of date. STP #2 is a small pocket treatment plant that operates beyond design capacity due largely to infiltration. Phase 1 of the project diverts sewage from the outer reaches of the service area to the newly constructed STP #1. The diversion eliminates a section of sewer line which has significant infiltration issues.

**Benefits:**

- Cleaner environment;
- Bring old inherited system into regulatory compliance;
- Reduce operating costs;
- Increase capacity to support ongoing redevelopment of Debert Industrial Park;
- Support economic development initiatives.

**Goals Supported by Project:** 1, 2, 3, 4

**Related Strategies:** 1, 10, 12, 16, 19, 30,

#### 2. Project: Bible Hill Water Extensions- Phase 3

**Cost:** \$759,772 (\$212,232 gas tax)

**Description:** Under the auspices of the Village Commission and cost shared by the County, Phase 3 is an extension of a new water system in the Village of Bible Hill to include Main St and Ryland Avenue. The groundwater resource has been negatively impacted by salt and nitrate contamination. This phase is 1.1 km of pipe and will improve fire service through the addition of 9 fire hydrants.

**Benefits:**

- safer drinking water;
- improved fire protection;

**Goals Supported by Project:** 1, 3.

**Related Strategies:** 16, 17, 27.

#### 3. Project: Lower Truro - Wade Road Water Extension

**Cost:** \$86,000

**Description:** This water extension creates a loop to extend and improve service at the Wade Rd and Robie St commercial areas. The extension brings water service to unserved commercial lands and improves service to existing commercial areas. Project was started in 2008/09 and completed in 09/10.

**Benefits:** - safer drinking water;  
- improved fire protection;  
- reduced business costs for fire protection;  
- promote commercial development at desired locations.

**Goals Supported by Project:** 1, 3.

**Related Strategies:** 3, 16, 17, 27.

#### **4. Project: WMM Plan Project #1 Central STP - Phase 1 Design**

**Cost:** \$800,000 (\$133,334 gas tax)

**Description:** The Waste Management Master Plan study prepared by ABL Environmental, looks to close the waste loop by designing a system to deal with such materials as that result from processes such as leachate, sewage sludge, septage and compost. This phase of the project is intended to engineer the solutions and recommendations from the master plan.

**Benefits:** - environmental protection & stewardship;  
- reduced GHG emissions from municipal processes;  
- reduced operating costs.

**Goals Supported by Project:** 2, 3, 4.

**Related Strategies:**

2010/11

#### **5. Debert Infrastructure - Sewer- Phase Two**

**Cost:** \$1,000,000 (\$500,000 gas tax)

**Description:** Implementation of design outlined in #1 above.

**Benefits:** - Cleaner environment;  
- Bring old inherited system into regulatory compliance;  
- Reduce operating costs;  
- Increase capacity to support ongoing redevelopment of Debert Industrial Park;  
- Support economic development initiatives.

**Goals Supported by Project:** 1, 2, 3, 4

**Related Strategies:** 1, 10, 12, 16, 19, 30.

#### **6. Bible Hill Water Extension - Phase Four**

**Cost:** \$1,664,002 (\$471,601 gas tax)

**Description:** Continuation of the water system extension outlined in #2 above. This phase provides 1.1 km of piped service to East Court Rd and a portion of Pictou Rd.

**Benefits:** - safer drinking water;  
- improved fire protection;  
- reduced business costs for fire protection;  
- promote commercial development at desired locations

**Goals Supported by Project:** 1, 3.

**Related Strategies:** 16, 17, 27.

## **7. Waste Management Project #1**

**Cost:** \$9,763,000 (\$1,627,167 gas tax)

**Description:** Construction of the first phase of #4 above, This project provides upgrades to the central Colchester sewage treatment facility.

**Benefits:** - environmental protection & stewardship;

**Goals Supported by Project:** 2, 3, 4

**Related Strategies:**

## **Waste Management Project #2(c) - Leachate Transmission**

**Cost:** \$2,662,000 (\$1,331,000 gas tax)

**Description:** Infrastructure upgrades for leachate treatment, including pre-treatment, 10 km of transmission pipe to the Central Colchester collection system.

**Benefits:** - environmental protection & stewardship;

- reduced GHG emissions from municipal processes;

- reduced operating costs.

**Goals Supported by Project:** 2, 3, 4.

**Related Strategies:**

# APPENDIX #1: Federal Gas Tax Agreement

## A Program Overview

On September 23, 2005, the Federal and Provincial governments signed an agreement to provide new funding source for municipalities known as the *New Deal for Cities and Communities 2005-2015* or, Gas Tax funding. The purpose of the funding was to transfer funds that support “investment in environmentally sustainable municipal infrastructure” and “lead to the federal and provincial desired outcomes of cleaner air, cleaner water and lower greenhouse gas emissions”.

In Nova Scotia, the provincial department of Service Nova Scotia and Municipal Relations signed municipal funding agreements with each municipality that defined the terms and conditions under which fund transfer would take place.

Gas Tax funds that were estimated to be transferred to the Municipality of Colchester under the agreement were as follows:

2005/06	- \$551,336
2006/07	- \$547,427
2007/08	- \$732,832
2008/09	- \$914,112
2009/10	- \$1,838,000 (estimated)
<b>Total</b>	<b>- \$ 4.6 million</b>

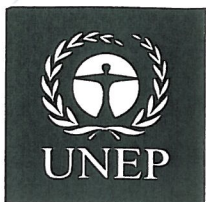
As a condition of the Gas Tax funding, Municipalities are required to prepare and submit an Integrated Community Sustainability Plan (ICSP) by 2010. In September 2007 SNSMR prepared a guide to the preparation of ICSP to assist municipalities through the process. The guide provided an outline for the preparation of an ICSP, including a series of templates that are to be included.

The plans are to:

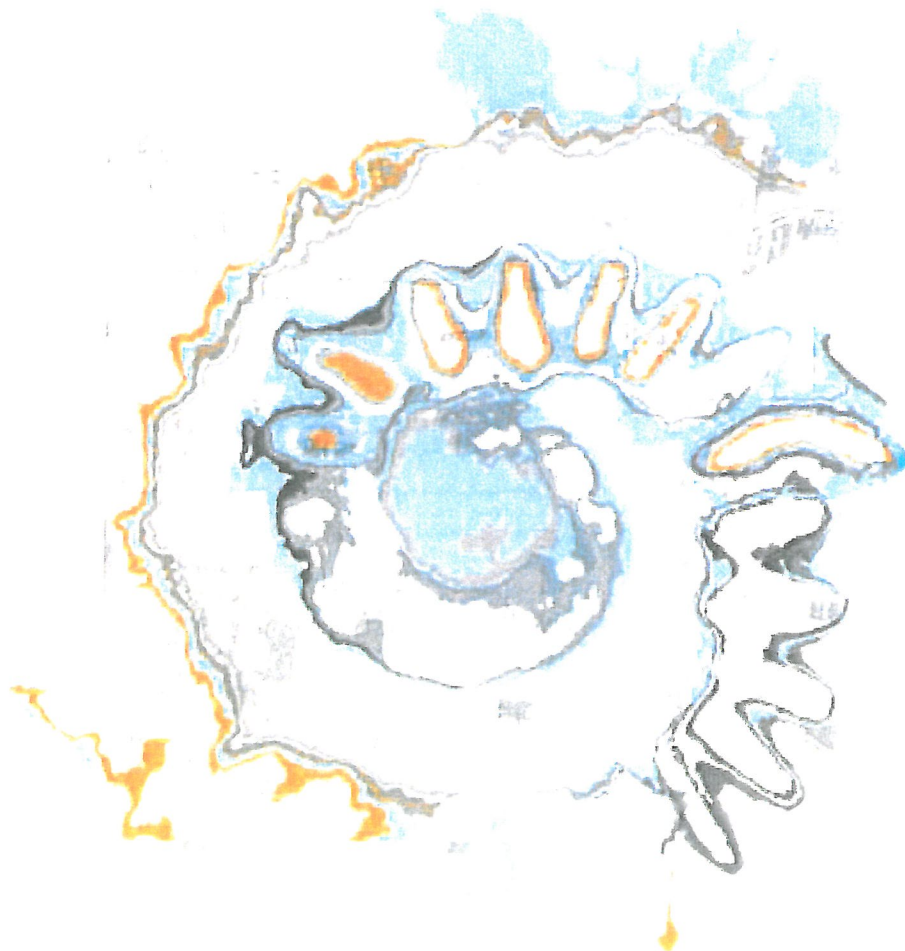
1. Integrate economic, environmental, social and cultural sustainability objectives;
2. Be reasonably consistent with statements of provincial interest;
3. Be prepared with public participation;
4. Maximize the benefits of any infrastructure produced under the agreement;
5. Demonstrate, where appropriate, collaboration with other municipalities to achieve sustainability objectives.

## APPENDIX #2: Melbourne Principles of Sustainable Cities





## Melbourne Principles for Sustainable Cities



United Nations Environment Programme  
Division of Technology, Industry and Economics

**INTERNATIONAL ENVIRONMENTAL  
TECHNOLOGY CENTRE**

Integrative  
Management  
Series No.1



## *Preamble*

*Cities are fundamental for economic opportunities and social interaction, as well as cultural and spiritual enrichment. However, cities also damage the natural environment and exploit natural resources in an unsustainable manner which can jeopardise long-term prosperity and social wellbeing. This is of global concern, as more than half of the world's population lives in cities and trends indicate that this will increase.*

*The transformation of cities to sustainability will require cooperation between various levels of government, resource managers, the business sector, community groups and all citizens. Their collective and individual contributions are essential in achieving a common purpose. Improving the sustainability of cities will not only benefit their inhabitants, but also significantly contribute to improving the wellbeing of people around the world.*

## *A Vision for the Creation of Sustainable Cities*

*To create environmentally healthy, vibrant and sustainable cities where people respect one another and nature, to the benefit of all.*

## *Objectives of the Melbourne Principles*

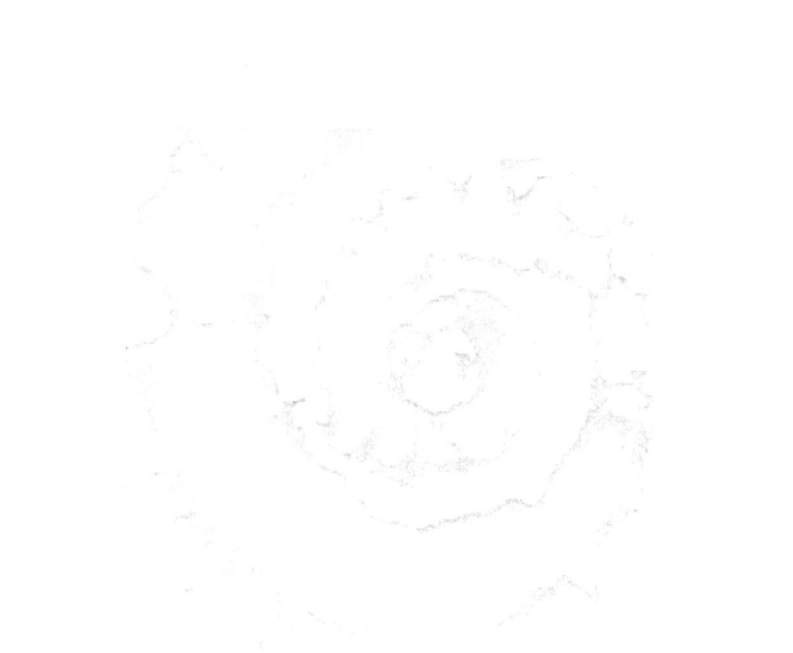
*Sustainable development is defined by the Brundtland Commission as 'development that meets the needs of the present, without compromising the ability of future generations to meet their own needs'. The Melbourne Principles for Sustainable Cities have been developed to assist cities that wish to achieve this sustainable development objective. The Principles provide a simple set of statements on how a sustainable city would function.*

*The Melbourne Principles are intended to guide thinking and provide a strategic framework for action. The Principles are not prescriptive. They allow cities to develop sustainable solutions that are relevant to their particular circumstances. They can help to bring together citizens and decision-makers, whose participation and cooperation is essential in transforming our cities to sustainability.*

*The Principles also provide cities with a foundation for the integration of international, national and local programmes, gaps to be identified and addressed, as well as realising synergies through partnerships.*

*For the Melbourne Principles to add value, they will need to be supplemented by relevant case examples and decision support tools to assist cities on their journey towards sustainability.*

## Principle 1



*Provide a long-term vision for cities based on: sustainability; intergenerational, social, economic and political equity; and their individuality.*

## Elaboration

*A long-term vision is the starting point for catalysing positive change, leading to sustainability. The vision needs to reflect the distinctive nature and characteristics of each city.*

*The vision should also express the shared aspirations of the people for their cities to become more sustainable. It needs to address equity, which means equal access to both natural and human resources, as well as shared responsibility for preserving the value of these resources for future generations.*

*A vision based on sustainability will help align and motivate communities, governments, businesses and others around a common purpose, and will provide a basis for developing a strategy, an action programme and processes to achieve that vision.*

## Principle 2

## Elaboration

*Long-term economic and social security are prerequisites for beneficial change and are dependent upon environmentally sound, sustainable development.*

*To achieve triple bottom line sustainability, economic strategies need to increase the value and vitality of human and natural systems, and conserve and renew human, financial and natural resources. Through fair allocation of resources, economic strategies should seek to meet basic human needs in a just and equitable manner. In particular, economic strategies should guarantee the right to potable water, clean air, food security, shelter and safe sanitation.*

*Cities are the locus of human diversity; their policies, structures and institutions can significantly contribute to fostering cohesive, stimulating, safe and fulfilled communities.*

*Achieve long-term economic and social security.*

## Principle 3

## Elaboration

*Nature is more than a commodity for the benefit of humans. We share the Earth with many other life-forms that have their own intrinsic value. They warrant our respect, whether or not they are of immediate benefit to us.*

*It is through people's direct experience with nature that they understand its value and gain a better appreciation of the importance of healthy habitats and ecosystems. This connection provides them with an appreciation of the need to manage our interactions with nature empathetically.*

*Just as humans have the ability to alter the habitat and even to extinguish other species, we can also protect and restore biodiversity. Therefore, we have a responsibility to act as custodians for nature.*

*Recognise the intrinsic value of biodiversity and natural ecosystems, and protect and restore them.*

## Principle 4



## Elaboration

Cities consume significant quantities of resources and have a major impact on the environment, well beyond what they can handle within their borders. These unsustainable trends need to be substantially curbed and eventually reversed. One way of describing the impact of a city is to measure its ecological footprint. The ecological footprint of a city is a measure of the 'load' on nature imposed by meeting the needs of its population. It represents the land area necessary to sustain current levels of resource consumption and waste discharged by that population. Reducing the ecological footprint of a city is a positive contribution towards sustainability.

Like any living system, a community consumes material, water and energy inputs, processes them into useable forms and generates wastes. This is the 'metabolism' of the city and making this metabolism more efficient is essential to reducing the city's ecological footprint. In reducing the footprint, problems should be solved locally where possible, rather than shifting them to other geographic locations or future generations.

*Enable communities to minimise their ecological footprint.*

## *Principle 5*

## *Elaboration*

*Cities can become more sustainable by modelling urban processes on ecological principles of form and function, by which natural ecosystems operate.*

*The characteristics of ecosystems include diversity, adaptiveness, interconnectedness, resilience, regenerative capacity and symbiosis. These characteristics can be incorporated by cities in the development of strategies to make them more productive and regenerative, resulting in ecological, social and economic benefits.*

*Build on the characteristics of ecosystems in the development and nurturing of healthy and sustainable cities.*



## Principle 6



*Recognise and build on the distinctive characteristics of cities, including their human and cultural values, history and natural systems.*

## Elaboration

*Each city has a distinctive profile of human, cultural, historic and natural characteristics. This profile provides insights on pathways to sustainability that are both acceptable to their people and compatible with their values, traditions, institutions and ecological realities.*

*Building on existing characteristics helps motivate and mobilise the human and physical resources of cities to achieve sustainable development and regeneration.*

## Principle 7

## Elaboration

*The journey towards sustainability requires broadly based support. Empowering people mobilises local knowledge and resources and enlists the support and active participation of all who need to be involved in all stages, from long-term planning to implementation of sustainable solutions.*

*People have a right to be involved in the decisions that affect them. Attention needs to be given to empowering those whose voices are not always heard, such as the poor.*

*Empower people and foster participation.*

## Principle 8



*Expand and enable cooperative networks to work towards a common, sustainable future.*

## Elaboration

*Strengthening existing networks and establishing new cooperative networks within cities facilitate the transfer of knowledge and support continual environmental improvement.*

*The people of cities are the key drivers for transforming cities towards sustainability. This can be achieved effectively if the people living in cities are well informed, can easily access knowledge and share learning. Furthermore, the energy and talent of people can be enhanced by people working with one another through such networks.*

*There is also value in cities sharing their learning with other cities, pooling resources to develop sustainability tools, and supporting and mentoring one another through inter-city and regional networks. These networks can serve as vehicles for information exchange and encouraging collective effort.*

## Principle 9

*Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.*

## Elaboration

*A range of approaches and tools can be used to promote sustainable practices. Demand management, which includes accurate valuations of natural resources and increasing public awareness, is a valuable strategy to support sustainable consumption. This approach can also provide significant savings in infrastructure investment.*

*Sustainable production can be supported by the adoption and use of environmentally sound technologies which can improve environmental performance significantly. These technologies protect the environment, are less polluting, use resources in a sustainable manner, recycle more of their wastes and products and handle all residual wastes in a more environmentally acceptable way than the technologies for which they are substitutes.*

*Environmentally sound technologies can also be used to drive reduced impacts and enhance value along a supply chain and support businesses embracing product stewardship.*

## Principle 10

## Elaboration

*Good urban governance requires robust processes directed towards achieving the transformation of cities to sustainability through continual improvement. While in some areas gains will be incremental, there are also opportunities to make substantial improvements through innovative strategies, programmes and technologies.*

*To manage the continual improvement cycle, it is necessary to use relevant indicators, set targets based on benchmarks and monitor progress against milestones to achieving these targets. This facilitates progress and accountability and ensures effective implementation.*

*Transparency and openness to scrutiny are part of good governance.*

*Enable continual improvement, based on accountability, transparency and good governance.*

*The Principles for Sustainable Cities were developed at an International Charrette held in Melbourne (Australia) between 3 and 5 April 2002, organised by the United Nations Environment Programme International Environmental Technology Centre, and the Environment Protection Authority Victoria. Over 40 experts from around the world contributed to the preparation of the Principles; their support throughout this process is appreciated.*

*The International Environmental Technology Centre also thanks all those who were involved in the International Workshop on Cities as Sustainable Ecosystems (CASE) which took place in Toronto (Canada) on 18 and 19 March 2002, organised by the Toronto and Region Conservation Authority. It would also like to thank Environment Canada, which was the sponsor. The CASE Workshop was instrumental in defining many of the concepts which ultimately led to the development of the Melbourne Principles.*

*Melbourne City Council was a major sponsor of Charrette that formulated the Melbourne Principles. On 2 May 2002, the Council formally adopted the Principles as a guiding framework for making Melbourne a sustainable city.*



## APPENDIX #3: Devens Twinning Agreement



*Administration Offices, Devens Enterprise Commission, 2008*

# TWINNING AGREEMENT BETWEEN

Colchester Regional Development Agency  
and  
Devens Enterprise Commission  
and  
The Municipality of the County of Colchester

Initiated June, 2008

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## I. CHARTER

The organizations participating in this agreement are joining together to share and exchange knowledge and expertise, learn from each other, and collaborate to further the establishment of eco-industrial parks. Collectively they will contribute to the development of Debert Air Industrial Park, located in Colchester County, Nova Scotia, and the Devens Planned Community / Eco-Industrial Park, located in Devens, Massachusetts, USA, to help ensure that the parks and the businesses located there are managed and operated in a sustainable manner. The participants will share experiences and accomplishments as well and jointly pursue learning opportunities to further develop their operational capacities.

## II. GENERAL DESCRIPTION OF ORGANIZATIONS

The lead organizations participating in this twinning agreement, Colchester Regional Development Agency (CoRDA), Devens Enterprise Commission (DEC), are responsible for redeveloping former military bases. Both entities share a common interest in eco-industrial park development and related practices and have unique backgrounds and experiences in this area. The combination of the diverse perspectives of the organizations' representatives will result in a comprehensive approach to developing eco-industrial parks in Atlantic Canada and New England.

Both the CoRDA and DEC entities work with partner agencies that are responsible for the infrastructure of their respective parks and are equally committed to successful redevelopment. Because land planning and business development issues are equally important in the establishment of an eco-industrial park, Colchester County and MassDevelopment Devens will be encouraged to play an active role in discussions and activities related to this joint initiative to further the sustainable redevelopment of their industrial parks.

The Dalhousie University Eco-Efficiency Centre and Devens Eco-Efficiency Center will also contribute to this initiative. These organizations work with companies located in and around the Burnside and Devens industrial parks, respectively, to facilitate the adoption of more sustainable practices.

### A. Debert Air Industrial Park

Colchester Regional Development Agency is a registered non-profit and is registered under an Act of Provincial Legislation - Bill 232. Its mission is to "*drive sustainable economic growth creating healthy communities, prosperous business and opportunity for our citizens.*" CoRDA is responsible for attracting businesses to the Colchester, Nova Scotia region, and more specifically, for the purpose of this agreement, the former Canadian Forces Station, Debert and adjacent Air Industrial Park.

Contacts:	Jo Ann Fewer, Executive Director	<a href="mailto:jfewer@corda.ca">jfewer@corda.ca</a>
	Ron Smith, Director of Business Dev.	<a href="mailto:rsmith@corda.ca">rsmith@corda.ca</a>
	Tony Richards, Facility Coordinator	<a href="mailto:trichards@corda.ca">trichards@corda.ca</a>
Address:	P.O. Box 181, 966 Prince Street, Truro, Nova Scotia B2N 5C1	
Telephone:	902-893-0140	
Website:	<a href="http://www.corda.ca">www.corda.ca</a>	

Colchester County is the municipal entity that owns the infrastructure of Debert. The Municipality of Colchester is the municipal government for the area incorporating Debert Air Industrial Park. It is the organization that owns and manages the infrastructure and responsible for Land Use Planning and permitting of development. In partnership with CoRDA, a development master plan was prepared for the Debert area to guide ongoing commercial and residential opportunities and will be the basis for land use planning in the near future.

Contacts:	Crawford Macpherson, Director of Community Dev	<a href="mailto:cmacpherson@colchester.ca">cmacpherson@colchester.ca</a>
Address:	P.O. Box 697, Truro , Nova Scotia B2N 5E7	
Telephone:	902-897-3170	
Website:	<a href="http://www.colchester.ca">www.colchester.ca</a>	

Dalhousie University's Eco-Efficiency Centre will work with CoRDA to provide a range of services to the Debert tenants to facilitate the adoption of sustainable business practices. The Centre "promotes

responsible stewardship of resources, ecologically inspired design of products and processes, technologies that are ecologically and economically efficient and solutions that are innovative and environmentally adaptable.” More information can be found at <http://eco-efficiency.management.dal.ca/>.

## **B. Devens Planned Community / Eco-Industrial Park**

The Devens Enterprise Commission (DEC) was created by legislature under Chapter 498 Massachusetts State Legislature to serve as the permitting and enforcement arm of the municipal government at the former Fort Devens military base and administer and enforce the Reuse Plan. The DEC is responsible for permitting all development activity in an expedited manner ensuring that development is approached in a sustainable manner.

MassDevelopment Devens is responsible for the other aspects of municipal operations as well as the area's economic redevelopment, per the State's appointment. This agency owns the land at Devens and has control of the area's infrastructure and utilities. Mass Development manages the day to day operations at Devens, acting as a municipality which is responsible for the infrastructure and real estate marketing components of the redevelopment efforts.

Contact: Richard Montuori, Vice President for Devens Operations  
[rmontuori@massdevelopment.com](mailto:rmontuori@massdevelopment.com)

Address: 33 Andrews Parkway, Devens, MA USA 01434

Telephone: 978-784-2933

Website: [www.devenscommunity.com](http://www.devenscommunity.com)

EcoStar is a branding and recognition program that provides forums and services that enable businesses to decrease their environmental impacts in ways that can benefit the bottom line. Its mission is *to promote sustainable development by integrating economic, social, and environmental needs, while maintaining and enhancing the natural resource base in the Devens area*. EcoStar is offered through the Devens Eco-Efficiency Center, which is hosted by the DEC. More can be learned at [www.ecostardevens.com](http://www.ecostardevens.com).

Contacts: Peter Lowitt, Director [peterlowitt@devensec.com](mailto:peterlowitt@devensec.com)  
Dona Neely, EcoStar Coordinator [donaneely@ecostardevens.com](mailto:donaneely@ecostardevens.com)

Address: 33 Andrews Parkway, Devens, MA USA 01434

Telephone: 978-772-8831

Website: [www.devensec.com](http://www.devensec.com)

## **III. PROJECT GOALS AND OBJECTIVES**

### **A. Goals**

- Promote capacity building of the participating organizations and strengthen their expertise in the area of sustainable economic development projects.
- Promote eco-industrial park concepts and practices in Atlantic Canada and New England.
- Develop draft eco-industrial park certification criteria and program in conjunction with the Eco-Industrial Development Council of North America.

### **B. Objectives**

- Minimize the environmental impacts associated with the ongoing development of the Debert Air Industrial Park and the Devens Industrial Park through shared innovative zoning regulations, alternative infrastructure, and bylaws that promote smart development practices.
- Provide programs and services to businesses located in the parks to help them gain economical and ecological efficiencies by making better use of resources.
- Extend the use of EcoStar or related programs into Debert. Compare services offered to businesses through the Eco-Efficiency Centre to identify compliments.
- Identify, clarify, and promote the competitive advantages businesses gain by locating in an eco-industrial park.
- Monitor how this marketing strategy draws interest in the location and influences the adoption of responsible practices by tenants.
- Further the establishment of eco-industrial parks at Debert and Devens.

## **IV. PLANNED ACTIVITIES**

### **A. Conference Calls**

The team will conduct bi-monthly conference calls that will be used to share progress and challenges being made and to brainstorm opportunities. Topics for discussion include implementing regulations to ensure sustainable development, incentives for locating within an eco-industrial park, communicating with and educating park tenants, engaging businesses in sustainability dialogues, etc. The organizations may also invite guests to join the call to speak about a specific issue where s/he has expertise. Members will share responsibility for organizing the agenda, acting as chair of the call, and distributing summaries of information shared.

### **B. Site Visits**

Alternating annual exchanges of staff, which can include members of the respective boards, councils, commissions, and programs, will be organized to provide the opportunity for team members to view and experience developments first hand, engage in more in-depth dialogue, and strengthen relationships.

### **C. Outreach to Businesses**

Resources available through CoRDA, DEC, Eco-Efficiency Centre, and EcoStar will be shared and used to conduct outreach to the businesses located within the Debert and Devens parks.

### **D. Development of a Rating System**

Jointly identify, in conjunction with the Eco-Industrial Development Council of North America, criteria that address land use, planning, infrastructure, and business-to-business contact that can be incorporated into a rating system and/or certification program for eco-industrial parks.

## **V. ROLES AND CONTRIBUTIONS**

### **A. Planning and Implementation**

Each agency will be responsible for planning and implementing processes and programs in their respective parks; the influence of these new developments will be shared for joint learning benefits. Opportunities and priorities for collaboration will be identified as the partnership progresses.

### **B. Evaluation and Reporting**

Records of activity will be kept to the best of each organization's ability in order to track opportunities, highlight accomplishments, and evaluate the outcomes of specific practices. Notes from conference calls and annual meetings will be maintained for reference purposes and to document the progress that results from this partnership. A meeting chair will be designated for each meeting, with responsibility rotating amongst participants. Notes will be shared with the appropriate members and each organization will be responsible for maintaining copies appropriately.

### **C. Public Acknowledgement of Organizational Contributions**

Documents that are an output of joint discussions or that capture progress made as a result of this partnership will reference the contributions of the other organization(s).

### **D. Financial Responsibility**

Neither organization will be held responsible for expenses incurred by the other party.

## **VI. DURATION OF THE AGREEMENT**

This agreement will stay in effect until one or both parties deem it to no longer be of mutual benefit. The agreement will be nullified with written notification and acceptance by both organizations. Until such time, the terms of the agreement will be reviewed on an annual basis to ensure that it accurately represents the arrangement, goals, and objectives of the organizations.



Signed by

\_\_\_\_\_  
Jo Ann Fewer  
Colchester Regional Development Agency

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

Dan McDougall  
Municipality of Colchester

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Peter Lowitt  
Devens Enterprise Commission

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

## APPENDIX #4: Demographics

### Community Setting

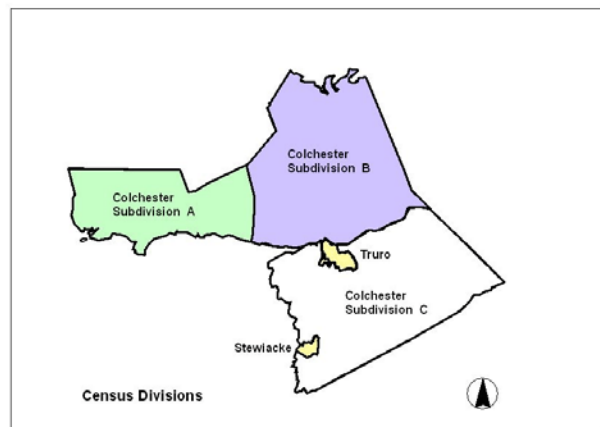
The Municipality of Colchester is centrally located within the Province of Nova Scotia and the Maritime Provinces. With a population of 36,134 and a regional population of 50,000, Colchester is the fourth largest municipality by population and fourth largest by land mass.

As a large rural municipality, Colchester has a diverse landscape and settlement pattern. Colchester has 204 kms of coastline along the Bay of Fundy which experience some of the highest tides in the world. There are also 88 kms of coastline along the Northumberland Strait which boasts some of the 'warmest waters north of the Carolinas'. Nutby Mountain, part of the Cobequid Uplands an old mountain range well worn through glaciation, is the highest point on mainland Nova Scotia at a modest 1,000 feet more or less.

### Settlement Patterns

Colchester is a large and diverse region of Nova Scotia. It has the advantage of being centrally located within the province and therefore a transportation hub of Nova Scotia.

Within Colchester the population has centralized around the Town of Truro. Suburban communities have emerged over the past thirty years in the "Greater Truro Area", while the outer reaches of the County remain more rural in character.



The population density for the Colchester region (14 persons/ sq.km ) is below the provincial average of 17 persons per square kilometre. Colchester remains a large, rural Municipality.

#### CENSUS DIVISION 2006

	Population	Change	Population Density persons/ sq. km
Subdivision A - West	3525	-3.2	4
Subdivision B - North	19297	3.7	15.5
Subdivision C - South	13312	-0.6	9.2
<b>Total</b>	<b>36134</b>	<b>1.4</b>	<b>10</b>
Truro	11765	2.7	313
Millbrook	703	-14.4	198
Stewiacke	1421	2.4	80
<b>Colchester region</b>	<b>50023</b>	<b>1.5</b>	<b>13.8</b>
Nova Scotia	913462	0.6	17.3
Canada	31612897	5.4	3.5

The more urban portions of the region which boast municipal infrastructure such as sewer and water, naturally have a greater density. Development is encouraged to continue to use the existing infrastructure which helps to control the cost of operating and maintaining the systems. Communities with the systems are expected to grow at a higher rate than communities without the services. These growth rates are above the provincial average of 0.6% but well behind the national average of 5.4%.

### Population Trends

The population of Colchester Municipality increased by 1.4% while the Colchester region increased 1.5% between the 2001 and 2006 census periods. Provincially, it is the municipalities located within a 100 km radius of Halifax that continue to experience some growth. Beyond that radius, the population of Nova Scotia has been in decline. While Colchester continues to demonstrate some growth, the rate has been down over the past two census periods.

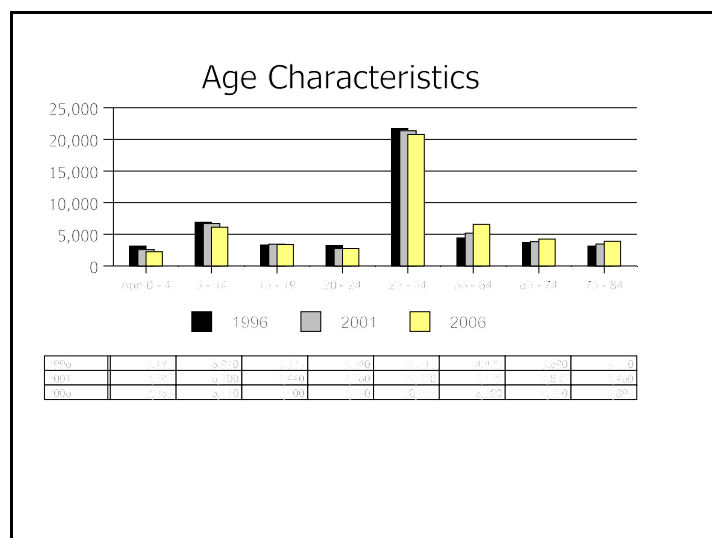
## POPULATION

	1991	%	1996	%	2001	%	2006	%
<b>Colchester Region</b>	47683	--	49262	3.2	49307	0	50023	1.5
<b>Colchester Municipality</b>	34093	--	35161	3	35641	1.3	36124	1.4
<b>Subdivision A</b>	3680	--	3755	2	3643	-3	3525	-3
<b>Subdivision B</b>	17782	--	18406	3.5	18607	1	19297	3.7
<b>Subdivision C</b>	12631	--	13000	2.9	13391	2.9	13312	-1
<b>Truro</b>	11683	--	11938	2.2	11457	-4	11765	2.7
<b>Millbrook</b>	601	--	758	26	821	7.7	703	-14
<b>Stewiacke</b>	1306	--	1405	7.6	1388	-1	1421	2.4
<b>Nova Scotia</b>		--		1		0		0.6
<b>Canada</b>		--		5.7		4		3.5

Colchester's Subdivision B, Truro and Stewiacke all grew, while the outer reaches of the Municipality continued to decline. Millbrook First Nations also showed a decline after a period of growth in previous census periods.

We are aging a community. The median age of residents of the region is 42.5, slightly above the provincial age of 41.8 and higher than the national age of 39.5. This has increased from 39.3 (Colchester), 38.8 (Nova Scotia) and 37.6 (Canada).

The general trend in the region as shown in Chart 1 "Age Characteristics" is a steady decline in the younger age groups and an increase in the older cohorts.



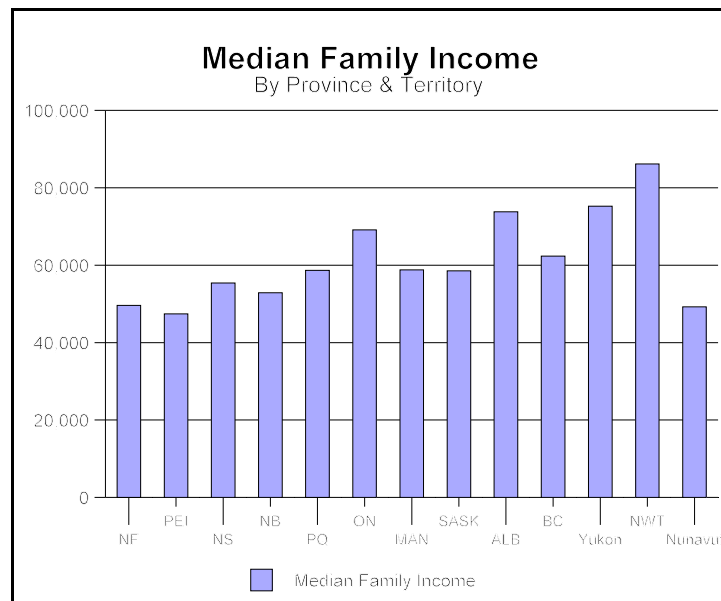
### Family Size -

The size of a census family in Colchester remained consistent with the national trend at 2.8 persons per household. Nova Scotia was also 2.8 and the national average was 2.9.

### Income

The median family income for Colchester was \$51,210, \$55,412 for Nova Scotia and \$63,866 for Canada. Nova Scotia ranks 8<sup>th</sup> out of the thirteen provinces and territories for family income ahead of Nunavut, PEI, NF, and NB. While Ontario has a family income of \$60,000, the western frontier regions of Alberta, Yukon are at the 74 - \$75,000 range and NWT tops out the income range at \$86,000.

Family composition plays a significant role in family income. A married family has a higher earnings at \$58,565, while a lone parent family has an income of \$28,739. Lone parent female families are even lower at \$26,689. Within the Municipality of Colchester, Subdivision B and C have a median family income of approximately \$52,000 and Subdivision A is lower at \$42,000.



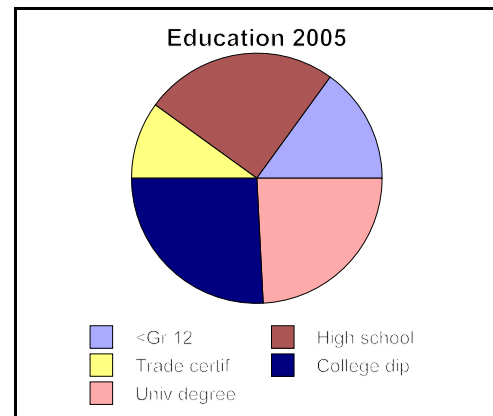
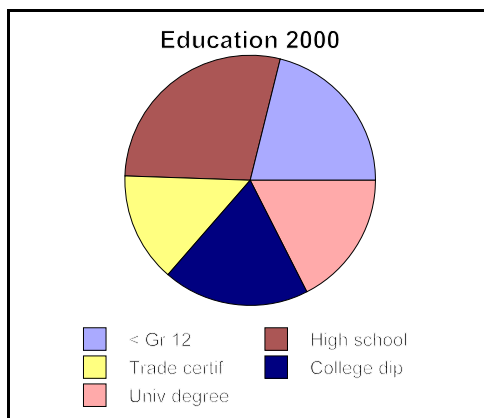
The median individual income was \$21,018 for all persons reporting an income that were over the age of 15. This is an increase of \$2,841 or 13.5% over a five year period starting in 2000. This breaks down to a 2.7% annual increase which roughly tracks the annual rate of inflation for Nova Scotia. In other words, median income kept up with



inflation but wage earners were hard pressed to get further ahead.

The number of persons working also increased over this time period. In 2000, 25,245 persons had earnings while 27,370 persons had earnings in 2005, for an increase of 7.7% to 2,125 workers. This category includes full-time, part-time, and student workers. The full-time, year round workforce also increased from 13,240 to 14,250 in 2005 for an increase of 7%. The median income for the full-time

workforce was \$33,030.



## Education

More of our youth appear to be staying in the school system longer. However while the dropout rate has decreased, the number of high school diplomas has not increased and the number with a trades diploma has decreased. This suggests students are seeking other avenues for education and those with a college certificate or a university degree have increased.

## Commuting Patterns

The commuting data compiled by Stats Canada indicates the relationship between where people live and where they work. The following data pertains to an employed person who has a usual place of work and therefore does not include the entire workforce in Colchester. Most people that live in the Colchester Region, works within the region. Fifty percent of the local workforce work in Truro while 21% work in S/D B. Of the 3,800 persons that commute to S/D B, approximately 1,300 would commute to



the Debert Air Industrial Park.

Eleven percent (2,000) of the region's commuters leave the area, 8% going to HRM. To offset the outgoing commuters, 1,410 enter the region from elsewhere including 435 from HRM. These figures represent a small improvement from the 2001 census period. At that time 2,215 commuters left Colchester while 1,020 entered the Region. This is a good indication that the Colchester Region has a healthy local economy that is able to draw in a workforce from surrounding communities.

By comparison, we are aware that communities within a one hour commute of Halifax are influenced by the city's growth and activity. Most of these communities have also increased in population between census periods (2001 - 2006). In contrast to our 8% of commuters that leave for Halifax, 65% of commuters leave East Hants for Halifax and 36% leave Windsor/ West Hants for Halifax. These figures would confirm that East Hants acts partially as a bedroom community of Halifax. East Hants absorbs a portion of Halifax's residential growth but not the commercial growth. From a taxation perspective, this trend leads to an imbalance which is heavily reliant on the residential rate in the absence of a commercial base.

#### COMMUTER PATTERNS OF COLCHESTER REGION

This Region commutes to ...

<b>Truro</b>	9200	50%
<b>Subdivision B</b>	3.8	21%
<b>Subdivision C</b>	1870	10%
<b>Millbrook</b>	820	4%
<b>Stewiacke</b>	330	2%
<b>Subdivision A</b>	315	2%
<b>total</b>	16335	89%
<b>Halifax</b>	1385	8%
<b>Other outside region</b>	615	3%
<b>total</b>	2000	11%
<b>grand total</b>	18335	

#### HALIFAX COMMUTER PATTERNS

Commuters to Halifax/ HRM from ...

<b>Colchester Region</b>	1385	8%
<b>East Hants</b>	5025	65%
<b>Windsor / West Hants</b>	1770	36%

#### BREAKDOWN of COMMUTER PATTERNS

	Total	Leave Area	Enter Area	Commuters in/ to each area	Leave Col Reg	Enter Col Reg
<b>Subdivision A</b>	1145	930	120	335	115	20

<b>Subdivision B</b>	7100	4720	1825	4205	555	405
<b>Subdivision C</b>	5015	4160	1125	1980	825	110
total	13260	n/a	n/a	n/a	1495	535
<b>Truro</b>	4455	1410	6890	9935	320	755
<b>Millbrook</b>	150	20	720	850	0	0
<b>Stewiacke</b>	470	325	305	450	185	120
total	5075	n/a	n/a	n/a	505	875
<b>grand total</b>	<b>18335</b>	<b>n/a</b>	<b>n/a</b>	<b>17745</b>	<b>2000</b>	<b>1410</b>

Colchester Region has an employed local labour force of 23,520 which is an increase of 5% from the 2001 labour force of 22,305. Presumably, the 5,185 additional workers, not reported in the commuter data are persons that do not report to a “usual workplace”.

How do employed people commute?

Most people commute by personal vehicle such as a car, truck or van. 78% of the employed people reported being the driver when they commute meaning most people commute alone. Only 11% of commuters traveled as a passenger while 8% either walked or cycled. These numbers vary little from 2001 reporting.

#### MODE OF TRANSPORTATION TO WORK

	2001	2006
<b>Car, truck, van, as driver</b>	80 %	78%
<b>Car, truck, van, as passenger</b>	10%	11%
<b>Public transit</b>	0.4%	0.2%
<b>Walked or cycled</b>	8%	8%
<b>All other modes</b>	1.6%	2%

## Colchester's Labour Force

Colchester's labour force has increased from 22,305 to 25,540 between 2001 and 2006. The unemployment rate declined during that period from 9.9% to 7.9% in 2006. Relative to the national rates, Colchester unemployment rate has improved. In 2001 the national unemployment rate 7.4 and in 2006 it was 6.6.

Colchester Region has a diverse labour force which is an indication of a healthy balanced economy. 6% of the work force is employed in the resource sector and 14%

in manufacturing, indicating that we are not solely a serviced based economy; we continue to make things.

The following table provides a breakdown of employment in the Colchester region.

**Labour Force by Industry**

<b>Agriculture &amp; other primary resources</b>	1460	6%
<b>Construction</b>	1685	7%
<b>Manufacturing</b>	3575	14%
<b>Wholesale trade</b>	1470	6%
<b>Retail Trade</b>	3285	13%
<b>Finance &amp; real estate</b>	740	3%
<b>Health care and social services</b>	2365	9%
<b>Education services</b>	1875	8%
<b>Business services</b>	3905	15%
<b>Other services</b>	4790	19%
<b><i>total</i></b>	25160	

## APPENDIX #5: Municipal Long Range Planning Priorities - January 2009



# **Long Term Planning Priorities Municipal Council January 2009**

## **Introduction**

In January 2009, the new Mayor and Municipal Council initiated a long term planning priority process to help the new Councillors understand the projects and services inherited from the previous Council and to begin to set direction on future priorities. It was intended to provide both Council and senior staff with a clear understanding of the "next" set of priorities.

Long Term priority sessions are high level in nature. While priorities are established there is much more work to be completed prior to any final approvals. For example some projects will be forwarded to Council's Five Year Capital Projects process for further ranking and costing. Other projects will also have resource implications. As well Council has the final say concerning the implementation timing of projects and initiatives.

Finally, a Long Term Planning Process has to think beyond the four year term of any council. Many initiatives are complex and dynamic and will be phased in over an extended time period beyond this Council's mandate.

## **The 2005 Long Range Plan**

The Municipality of Colchester last Long Range Plan was completed in 2005. This process began with a citizen and business survey. Senior staff and Council then met to review a broad spectrum of items from governance, size of council, how services were paid for, and finally the activities of the various departments.

A number of positive actions came from the 2005 planning process. Council:

- established a Municipal Infrastructure Program to help to finance certain infrastructure projects;
- recognised the need to work with the Colchester Fire Fighters Association to establish a base level of fire protection service throughout Colchester;
- set direction for a reincarnated Recreation Department that supports youth activity and healthy living, funds community recreation projects and takes a lead role in trail development.

## **Process**

Council's priority setting process was divided into three parts. First Council brainstormed what they liked about the Municipality and where they envisioned Colchester in ten or twenty years. This was followed by presentations by senior staff that highlighted current activities, initiatives set by the previous Council, and items that the municipality was obligated to complete for legislative reasons. This was followed by a listing of items that were "on the horizon" or that were likely to come before Council within the foreseeable future. Additions were made to the future priority lists by Council as part of the discussion and from the original Visioning process.

Council was then asked to identify the top three new priorities for each department. Scoring of priorities at this level gave each department an indication of priorities that were of interest to Council. Upon review of each department's priority list, Council was then asked to select the top five, overall priorities.

In discussing the final results, Council were satisfied with the overall direction but recognised that they remained very interested in a number of the items that did not make the top five priority list. It was agreed that while it was useful to identify the top priorities that staff and Council would continue to move forward on the priorities set at the departmental level.

## **SETTING PRIORITIES**

Through a series of presentations and discussions, Staff and Council generated lists of potential projects and issues that the municipality might have to address within the upcoming 5 to 10 years. The potential priorities were grouped by 11 key function areas of municipal operations.

After discussing the items, participants were given to vote for their top three priorities in each category. Each participant had three votes valued at 1 to 3 points. For each category there were 96 points to be distributed in 48 votes.

The purpose of this process is to give an indication of Council's relative ranking of priorities rather than trying to eliminate items. This in turn gives direction to staff in the preparation of budgets and action plans to address new priorities.

### **I. EMERGENCY SERVICES**

1. Base Level Service - Fire Service/ Support VFS - 39.
2. False Alarm Bylaw - 23.
3. Debert Policing - "Community Office"-14.

4. 24 hr RCMP service/ Demand Based - 7;
5. Special Hazard Response Unit - New Building - 7;
6. Policy/ Practice for "core" police service officer compliment - 4;
7. Administrative charge for criminal records check - 2.

## II. CORPORATE SERVICES / ADMINISTRATION

1. Responsive Human Resource Services - 37;
2. Courthouse- Office Space Shortage - 31;
3. Media Relations - Proactive Strategy - 22;

4. Art Gallery Collection - 6.

## III. WATER SYSTEMS

1. Bible Hill - Water Tower - 18;
2. Debert - Water Distribution System Upgrade - 18;
3. Water as Resource - Royalty - 18;
4. Debert - Augmentation of Water Production wells - 11;
5. CCSD - Extension of Municipal Water Services - 11;
6. Debert - Water Tower construction - 5;
7. Brookfield - Provision of Municipal Drinking Water - 5;
8. Debert - Water Distribution Extensions - 4;
9. Great Village - Provision of Municipal Drinking Water - 3;
10. Pine Grove Spring - Disinfection - 0.

## IV. WASTE-WATER SYSTEMS

1. Debert - Sewage Treatment Plant Upgrade - 28;
2. Debert- Sewer System extensions for new developments - 25;
3. CCSD - Sewer System extension on Granville Drive - 17;
4. Debert - Infiltration Control (replacement & repair of manholes and sewer lines) - 8;
5. Tatamagouche - Infiltration Control (replacement / lining / repair of manholes and sewer lines) - 6;
6. County wide, onsite sewer maintenance Plan/ Strategy - 6;
7. Great Village - Sewer System extension on Lornevale Drive - 2;
8. MDLS - Odor control system for lift station - 2;
9. CCSD - Infiltration Control (replacement & repair of manholes and sewer lines) - 2;

## V. TRANSPORTATION SYSTEMS

1. CCSD - Transportation Plan / Strategy - 29;
2. Sidewalk - Eagle Drive to Salmon River intersection - 15;
3. CCSD - Park Street Flooding Remediation - 11;



4. Sidewalk - Near new senior's home (Shannex) in Debert - 8;
5. Sidewalk - Carter Road from Hwy-289 intersection to Sportsplex - 7;
6. County wide Traffic Authority - 6;
7. Winter Maintenance - Future direction and scope of services - 5;
8. County wide Public Transit - 4;
9. Sidewalk - Salmon River Rd from intersection of Eagle Dr to Valley Variety Store - 3;
10. Roads - Asphaltting Oakridge Drive in Tatamagouche - 3;
11. Sidewalks - In CPDS/DAIP/Village in Debert - 2;
12. Roads - Resurfacing of Roads in Debert - 2;
13. Roads - Resurfacing of old asphalt/chips sealed/ recycled surfaces - 1.

#### VI. POLICY/STRATEGY/MASTER PLAN

1. Storm water drainage control policy/regulations (New Development) - 26;
2. Municipal Asset Management Database for sewer system, water system, transportation system, buildings & facilities, trails, parks, recreation system - 20;
3. Small Infrastructure Capital reserve fund - 16;
4. Sewer By-Law (Review/Update) - 12;
5. Water By-Law /Policy (New Development) - 6;
6. County-wide Storm water monitoring/management master plan and strategy - 6;
7. Transportation system policy/strategy to address sidewalk extensions (New Dev.) - 5;
8. Municipal Service Specifications (Review/Update) - 3;
9. Lot Grading standards/specifications (New Development) - 1;
10. Division Development By-Law to include water systems and sidewalks for transportation systems (Review/Update) - 1;

#### VII. RECREATION

1. Recognise Nelson, Stewiacke and Five Islands Parks regional municipal parks and improve their facility to that standard - 30;
2. Implement program to provide playground equipment on municipal parkland - 23;
3. Improve support services for community volunteers, leadership development & wellness workshops - 22;
4. Implementation of Active Transportation Plan - 12;
5. Expand day camp program to cater to youth market - 9;
6. Help create a Lawn Bowling Green in the region - 0;
7. Increase active living programs and events for all ages through Mayors Challenge and community schools etc. - 0.

#### VIII. LAND USE PLANNING

1. New Plan for Debert Industrial Park and area - 38;

2. Planning policy for Bible Hill Master Plan - 29;
3. Storm Water Management Plan - 26;
4. Growth Management - County wide Plan / Service Delivery - 1
5. Review of Central Colchester Plan - 0;
6. Review of Tatamagouche Plan - 0;

#### IX. ECONOMIC & COMMUNITY DEVELOPMENT

1. Land assembly for Bible Hill Master Plan - 30;
2. Implement Phase 1 Development at Debert - 28;
3. Implement Farnham Road Extension and Brookside interchange on Hwy 104 - 24;
4. Shubenacadie River - Tourism Destination - 9;
5. Phase in other improvements to local transportation network- 3
6. New Regional Library - 2;

#### X. INSPECTION SERVICES

1. Build a new municipal animal shelter / pound - 37;
2. Incorporate SPCA service into County service - 20.

#### XII. SOLID WASTE

1. Replace Baler or Direct to Landfill - 32;
2. Clear Bags/Green Carts - 19;
3. Wind Power - Alternate Power - 17;
4. Public Drop-off Centre - 12;
5. Small Business Pickup - 5;
6. Garbage Collection By-Laws - 5;
7. Expanded Spring/ Fall Cleanup - 4;
8. Wireless Camera System - 1;
9. Enforcement Officer - 0.

### REFINING THE PRIORITIES

The top three from each category were combined. Council then selected their top five priorities to create the following master list. In this phase of priority setting each person was able to select their top five priorities, using stickers valued from 1 to 5. For this process there were a total of 240 points to be distributed in 80 votes. As with previous voting, participants could only vote for an item once.

1. Implement Phase 1 Development at Debert - 27;
2. Replace Baler or Direct to Landfill - 27;
3. Land assembly for Bible Hill Master Plan - 24 ;
4. Implement Farnham Road Extension and Brookside interchange on Hwy 104 - 20;
5. CCSD - Sewer System extension on Granville Drive - 14;
  
6. New Plan for Debert Industrial Park and area - 13;
7. Base Level Service - Fire Service/ Support VFS - 13.
8. CCSD - Park Street Flooding Remediation - 12;
9. Bible Hill - Water Tower - 11;
10. CCSD - Transportation Plan / Strategy - 10;
  
11. Wind Power - Alternate Power - 9;
12. Debert - Sewage Treatment Plant Upgrade - 8;
13. Clear Bags/Green Carts - 8;
14. Recognise Nelson, Stewiacke and Five Islands Parks regional municipal parks & improve their facility to that standard - 7
15. Debert- Sewer System extensions for new developments - 6;
  
16. Storm water management plan - 5;
17. Debert - Water Distribution System Upgrade - 5;
18. False Alarm Bylaw - 5;
19. Debert Policing - "Community Office"-4;
20. Responsive Human Resource Services - 4;
  
21. Municipal Asset Management Database - 4;
22. Media Relations - Proactive Strategy - 3;
23. Small Infrastructure Capital reserve fund - 1;
24. Courthouse- Office Space Shortage - 0;
25. Water as Resource - Royalty - 0;
  
26. Sidewalk - Eagle Drive to Salmon River intersection - 0;
27. Implement program to provide playground equipment on municipal parkland - 0;
28. Improve support services for community volunteers, leadership development & wellness workshops - 0;
29. Planning policy for Bible Hill Master Plan - 0;
30. Storm Water Management Plan - 0;
  
31. Build a new municipal animal shelter / pound - 0;
32. Incorporate SPCA service into County service - 0.