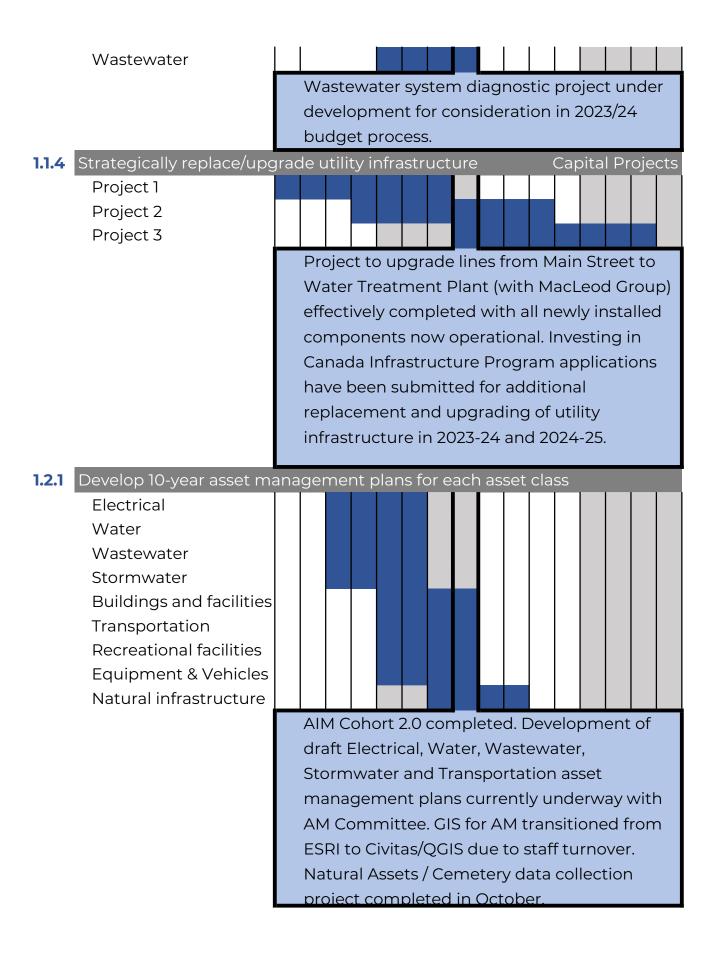
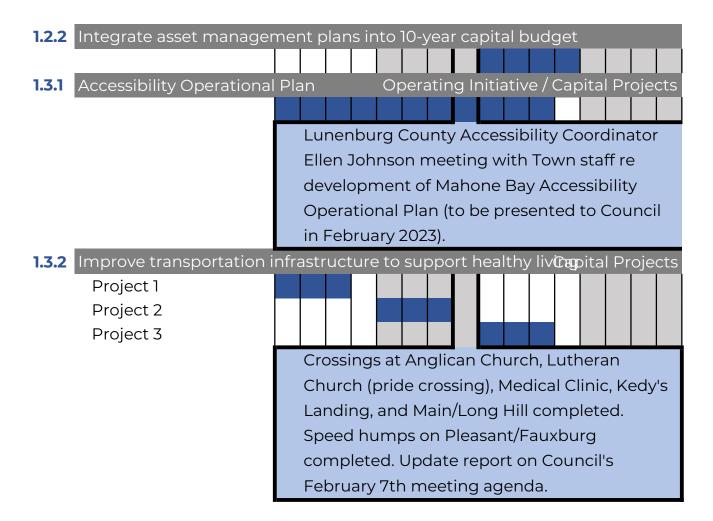
## 2021-25 Strategic Plan - Jan. 26, 2023

## Sustainable Municipal Services

		20	21			20	22			20	23			20	24	
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1.1.1 Undertake water, wastev	vate	er 8	, ele	ectr	rica	l rat	te s	tuc	lies	0	per	atir	ng I	niti	ativ	/es
Water																
Wastewater																
Electrical																
		Ele	ctri	ical	rat	e st	tud	y b	yВ	DR	(co	ntra	acte	ed k	су	
		AR	EA)	, pr	ese	ente	ed t	o C	oui	ncil	's C	)ctc	be	r 20	th	
		me	eti	ng.	Ар	plic	ati	ons	sub	mit	ttec	d to	NS	UA	RB;	,
		hea	arin	ıg s	et f	or I	=eb	rua	ry 1	l4tł	n. M	/ate	er u	tilit	y ra	ate
		stu	dy	will	l ge	t ui	nde	erwa	ay v	with	ר th	e c	om	ple	tior	ר
		of t	he	ele	ctri	cal	rat	e st	ud	y ar	nd t	he	202	21-2	2	
					Jdit											
<b>1.1.2</b> Implement initiatives to	incr	eas	se u	Itilii	ty c	lem	nan	d		0	per	atir	ng l	niti	ati∖	/es
		FV	Но	me	e Ch	arc	aer	Pilo	ot u	nde	er d	leve	elor	) me	ent	
												forr				n
										-		n - N	-	_		
												itte				, y,
							-					Prog				
					(pai					011		105	grai			
		100		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	(pui	1510										
1.1.3 Complete water and was	stev	vate	er s	yst	em	dia	ign	osti	ics	0	per	atir	ng l	niti	ativ	/es
Water																
		Wa	ater	Dis	stril	out	ion	Sys	ster	m A	ud	it w	vith	Xyl	em	
		Inc	. co	mp	olet	ed;	rec	com	nme	end	atio	ons				
		inc	orp	ora	atec	d in	to 2	2022	2-2	3 bi	Jdg	jet /	/bu	Isin	ess	
		pla	n.													

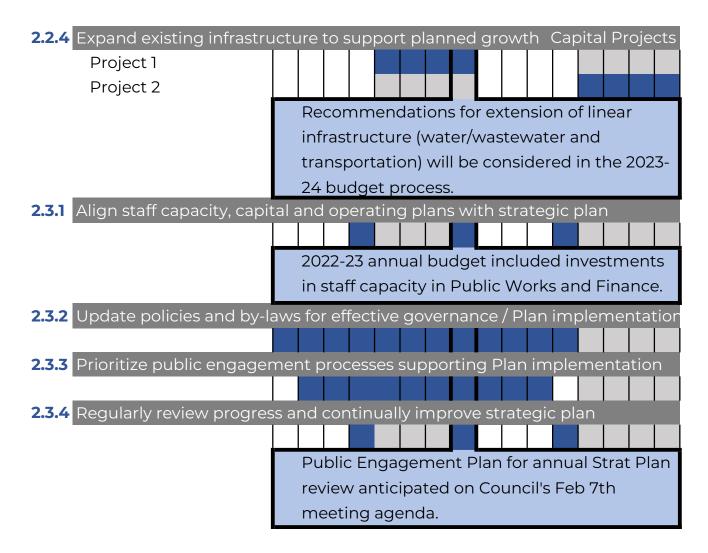




## Equitable & Inclusive Growth

	2021			2022				2023				2024			
1	2	3	4	1	2	3	4	1	2	3	4	٦	2	3	4
Bay	M	⊃S/I	LUE	3 Pr	oce	ess			C	Dpe	rati	ing	Ini	tiat	ive
	Dra	aft	MP	S/L	UB	dod	cun	nen	nts ι	und	ler				
	de	velo	opn	ner	nt n	ow.	Ph	ase	2 €	eng	age	eme	ent		
	pro	oce	ss a	nti	cipa	ate	d to	o tal	ke p	olac	ce ir	n th	ne		
	Wi	nte	er of	20	22 \	∕∕itl	n Pl	an	Ma	hor	ne E	Bay	pro	oce	SS
	to	be	con	npl	ete	d ir	h th	e Sp	orir	ng c	of 20	023			
		1 2 Bay MI Dra de pro Wi	1 2 3 Bay MPS/I Draft develo proce Winte	1 2 3 4 Bay MPS/LUE Draft MP developn process a Winter of	1 2 3 4 1 Bay MPS/LUB Pr Draft MPS/LU developmen process anti- Winter of 20	1 2 3 4 1 2 Bay MPS/LUB Proce Draft MPS/LUB development ne process anticipa Winter of 2022 v	1 2 3 4 1 2 3   Bay MPS/LUB Process 0 0 0 0   Draft MPS/LUB door 0 0 0   development now. 0 0 0   process anticipated 0 0 0   Winter of 2022 with 0 0 0	12341234Bay MPS/LUB ProcessDraft MPS/LUB documdevelopment now. Phprocess anticipated toWinter of 2022 with Pl	1 2 3 4 1 2 3 4 1   Bay MPS/LUB Process Image: Comparison of the second secon	1 2 3 4 1 2 3 4 1 2   Bay MPS/LUB Process Image: Comparison of the state of th	1 2 3 4 1 2 3   Bay MPS/LUB Process Ope   Draft MPS/LUB documents und   development now. Phase 2 eng   process anticipated to take place   Winter of 2022 with Plan Mahor	1 2 3 4 1 2 3 4 1 2 3 4   Bay MPS/LUB Process Operat   Draft MPS/LUB documents under   development now. Phase 2 engage   process anticipated to take place in   Winter of 2022 with Plan Mahone E	1 2 3 4 1 2 3 4 1 2 3 4 1   Bay MPS/LUB Process Operating   Draft MPS/LUB documents under   development now. Phase 2 engagement   process anticipated to take place in th   Winter of 2022 with Plan Mahone Bay	1 2 3 4 1 2 3 4 1 2 3 4 1 2   Bay MPS/LUB Process Operating Init   Draft MPS/LUB documents under   development now. Phase 2 engagement   process anticipated to take place in the	1 2 3 4 1 2 3 4 1 2 3   Bay MPS/LUB Process Operating Initiat   Draft MPS/LUB documents under   development now. Phase 2 engagement   process anticipated to take place in the   Winter of 2022 with Plan Mahone Bay proce

<b>2.1.2</b> Develop and implement	Housing Strategy Operating Initiatives
	Discussions initiated with other Lunenburg
	County units on the possibility of regional
	approach to housing (staff-level regional
	meetings ongoing). Provincial contract for
	conduct of needs assessments for all areas of
	NS (utilizing 2021 census data) awarded;
	completion anticipated Mar 2023. Next steps
	report included on Council's Oct 27th meeting
	agenda.
2.2.1 Review service levels and	align with residents' ability to pay
	Low Income Tax Exemption process enhanced
	in 2022-23 annual budget. Council has
	directed staff to review options for relief of
	heating costs; report on Council's Jan 26th
	meeting agenda.
2.2.2 Explore shared services a	nd partnerships for efficient service delivery
	Discussions underway with Shared Service
	Advisory Committee for expanded electrical
	service partnership with RELC. Staff have
	approached MoDC and MoDL re shared
	engineering services; discussions ongoing.
	Discussion of shared services through MJSB
	prioritized in recent MJSB strategic planning
	process.
2.2.3 Establish inclusive strate	gies for provision of municipal services
L	



## **Environmental Leadership**

3.1.1

	2021			2022				2023				2024			
	1 2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Community Greenhouse	Gas	(GH(	3) R	ledu	ucti	ion	Act	ior	RD	pprer	atir	ng I	niti	ativ	/es
	Ir	nple	me	nta	tior	n of	f Cc	mr	nui	nity	Gr	eer	nho	use	
	Gas (GHG) Reduction Action Plan proceeding								g						
	apace. Climate & Environment Committee														
	established with a mandate to review the GH							ЧG							
	Reduction Action Plan and recommend														
	updates to Council. Recommendations for														
	updates to GHG Reduction Action Plan														
	anticipated by March.														

<b>3.1.2</b> Expand home heating p	ogram Operating Initiative
	Joint proposal - Berwick, Antigonish and Mahone Bay - submitted to FCM for review and expansion of HOME Program.
<b>3.1.3</b> Expand electric vehicle c	
	Equipment received, installations completed at all locations (town hall, marina, clairmont street, MBC, main street, fire station). Chargers now online. Promotion of EV chargers will
3.1.4 Invest in renewables (e.g	~
	The construction phase continues, with completion anticipated in the Summer of 2023. The second open house on the project took place October 19th 2022 and was well attended with ~90 participants.
<b>3.1.5</b> Support regional initiativ	es that contribute GHG reductoperating Initiatives
	Ongoing discussions concerning regional transit system. Staff have been in discussions with MODL concerning potential cooperation on GHG reduction initiatives. Council approved participation in regional climate summit Sept 23rd, 2022 (first planning session took place Jan 19th).
<b>3.2.1</b> Develop and implement	policies / by-laws supporting adaptation measures
<b>3.2.2</b> Invest in infrastructure (s	horeline and stormwater managem@mp)tal Project

3.3.1 Urban Forest Manageme	ent Plan (including parks) Operating Initiative
	Natural assets data collection, including street
	trees inventory, completed. Initial public
	engagement anticipated in Spring/Summer
	2023 (draft engagement plan to be presented
	to Council in February).
<b>3.3.2</b> Invest in infrastructure (s	straight pipes) and land acquisition ${f c}$ apital Projects
Project 1	
	Line extension on Main Street to eliminate
	straight pipes included in 2022-23 ICIP
	application.
Project 2	
3.3.3 Encourage recognition of	f the value of natural assets Operating Initiatives