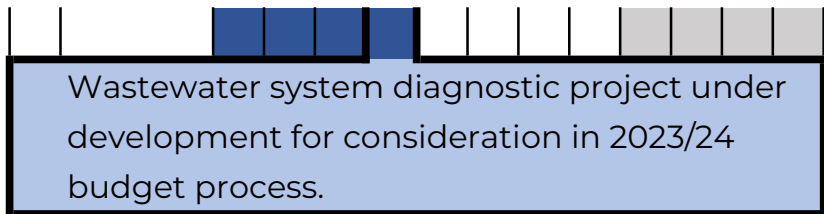


# 2021-25 Strategic Plan - Jan. 26, 2023

## Sustainable Municipal Services

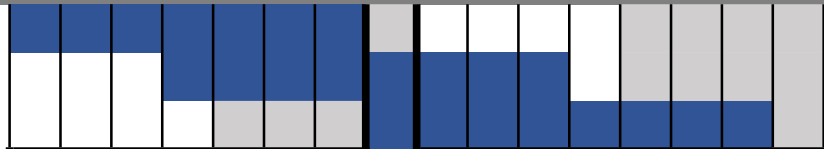
		2021				2022				2023				2024			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>1.1.1</b>	Undertake water, wastewater & electrical rate studies	Operating Initiatives															
	Water																
	Wastewater																
	Electrical																
		<p>Electrical rate study by BDR (contracted by AREA), presented to Council's October 20th meeting. Application submitted to NSUARB; hearing set for February 14th. Water utility rate study will get underway with the completion of the electrical rate study and the 2021-22 annual audit.</p>															
<b>1.1.2</b>	Implement initiatives to increase utility demand	Operating Initiatives															
		<p>EV Home Charger Pilot under development (recent community survey to inform program development). Joint application - Mahone Bay, Berwick and Antigonish - submitted to FCM for funding support for HOME Program review/expansion.</p>															
<b>1.1.3</b>	Complete water and wastewater system diagnostics	Operating Initiatives															
	Water																
		<p>Water Distribution System Audit with Xylem Inc. completed; recommendations incorporated into 2022-23 budget / business plan.</p>															

Wastewater



**1.1.4** Strategically replace/upgrade utility infrastructure Capital Projects

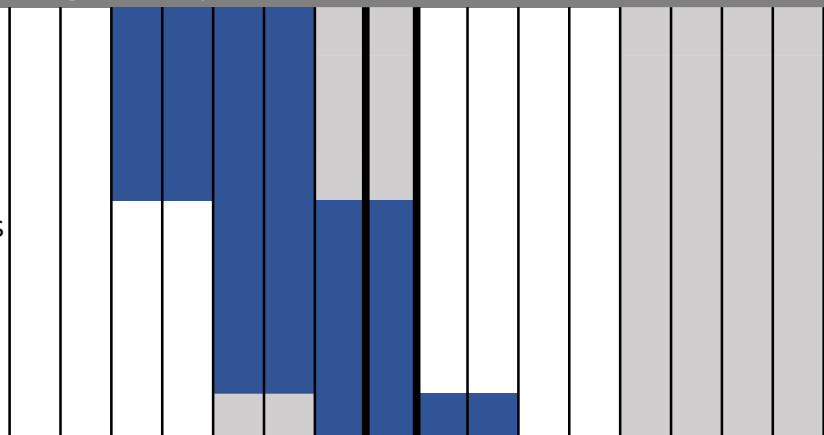
Project 1  
Project 2  
Project 3



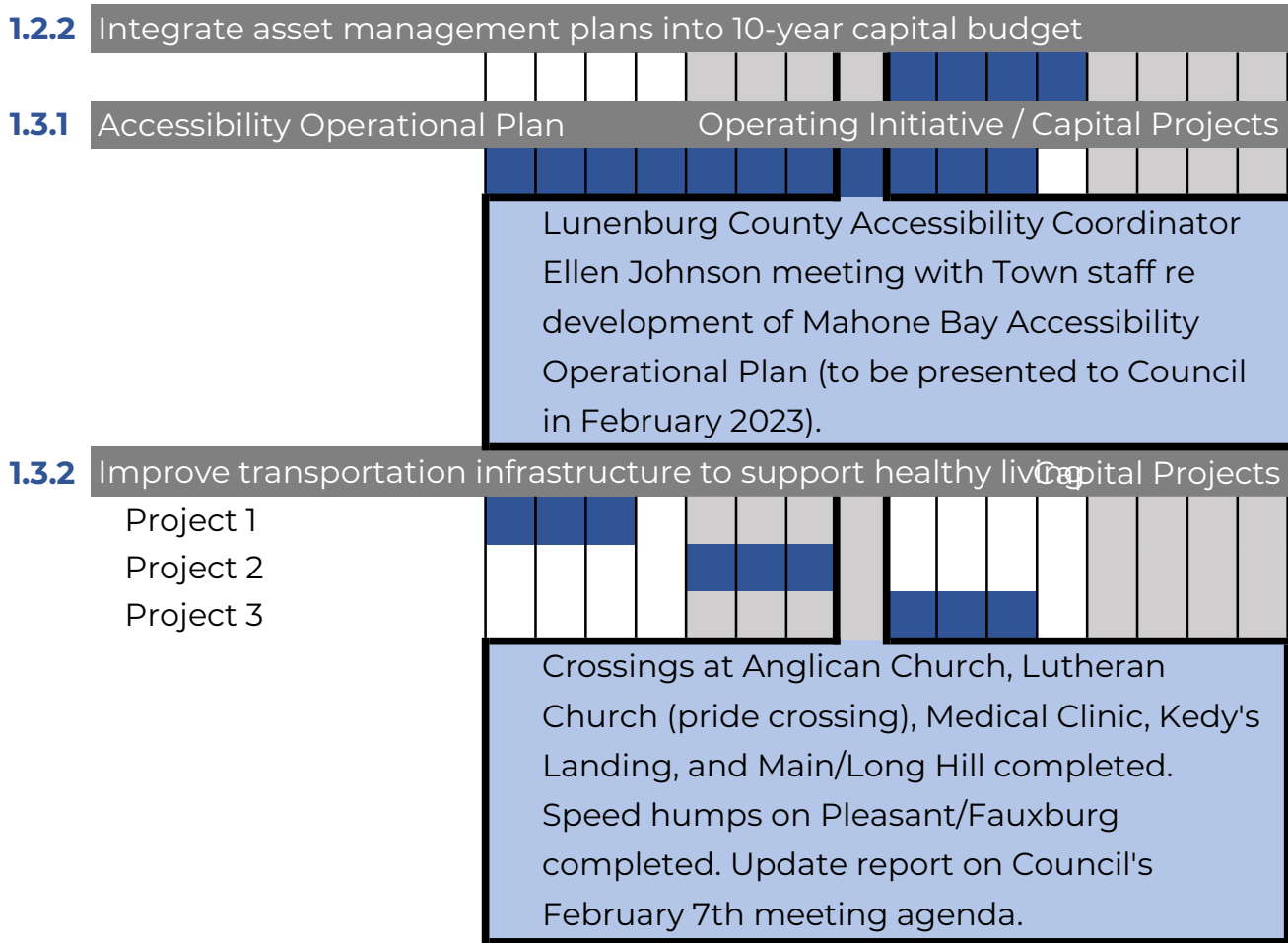
Project to upgrade lines from Main Street to Water Treatment Plant (with MacLeod Group) effectively completed with all newly installed components now operational. Investing in Canada Infrastructure Program applications have been submitted for additional replacement and upgrading of utility infrastructure in 2023-24 and 2024-25.

**1.2.1** Develop 10-year asset management plans for each asset class

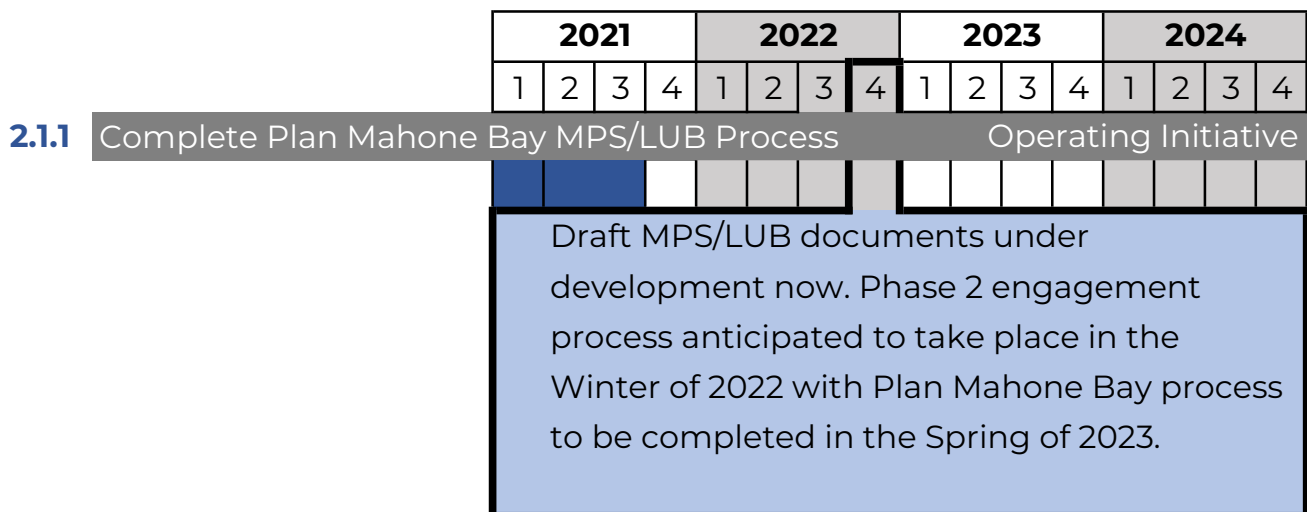
Electrical  
Water  
Wastewater  
Stormwater  
Buildings and facilities  
Transportation  
Recreational facilities  
Equipment & Vehicles  
Natural infrastructure



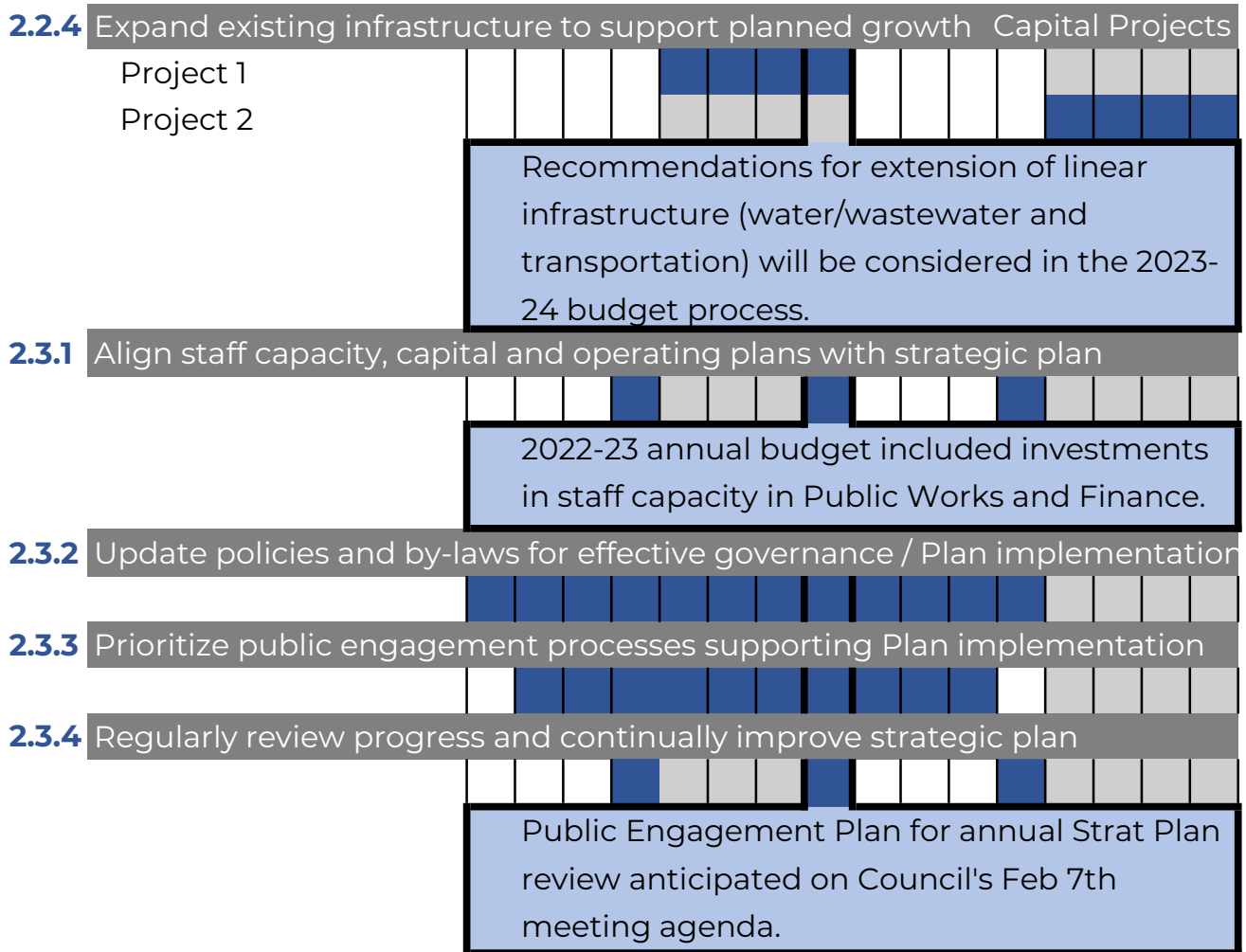
AIM Cohort 2.0 completed. Development of draft Electrical, Water, Wastewater, Stormwater and Transportation asset management plans currently underway with AM Committee. GIS for AM transitioned from ESRI to Civitas/QGIS due to staff turnover. Natural Assets / Cemetery data collection project completed in October.



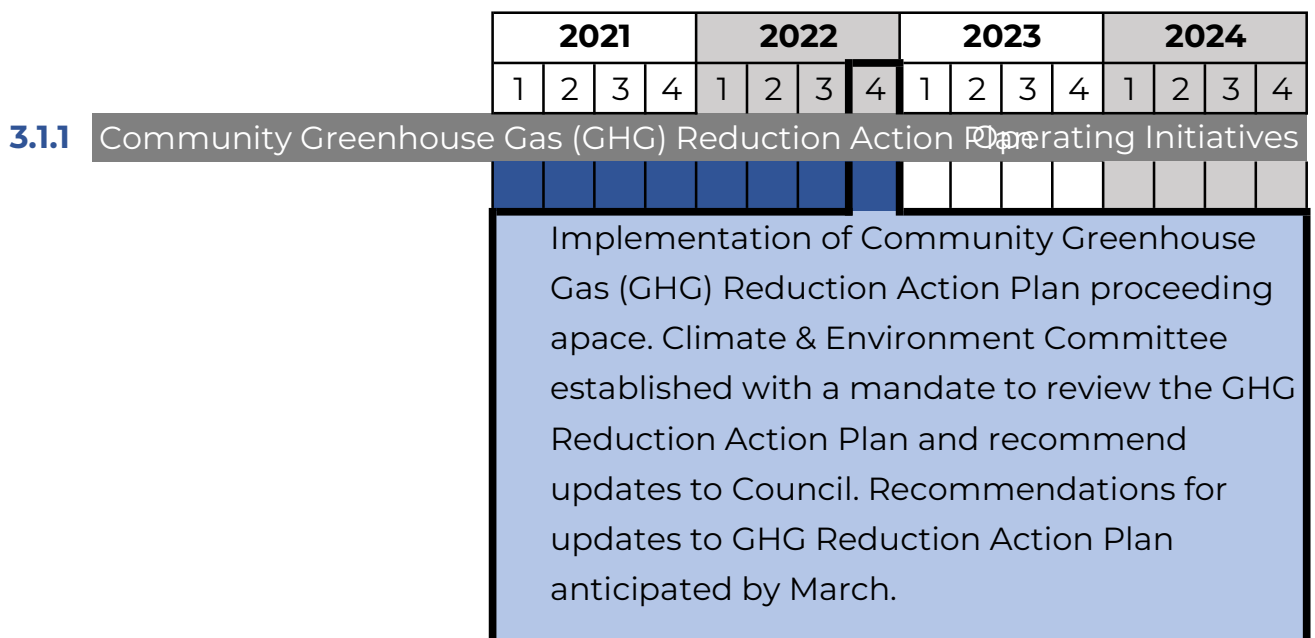
## Equitable & Inclusive Growth











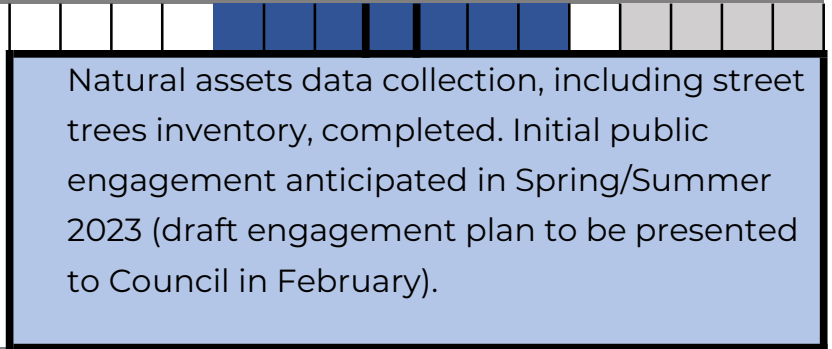


## Environmental Leadership



3.1.2	Expand home heating program	Operating Initiative
 <p data-bbox="617 241 1435 394">Joint proposal - Berwick, Antigonish and Mahone Bay - submitted to FCM for review and expansion of HOME Program.</p>		
3.1.3	Expand electric vehicle charging infrastructure	Capital Projects
 <p data-bbox="617 493 1435 703">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</p>		
3.1.4	Invest in renewables (e.g., community solar garden)	Capital Project
 <p data-bbox="617 802 1435 1102">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.</p>		
3.1.5	Support regional initiatives that contribute GHG reduction	
 <p data-bbox="617 1201 1435 1591">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).</p>		
3.2.1	Develop and implement policies / by-laws supporting adaptation measures	
		
3.2.2	Invest in infrastructure (shoreline and stormwater management)	
		

**3.3.1** Urban Forest Management Plan (including parks) Operating Initiative



**3.3.2** Invest in infrastructure (straight pipes) and land acquisition Capital Projects

Project 1



Project 2

**3.3.3** Encourage recognition of the value of natural assets Operating Initiatives

