

You Belong *Here!*



MUNICIPALITY OF THE DISTRICT OF GUYSBOROUGH

STRATEGIC PLAN

2023
2028

Message from the Council

Our new Strategic Plan will guide our municipality for years to come and will position us to become a more modern and effective government. It lays the foundation for achieving an inspiring vision, and will shape decision-making and action. Like any good strategic plan, it's flexible, and as such, it will be a working document that we can adjust to fit the internal and external environment that we live in. The Strategic Plan identifies five over-arching goals and nineteen strategic objectives, each with key actions to be implemented. They reflect organizational priorities, and are built on a foundation of public input gathered in recent years from multiple MODG initiatives. The goals and associated objectives and actions are listed in no particular order as all are equally important. Staff will be developing and carrying out their work based on the goals/objectives/actions/strategies contained in this document. Council will be regularly interacting with staff to ensure that we achieve as much success as possible in implementing this Plan. Our Council is committed to build on the *quality of life* opportunities that are available for the residents of our community. MODG is the best place to live in the country and we will work tirelessly to ensure that we build a sustainable future for our generation and generations to come. A sense of belonging isn't just something we talk about here in MODG—it's statistically proven! The 2019 NS Quality of Life Survey found that more than six in ten residents of Guysborough (62.9%) report having a strong sense of belonging in their community—the highest rate in the province. We are here to work with you and for you and welcome your input on any issue at any time.

- Council of the Municipality of the District of Guysborough



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Introduction

“10 years from now, we want to have the opportunities available which enable our young people to have the option to stay, be trained, and work in the areas they want”

- MODG Councillor
Strategic Planning Session 2017

The Municipality of the District of Guysborough’s (MODG) 2023-2028 Strategic Plan provides a framework to organize and align the municipality’s activities with a clear focus for the future. This Plan is firmly grounded in the spirit of MODG’s mission, values and vision for the community.

This Plan is meant to be a living document which remains flexible and relevant through annual reviews and modifications made as new realities emerge. It provides five broadly defined, long-term, strategic goals which extend beyond the five-year strategic plan period and which guide all actions of MODG. These long-term goals serve as themes which align with MODG’s vision and provide focus for the next five years. Corresponding objectives define the intent, direction and behaviour of MODG and guide the Council’s policies throughout its term. The Plan provides a high-level monitoring and reporting framework without getting into the finer details which fall to management for implementation.

MODG’s Strategic Plan establishes a new focus for the future and a set of realistic and achievable goals in pursuit of improved quality of life for its citizenry. With its adoption, the Council is the ultimate authority responsible for ensuring the Plan is acted upon. The Chief Administrative Officer is responsible for its implementation, and delegating applicable responsibilities to staff.

Core Services

The Strategic Goals and Objectives associated with this Plan are in addition to core services provided by the Municipality. However, the day-to-day work and responsibilities of core services are also integral to advancing these Goals and Objectives. Those core services include:



General Administration

including management of MODG, corporate governance, access to information, forms, service requests, residential and commercial tax accounts



Economic Development

including facilitation, support and promotion of business opportunities



Public Works

including operations and maintenance of existing infrastructure; capital projects



Environmental Services

including wastewater collection and treatment, solid waste collection and disposal



Land-Use Planning

including planning, property development and building inspection services



Recreation Services

services and programming, facility management, including maintenance of parks and trails



Protective Services

including fire, police, emergency measures, bylaw enforcement, building inspections and permits



Long-Term Strategic Goals



PEOPLE

A wide diversity of individuals and families who live in, work and visit MODG creates a culture that fosters inclusiveness, where we all have a deep sense of belonging and where we all embrace difference as a source of strength



WELLNESS

An environment that prioritizes physical health, mental health and overall wellness as a foundation for lifelong success and happiness.



PROSPERITY

Targeted and proactive economic development activities result in conditions that sustain a healthy, diverse and resilient local economy



INFRASTRUCTURE

Effective planning and innovative management provide for civil infrastructure that supports growth and a high quality of life for residents



ENVIRONMENT

Responsible protection and enhancement of MODG's natural advantages ensure a remarkable natural setting for future generations

The Guysborough Point of View

MODG is a rural community of approximately 4,585 people occupying the eastern half of Guysborough County in Nova Scotia, Canada. MODG's land mass of 211,682 hectares, or 2,117 square kilometres, includes over 400 kilometres of coastline and 38,180 hectares (18%) of protected land or land under special designation with the province. The vast land area and small pockets of population scattered along the coast and main transportation thoroughways makes the equitable distribution of services a considerable challenge for the municipality. The community boasts a pristine environment which includes natural ecosystems and habitats, wetlands, parks, trails and open spaces, air quality, wildlife, and beaches. MODG has a great tourism product offering and is working hard to discover its untapped potential, particularly relating to experiential-tourism.

In common with many Atlantic Canadian municipalities, MODG is experiencing a declining and aging population. The decline of traditional industries, an urbanization trend, and national and provincial economies experiencing slow or stagnant growth are contributing to an out-migration of youth predominantly in search of employment and educational opportunities. The loss of people and aging of MODG's population is our number one challenge, as a shrinking labour pool and competing generational investment priorities provide a challenge to the sustainability of provision of services.

MODG has many strengths which it will utilize and build on to capitalize on opportunities and achieve its vision. A corporate approach to revenue generation has resulted in diversified revenue streams which enable the municipality to deliver services, and maintain facilities and infrastructure well beyond levels that tax revenues alone could support. Maintaining this unique diversified revenue base in light of maturing and/or expiring sources of revenue is a key strategic element for the municipality. This, and the loss of the community's youth, has made economic development a prominent strategic area of focus.

MODG has identified the Shiretown of Guysborough as the primary growth centre for the municipality and is proactively working to improve the economic environment for its citizens, businesses and visitors. MODG is actively working to improve the business environment and to make quality information easily accessible and usable for potential investors.

MODG has many long-serving councilors and employees which has resulted in strong relationships, a culture of collaboration and a large bank of residual/organizational knowledge. The municipality believes that progressive leadership, a focus on community and service delivery excellence, and willingness to think outside the box are foundational to its organizational culture and key to the future prosperity of its citizens.



STRATEGIC PLAN FOUNDATION



Vision

Rich in natural advantages and sustainable economic opportunity,
MODG is the standard for effective rural rejuvenation

Mission

To provide progressive leadership and high-quality municipal services
in promotion of healthy living, environmental responsibility and
sustainable economic prosperity

Corporate Values

Progressive leadership	We aspire to set examples that others will choose to follow
Respect	We value one another's position and treat everyone with courtesy, dignity, and fairness
Collaboration	We believe in the power of team. We succeed, learn and work together to achieve our vision
Community	Focused on livability, health and social well-being of our residents
Excellence	Responsible planning and management of resources ensure safe, reliable and affordable services for our community
Integrity	Modeling a culture of truthfulness, sincerity, transparency, and fairness

PEOPLE

LONG-TERM GOAL:

A wide diversity of individuals and families who live in, work and visit MODG creates a culture that fosters inclusiveness, where we all have a deep sense of belonging and where we all embrace difference as a source of strength

The people of MODG are a welcoming and caring population whose willingness to help each other is unrivalled and a considerable strength of the municipality. However, demographics is likely the number one risk to MODG's continued prosperity.

Moving forward, MODG will work to foster a community where individuals, groups and regions have a collective sense of belonging and the capacity to participate in the municipality's social, political, economic and cultural life.

MODG will continually work to ensure its residents and communities feel safe and secure, and have access to an adequate standard of living.



Strategic Objective #1

Equity, Diversity and Inclusion

The MODG is committed to supporting equity, diversity and inclusion of all people, and to establishing equal opportunities in employment by:

- 1.1 Striving to achieve suitable representation of designated and underrepresented groups, in MODG's workplace, through Elected District Representation, activities and services
- 1.2 Being committed to operating with effective, respectful and inclusive communication
- 1.3 Fostering a greater understanding and awareness of diversity, equity and inclusion matters
- 1.4 Seeking opportunities to educate and celebrate the diverse social, cultural and traditional elements that make up our Municipality

Strategic Objective #2

Increase Resident Satisfaction

Ensure that residents remain the primary point of focus throughout all municipal dealings and advance MODG as a livable, healthy and sustainable municipality by:

- 2.1 Providing citizens with competitive, rational and an affordable level of taxation
- 2.2 Ensuring MODG remains a financially sustainable corporate entity
- 2.3 Developing long-term financial planning through development of an Investment Policy and Long-Term Financial Guidance Strategy
- 2.4 Providing timely, effective and responsive administrative and planning services to residents
- 2.5 Ensuring residents remain safe and secure through continual improvement and effective delivery of emergency management and fire protection services
- 2.6 Ensuring resident satisfaction with reliable environmental service delivery
- 2.7 Continuing to provide all inclusive recreational programming and services
- 2.7 Ensuring decisions on governance and operations are made in the best interests of residents affected
- 2.8 Ensuring MODG is prepared to protect resident quality of life in the event of possible dissolutions of other municipal entities
- 2.9 Improving how MODG communicates with residents and delivers services
 - 2.9.1 Improving services through greater use of technology and data
 - 2.9.2 Accelerating digital delivery of services

Strategic Objective #3

Continue to Invest in Recreational Programming

Contribute to a healthy and active community through investment and effective delivery of recreational programming throughout MODG by:

- 3.1 Implementing specific goals in the *Municipal Physical Activity Plan*
- 3.2 Maintaining financial capital assistance to non-profit organizations when they meet municipal requirements on an ongoing basis
- 3.3 Developing and/or maintaining strategic relationships with indoor and outdoor recreation-based entities (e.g. trails, non-profits, etc.) to advance the recreational offering in MODG
- 3.4 Conducting an internal review of existing recreational programs, engaging specific user groups (e.g. youth, seniors, families, etc.), and identifying high-performing programs, gaps in the current stock of programs, and weaknesses or opportunities to improve recreational program delivery
- 3.5 Delivering effective communication of recreational activities, events, and facility operations
- 3.6 Promoting and supporting the development of a Parks & Recreation Master Plan
- 3.7 Promoting and supporting programs and initiatives that prioritize overall wellness as a foundation for lifelong success creating healthy communities where residents are active, connected and feel they *belong*.

Strategic Objective #4

Improve Resident Attraction and Retention

Strategically work to attract and retain young families, create student employment opportunities, and find ways to get active seniors to become engaged and stay engaged within the community by:

- 4.1 Engaging with new residents to build a strong, evidence-based understanding, of why they chose to live in MODG and what criteria were central to their decision-making process
- 4.2 Engaging with educational institutions and local employers (e.g. health care providers, private sector, non-profit and community based organizations) to advance the understanding of MODG's labour force needs and to facilitate the increased communication and linkages between the education and business communities
- 4.3 Conducting best practice research in innovative methods of resident attraction and identifying possible benefits MODG could provide to increase the value proposition to prospective residents
- 4.4 Promoting MODG as a safe connected community with a high level of services targeting people who seek to abandon urban high cost/high crime areas and who can work from home
- 4.5 Working to become an immigrant ready community

Strategic Objective #4 Continued

Improve Resident Attraction and Retention

- 4.6 Engaging in the preparation and execution of targeted marketing and communications materials:
 - 4.6.1 Families – stressing the low cost of land and housing, clean environment, safety and security, and strong recreational and municipal service offering
 - 4.6.2 Youth – with a goal of building pride and a sense of belonging to the community teaching them that they don't have to leave to be successful
 - 4.6.3 Retirees/Repatriates – stressing the low cost of land and living, pristine environment, coastal living, access to health and other related amenities
 - 4.6.4 Skilled labour – to attract and retain skilled people to match labour needs of economic development initiatives
 - 4.6.5 Develop a dedicated welcome package targeted at new residents
- 4.7 Encouraging and promoting the benefits of volunteering within the community and publicly recognizing volunteers for their contribution
- 4.8 Advocating for increased funding from federal and provincial governments to increase the availability of housing that meets the community needs
- 4.9 Permitting a variety of housing types through land use planning
- 4.10 Supporting the development of affordable residential building lots (ie: Cutler's Brook Estate Subdivision)
- 4.11 Bringing greater focus to the Nova Scotia Quality of Life (NSQOL) Data demonstrating the "MODG is The Best Place to Live In Canada"
- 4.12 Further building upon our relationship with Engage Nova Scotia

WELLNESS

LONG-TERM GOAL:

*An environment that prioritizes physical health, mental health and overall **wellness** as a foundation for lifelong success and happiness.*

MODG will work to foster and support environments and active lifestyles that promote and protect the health and wellness of all residents, increasing the social and health equity of our communities.

MODG will continue to support programs and initiatives that work towards securing the future provision of healthcare services in our communities.



Strategic Objective #5

Thriving Healthy Communities

Ensure MODG is a safe and supportive municipality where people are active, healthy and have a high quality of life by:

- 5.1 Developing an accessibility plan for MODG
- 5.2 Providing opportunities for participation that fosters healthy lifestyles & individual, family, and community wellness
- 5.3 Continuing to partner with Eastern Memorial and Guysborough Memorial Hospital Foundations to support doctor/nurse recruitment efforts
- 5.4 Promoting and supporting MODG's Healthy Eating Policy
- 5.5 Enhancing community well-being through direct recreational service and program delivery

Strategic Objective #6

Improve Employee Workplace, Individual and Personal Life Health & Wellness

MODG will promote a culture of health and wellness in the workplace by:

- 6.1 Recognizing that health and wellness in the workplace is a shared responsibility among individuals and leadership
- 6.2 Promoting and supporting the 4-Day Work Week
- 6.3 Maintaining an up to date Occupational Health and Safety Policy
- 6.4 Maintaining a competitive and comprehensive employee benefits package
- 6.5 Promoting and supporting a positive and desirable work/life balance that continues to offer an Employee & Family Assistance Program

PROSPERITY

LONG-TERM GOAL:

Targeted and proactive economic development activities result in conditions that sustain a healthy, diverse and resilient local economy

Employment opportunities are urgently needed to combat a declining and aging population and to ensure the health and prosperity of MODG.

The District welcomes and encourages commercial and industrial development of all types and has developed land use plans that clearly define the potential and the requirements for commercial, industrial and all other land use developments.

MODG's corporate approach and proactive development of large-scale industrial projects has led to the financial viability of the facilities, programs and services that are in place, and which would not be possible from resident and corporate tax revenue alone. Progressive and proactive development of current opportunities, as well as support for entrepreneurship, and targeted business sectors were communicated as critical to the community and the way of life that its residents currently enjoy.



Strategic Objective #7

Proactively Pursue High Profile Economic Development Opportunities

Maximize the benefits from current economic drivers and development opportunities by:

- 7.1 Leveraging existing economic development projects/opportunities to improve the economic conditions in MODG
 - 7.1.1 Increasing revenues generated from Sable Wind and other development opportunities related to renewable energy
 - 7.1.2 Maintaining work on existing projects (e.g. Natural Gas/LNG, Melford Atlantic Gateway, MLS, Signal Gold and Strait of Canso)
- 7.2 Proactively pursuing and reducing barriers to facilitate the establishment of new economic generators (Canso Spaceport, Blackpoint Quarry, Goldboro Gold Mining, Onshore/Offshore Wind, and others as they are identified)
- 7.3 Making it clear that aggressive pursuit of major opportunities is not optional; it is the critical component for making MODG sustainable as a livable, healthy and sustainable rural municipality
 - 7.3.1 Celebrating the success of this approach as soon as results are achieved by demonstrating how new jobs contribute to the fiscal and ultimately the actual success of the community.
- 7.4 Focusing on assuring that companies investing in our communities are good corporate citizens. An example of this is through the negotiation of Community Benefits Agreements with developers.
- 7.5 Working with potential developers to bring sound investment, development and employment opportunities to MODG
- 7.6 Continuing work to retain and attract provincial and/or federal offices or services to MODG

Strategic Objective #8

Foster and Encourage a Business-Friendly Environment

Show that MODG encourages entrepreneurship and welcomes small business as well as major industry by:

- 8.1 Ensuring a competitive commercial tax rate
- 8.2 Supporting programs and policies that promote cost-competitiveness for business
- 8.3 Providing marketing and communications support for small to medium-sized businesses when appropriate
 - 8.3.1 Celebrating local business achievements and encouraging their input to economic expansion for the area
- 8.4 Continuing to position and develop the Shiretown of Guysborough as the hub for residential and commercial service sector development
 - 8.4.1 Developing a vision and strategy for development, capitalizing on the waterfront
- 8.5 Working closely with potential developers to bring sound investment, development and work opportunities to MODG

Strategic Objective #9

Provide Business Supports

Invest municipal human and financial resources to continue to support the Guysborough District Business Partnership by:

- 9.1 Continuing to fund a not-for-profit organization that is directly responsible for local small business development and tourism initiatives
- 9.2 Providing resources and develop frameworks and programs to foster the business ideas and goals of entrepreneurs
- 9.3 Providing support for existing businesses and promote development of this sector as a major source of employment in MODG
- 9.4 Developing closer working relationships with agencies from all levels of government working in the area of rural business & tourism development
- 9.5 Promoting improvements to infrastructure to encourage new business start-ups in MODG

Strategic Objective #10

Grow Tourism and Maximize the Value of the Sector to MODG's Economy

Utilize MODG's natural advantages, strong sense of belonging and the GDBP resource to align tourism product and marketing efforts with the Province to leverage strategic partnerships and maximize the value of the sector to our local economy by:

- 10.1 Developing, maintaining, and/or strengthening key external relationships to align development efforts, leverage investment dollars, and build the profile of Guysborough as a destination
 - 10.1.1 Continuing to assist local operators to participate in this activity and encouraging them to take the lead
- 10.2 Marketing MODG's tourism offering
 - 10.2.1 Maintaining and ensuring the continued relevancy of www.visitguysborough.ca
 - 10.2.2 Promoting MODG as a place to live, raise families, grow business and enjoy retirement.....*You Belong Here!*
 - 10.2.3 Promoting MODG as an "Emerging Destination" in support of NS reaching their ambitious tourism growth targets
 - 10.2.4 Positioning the Maritime Launch Services Spaceport as a potential tourism flag ship product
 - 10.2.4.1 Leveraging relationships and working to ensure this unique product is featured in provincial-level tourism "trail" or product packaging development
 - 10.2.5 Promoting MODG's tourism industry in conjunction with the GDBP at tradeshow (e.g. Saltscapes) and conferences when appropriate
 - 10.2.6 Implementing and promoting the Community Enhancement Plan for Canso including Commercial Cable
- 10.3 Supporting tourism-related events and festivals with strong potential for incremental growth
 - 10.3.1 Continue to support signature special events such as the Stan Rogers Folk Festival and other events to expand media coverage for the area and tapping potential for pre-event, post-event and repeat visitation
- 10.4 Encouraging private-sector product development which aligns with provincial-level product development efforts
- 10.5 Encouraging/facilitating private-sector accommodation development and improvements
 - 10.5.1 Encouraging customer service training among current and potential operators with a view to expanding MODG's inventory of customer friendly accommodation, including potential Airbnb hosts
- 10.6 Continuing to invest in improved way signage and directional signage
- 10.7 Supporting the work of Tourism Guysborough County and forming partnerships where appropriate

Strategic Objective #11

Proactive Labour Supply Development

Work to ensure labour supply is available to support economic development activities by:

- 11.1 Researching and identifying joint-venture training programs with industry
- 11.2 Ensuring labour force training is available and utilized to support economic development initiatives
- 11.3 Linking municipal-contracted construction and repair work with creation and support of local youth employment when appropriate
- 11.4 Becoming an immigration-ready community and develop strategies to attract immigrants to the area

Strategic Objective #12

Effective Marketing Communications

Ensure marketing and communications support the prosperity of MODG and its citizenry by:

- 12.1 Ensuring a consistent approach, focused on single-minded positioning and branding, is used to cement the reputation of MODG for thinking and acting outside the box. This should be applied to communications targeting all relevant audiences, including: residents; businesses, tourists, potential investors, and government partners
- 12.2 Promoting MODG's 150th anniversary of incorporation "MODG 150" in 2029 with planning to commence by no later than 2027.

INFRASTRUCTURE

LONG-TERM GOAL:

Effective planning and innovative management provide for civil infrastructure that supports growth and a high quality of life for residents

A core function of any municipality is to provide basic infrastructure. Road maintenance, underground pipes, and water and wastewater treatment facilities are some of the most important, most expensive, and yet, least exciting items in a municipal budget. Existing infrastructure requires ongoing investment and servicing, while new infrastructure is needed to support growth.

MODG is committed to advancing infrastructure to support new opportunities while balancing economic and environmental factors in management and decision making.



Strategic Objective #13

Expand Infrastructure

Increase public satisfaction through the effective management and expansion of civil infrastructure by:

- 13.1 Increasing and updating current municipal infrastructure in communities throughout MODG where appropriate
- 13.2 Supporting existing health care facilities (e.g. Guysborough Memorial Hospital, Milford Haven Home for Special Care, Canso Seaside Manor, and Eastern Memorial Hospital)
- 13.3 Continuing to invest in existing community infrastructure and support new MODG owned/operated infrastructure through a detailed review process
- 13.4 Completing and maintaining an Asset Management Plan and Program for MODG

Strategic Objective #14

Lobbying and Partnership Building for Improved Infrastructure

Improve MODG's infrastructure through effective lobbying and partnership building by:

- 14.1 Increasing advocacy efforts for improved infrastructure requirements
 - 14.1.1 Lobbying the provincial government to ensure continual road improvements
 - 14.1.2 Continuing to lobby representatives of key infrastructure providers (e.g. utility and telecommunication providers) for improvements to services
 - 14.1.3 Advocating the provincial government to meet the "Internet for Nova Scotia Initiative" and provide high-speed internet access to 99.9% of Nova Scotians by end of 2023
 - 14.1.4 Advocating the provincial government to provide reliable cellular coverage throughout the entire Municipality
- 14.2 Fostering strategic relationships with Provincial and Federal representatives to improve MODG's ability to leverage funding opportunities for the development and renewal of infrastructure through federal or provincial programs

Strategic Objective #15

Continue to Invest in Recreational Facilities

Increase the health and satisfaction of residents through recreational facilities by:

- 15.1 Providing year-round sport and recreation opportunities at the Chedabucto Lifestyle Complex; and, seasonal activities at the Canso Area Arena or other community facilities as appropriate
- 15.2 Ensuring the management of existing recreational facilities embraces a proactive and sustainable approach
- 15.3 Increasing municipal recreational infrastructure

Strategic Action #16

Effective Management of MODG Land and Infrastructure

Improve land-use plans and development opportunities by:

- 16.1 Strengthening the capability and capacity within MODG to manage all the municipality's assets so that they are affordable, dependable and sustainable in the long-term
- 16.2 Continuing to reduce the number of un-titled properties through the land migration program
- 16.3 Continuing to catalogue and make use of MODG land holdings
- 16.4 Working closely with the Department of Natural Resources to explore development opportunities for pockets of Crown Land within MODG

ENVIRONMENT

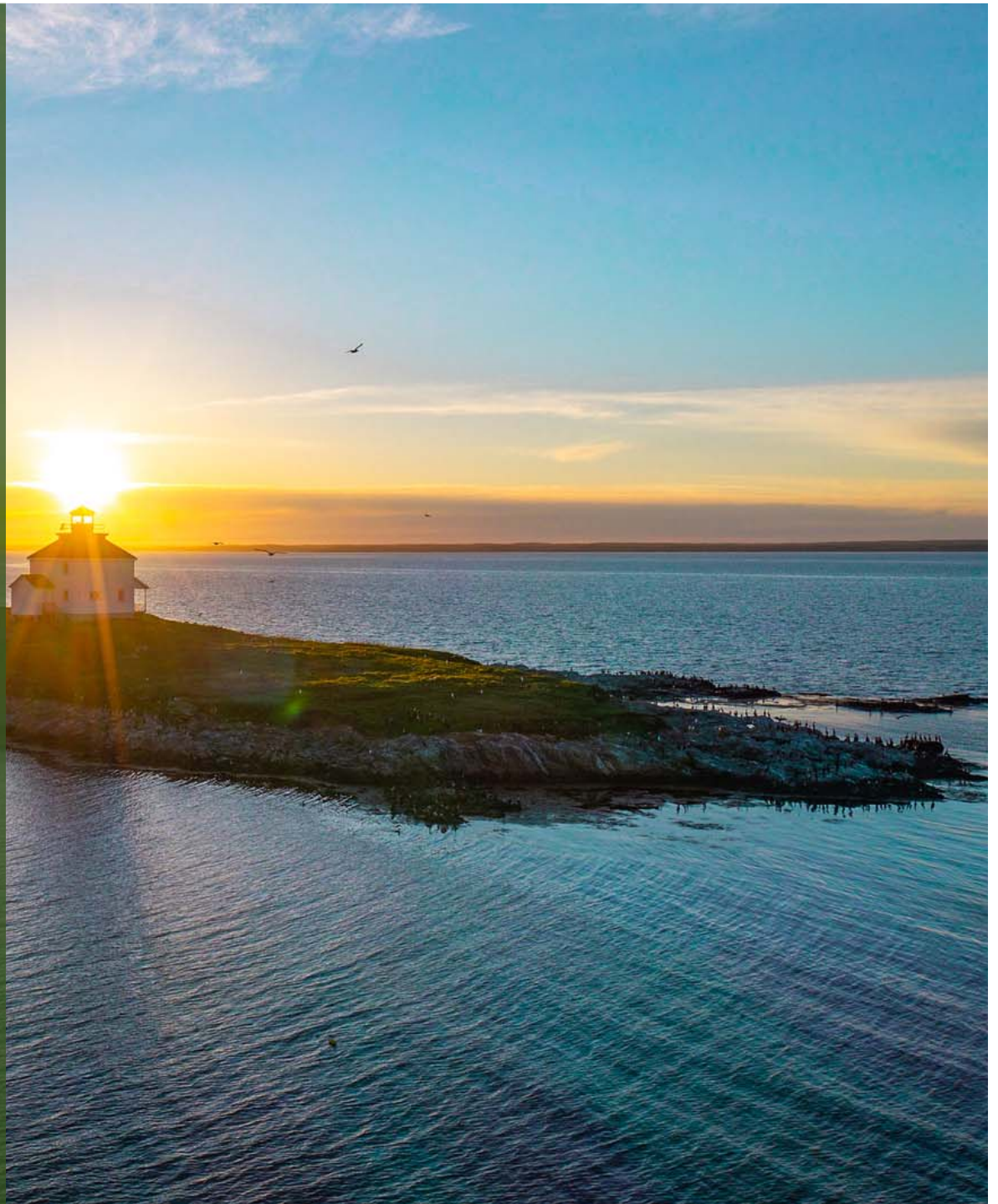
LONG-TERM GOAL:

Responsible protection and enhancement of MODG's natural advantages ensure a remarkable natural setting for future generations

The environment is central to sustainability; our society, culture and economy exist in, and are supported by, the natural environment.

MODG's natural advantages include natural ecosystems and habitats, wetlands, parks, trails and open spaces, air quality, wildlife and beaches.

The People of MODG have a rich history and connection to the environment. There is a real desire to treat MODG's environment with respect, while at the same time build an economy-based on 21st century innovation and "green" technology. A healthy environment is foundational to a healthy society and MODG's commitment to sustainability is motivated by respect for the natural world, rather than fear of the future.



Strategic Objective #17

Invest in the Environmental Sustainability of MODG

Ensure the long-term environmental sustainability of MODG through strategic investment by:

- 17.1 Expanding electric vehicle charging infrastructure
- 17.2 Replacing the vehicle fleet with EV's when appropriate and practical
- 17.3 Supporting renewable energy and "green" projects through land use planning measures
- 17.4 Improving and expanding MODG water/wastewater infrastructure and maximizing use based on capacity
- 17.5 Reducing greenhouse gases by implementing recommendations from the *Municipal Climate Change Action Plan* and by implementing more "green" practices and investing in municipal buildings and facilities to ensure they achieve high-standards for energy efficiency.
- 17.7 Developing the Solar P.V. Project for municipal buildings.

Strategic Objective #18

Promote Environmental Sustainability within MODG

Build awareness of the importance of environmental sustainable practices within our community by:

- 18.1 Promoting active transportation and implementing the MODG *Active Transportation Strategy*
- 18.2 Expanding support for resident and business-driven initiatives that encourage waste reduction and other environmentally friendly behaviours (e.g. rain barrel program)
- 18.3 Taking advantage of existing municipal communication vehicles to educate the public on environmentally sustainable practices

Strategic Objective #19

Engage in Environmental Sustainability Planning

Implement policies, initiatives and practices which advance MODG as an environmentally sustainable community by:

- 19.1 Mitigating environmental risk to built infrastructure in the context of climate change
- 19.2 Ensuring that development is accompanied by responsible environmental management and that MODG is seen to provide leadership on this issue
- 19.3 Ensuring solid waste management collection and disposal are reviewed and improved on a continual basis
- 19.4 Ensuring policies, practices and initiatives are vetted through an "environmental lens" before being fully implemented

Implementation

This Strategic Plan is an important part of the holistic approach to resource allocation, designed to ensure that over time, public funds, in the trust of MODG, are invested in a manner consistent with, and supportive of, the strategic plan and its directions. The Plan is a valuable tool which will be used to inform municipal decision making. The work of staff will build from, and reflect, the priorities set out in this plan. Progress will be reviewed annually by Council and senior municipal staff beginning in 2023. The review will include analyzing the strategies and objectives within this Plan to ensure they are still valid and continue to support the vision, mission and values of MODG. A full review with public consultation will be scheduled in 2028.

The Chief Administrative Officer (CAO) will oversee the implementation of the strategic objectives laid out in this plan. The CAO will assign responsibility to senior staff to lead the implementation of specific items, including facilitating coordination and collaboration among municipal divisions when required. Staff will update Council and the public through their regular monthly departmental reports that are presented to *Committee of the Whole* meetings. Council will update the public on an ongoing basis using various forms of municipal communications.