

TOWN OF MULGRAVE

FINAL DRAFT



INTEGRATED COMMUNITY SUSTAINABILITY PLAN

2009

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Venus Cove Park

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Mayor's Message

The ICSP is a timely and valuable tool for directing the Town of Mulgrave toward becoming a healthier, cleaner and more sustainable place in which to live. With the ground work in place, keeping the ICSP alive will be an ongoing community process as new opportunities and challenges emerge in the changing global economy and our at-risk natural world.

Mulgrave Council members invite all town residents to become actively involved in putting the ICSP into practice. If sustainability principles become ingrained in our planning processes, and if future infrastructure development contributes to a more sustainable future, then all Mulgrave residents will share in and benefit from the local successes that flow from the ICSP process. In addition, we encourage partnerships with surrounding communities and other levels of government.

Sincere thanks go to Graham Fisher of Service Nova Scotia and Municipal Relations, the Steering Committee for the Mulgrave ICSP, Nova Dynamics Consulting Engineers and our dedicated Sustainability Coordinator, Kim Lewis, for all their efforts in creating a more sustainable corner of the world.



Mayor Marney Simmons

Background and Purpose of the Integrated Community Sustainability Plan - ICSP

The federal government has committed to transfer funds equivalent to a portion of the federal excise tax on gasoline to municipalities. In September 2005, the federal government and Nova Scotia entered into an agreement which set out the terms and conditions of the program. In turn, Service Nova Scotia and Municipal Relations signed Municipal Funding Agreements (MFA) with individual municipalities that define the terms and conditions under which the federal funding flows to municipalities. As a requirement for funding, municipalities are expected to prepare and submit Integrated Community Sustainability Plans by 2010. The Plan contains targets and indicators used to measure and evaluate the ability of a municipality to meet its ICSP goals, as well as the objectives of cleaner air, cleaner water, and reduced greenhouse gas emissions as outlined in the MFA.

The concept is for the ICSP to be an innovative planning document for a community. The ICSP recognizes the interconnected dimensions of environmental, social, cultural, and economic development within a community and focuses on integrating these aspects to achieve 20 to 30 years (and beyond) vision for the community. ICSP aims to empower communities to address their current and future needs by embedding their infrastructure requirements within these broader strategies.

How the plan was developed for Mulgrave

In March of 2008 the Town of Mulgrave initiated the process to facilitate the preparation of its plan. A Steering Committee was formed, comprised of representatives of the business community, town council, and the residential sector. In June, 2008 a Sustainability Coordinator was hired to pull all the aspects of the plan together, under the guidance of the committee and Town Council. The planning process consists of five stages:

1. Developing a vision statement.
2. Identifying the main issues for the town.
3. Setting strategic goals to address these issues; 4. Prioritizing the strategies and actions to be taken to implement change.
5. Aligning projects with strategic goals.

The Town's existing planning documents were reviewed and noted where changes and updates were required to proceed with an integrated plan. Committee members met one day a month, with the coordinator, to review and revise each stage of the plan. Pages were added to the Town's website to inform residents of the plan and its progress, view committee meeting minutes, and offer information, and news on sustainability issues.

Community Profile

The Town of Mulgrave is located in northern Nova Scotia and is situated along the province's scenic trailway known as Marine Drive. This coastline route takes travelers through quaint historic villages and breathtaking seascapes. In area, the town consists of 17.81 sq. km with 6.18 kms of coastline. Once a community whose economic mainstay included the marine and fishery industries; today Mulgrave relies largely on commercial and heavy industrial sectors for revenue. With a population of approximately 879, in 2008, this small Town is rich in heritage and pride that is reflected in the strength of the Town's community spirit, and in its commitment to maintaining a vibrant and healthy environment. Community facilities such as a public library, a state-of-the-art school, outdoor swimming pool, tennis courts, playgrounds, parks, a volunteer fire department, seniors club, museum, medical centre, and marina are a few, of the many essential, social, and cultural services available today. Visitors looking to research their family tree can begin their inquiry at any of the three local churches or at the Mulgrave Library. Each July, since 1981, Mulgrave holds a community celebration called "The Scotia Days Festival". The festival offers activities and entertainment for the whole family.



The Town's crest depicts the Scotia Ferry that once linked the mainland to Cape Breton Island

History

The Town of Mulgrave was first settled in 1800 by British Loyalists fleeing the American Revolution. Mulgrave was at that time known as McNair's Cove and became a part of the lumber trade with the Britain. When the lumber trade ended in 1818, the fishing industry began to take hold, and by 1830 it was the major source of employment for residents. Ferry services were established in Mulgrave in 1833, carrying passengers from Mulgrave to Port Hawkesbury. This service provided rail and road gateways for traffic from mainland Nova Scotia and the rest of Canada to Cape Breton and Newfoundland. Steam ferries were introduced to the area in 1863, boosting the amount of traffic ferried in a day. In 1870, all trade agreements in the fishing industry were cancelled to protect the American fish market, and the fishing industry collapsed. By 1880 there was an economic depression and over one third of the population had migrated to the New England states in search of employment.

By the 1900's the economy was in a state of improvement as the government railway was hiring local people, a new lobster factory was built, and a new rail ferry had arrived

in the area. The railroad industry was now the industry of the times, and Mulgrave was quickly becoming a bustling terminal, equipped with freight sheds, marshalling yards, and all the necessary auxiliary services of an efficient railway centre. By 1915, Mulgrave was considered a prosperous town and in 1923, the town became incorporated.

Mulgrave's prosperity grew from the late 1920's until the early 1950's. However, with the opening of the Canso Causeway in 1955, the ferry services between Mulgrave and Port Hawkesbury were no longer needed. This loss in traffic through Mulgrave resulted in another economic depression for the town, but the residents remained optimistic about their future. This optimism continues today.

History of Mulgrave's Incorporation

In 1907, the citizens of Mulgrave held a meeting to pass a motion in favour of incorporation. They felt that the economic times in Mulgrave demanded better and more adequate services than what the Guysborough Administration was providing.

After a few false starts and protests from a couple of citizens that felt Mulgrave was too few in numbers to survive on its own, a vote was finally held on November 5, 1923. Of the 148 voters, 121 were in favour of incorporating the town and 26 were opposed; there was one spoiled ballot. On December 1, 1923, Mulgrave was officially incorporated as an independent body, and the first town council sat on January 15, 1924.

Town Council and Administration

The Town of Mulgrave is a Corporation that was established under the authority of the Town's Act. Repealed in 1989, the Town's Act was replaced by the Municipal Act which now establishes the framework for the legal operation of the Municipality. The statute, itself, does not specify procedure for the conduct of municipal council meetings rather, the councils are empowered to adopt, through the by-laws, their own procedure. Mulgrave Town Council operates its daily business using the Chief Administrative Officer (CAO) form of management. The Municipal Government Act establishes the Council and Chief Administrative Office relationship. The Chief Administration Office is responsible to the Council for proper administration of the affairs of the municipality in accordance with the by-laws of the municipality and the policies adopted by the Council. The Council shall communicate with the employees of the municipality solely through

the CAO, except that the Council may communicate with the employees of the municipality to obtain or provide information.

Currently, there are three divisions within the Town. They include Administrative Services (General Government Accounting); Protective Services (Police, Fire and EMO Services); Public Works; and Parks and Recreation. The Chief Accounting Officer is also the Deputy CAO and acts in the absence of CAO.

The Town Council, through appointments, participated in other Boards, Commissions, and societies, for which there is a public interest and /or there is a commitment of public funds to their operations. Examples include, ICSP Steering Committee, Source Water Protection Plan Committee.

Vision Statement

“Come be a part of our family”

The Town of Mulgrave aspires to be an attractive place to live, is supportive of family

values, and the social needs of people from all age groups and income levels.

Changes to our environment will not compromise resident's access to clean air, safe water, or the beauty of our abundant natural resources.

The Town's economic potential will be fulfilled through the utilization of our existing infrastructure and the engagement of new enterprise in a responsible and sustainable manner.

Culturally, the Town aims to facilitate collaboration among people, demonstrate collective responsibility for the well-being of the community, and celebrate the unique spirit and rich heritage of this great small town.

Capacity Building/Training Education Opportunities	Type	Does this job exist in the community? Yes/No	Training/Education needed? Yes/No	Is training available in the community? Yes/No
Municipal Administrative Positions	Mayor	Yes	Yes	Yes
	CAO	Yes	Yes	Yes/No
	Finance -Officer	Yes	Yes	Yes/No
	Clerical	Yes	Yes	No
Education	Principal	Yes	Yes	No
	Teachers	Yes	Yes	No
	Teacher's -Aides	Yes	Yes	Yes
Health	Doctor	No	Yes	No
	Nurse	Yes	Yes	No
	Pharmacist	No	No	No
	Dentist	No	Yes	No
	Ambulance	No	Yes	No
	Other			
Transportation/ Utilities	Bus	Yes	Yes	Yes/No
	Taxi	No	Yes	Yes
Justice	Courts	No	No	No
Safety	Police	No	Yes	No
	Fire	Yes	Yes	Yes
	Search and Rescue	Yes	Yes	Yes
	EMO	Yes	Yes	No

Capital Project Infrastructure Inventory and Assessment

Capital Project/Infrastructure	Do you have it? Yes/No	What is the condition? Good/Average/Poor	Is there enough? Yes/No	Do you need it? Yes/No
Town Hall	Yes	Poor	No	Yes
Airport	No			No
Community Hall	Yes	Average	Yes	Yes
Dock Facilities Private	Yes	Good	No	Yes
Strait SuperPort	Yes	Average	No	Yes
SuperPort Marine	Yes	Poor	No	Yes
Beaver Marine Marina Public	Yes	Average	No	Yes
Community Energy Systems	No		No	Yes
Fire Station	Yes	Good	Yes	Yes
Health Clinic	Yes	Good	Yes	Yes
Housing Seniors	Yes	Average	Yes	Yes
Nursing Home	No		Yes	Yes
Public Housing	Yes	Average	Yes	Yes
Housing Real Estate	No		Yes	Yes
Apartment Bldg	Yes	Poor	Yes	Yes
Internet Service	Yes	Good	Yes	Yes
Library	Yes	Good	Yes	Yes
Police Building	No		No	Yes
Post Office	Yes	Average	Yes	Yes
Recreation	Yes	Average	No	Yes
Roads Primary	Yes	Poor	No	Yes
Secondary Roads	Yes	Average	No	Yes
Schools	Yes	Good	Yes	Yes
Sewage Systems	Yes	Poor	No	Yes
Solid waste disposal	No			No
Water service	Yes	Good	No	Yes
Public Transportation	Yes	Average	No	Yes
Active Transportation Trails Hiking, Biking	Yes	Average	No	Yes
Youth Centre	Yes	Good	No	Yes
Provincial Offices	No			Yes
Federal Offices	No			Yes

Economic Inventory and Assessment

Job Type	# of Jobs	Is the job filled by a community resident? Yes/No	Full-time? Yes/No	Seasonal? Yes/No	Wage Example
CAO	1	No	Yes	No	
Financial Officer	1	Yes	Yes	No	
Councilors	4	Yes	No	No	
Mayor	1	Yes	No	No	
Environmental Specialist	1	No	No	No	
Doctor	0	No			
Nurse	1	No	Yes	No	
Logger/Forester	0				
Housing Manager	0				
Public Safety Officer	0				
Public Works Employees	4+	Yes	Yes/No	Yes/No	
Fire Fighters	10+	Yes	No	No	
Landfill Operators	0				
Local Business Owners	12+				
Emergency Response	1		No	On - Call	
Post Office	3	Yes	Yes	No	
Banks	3+	Yes	Yes/No	No	
Other Business	9+				
Other					

Environmental Inventory and Assessment

Environmental Assets / Needs	Do you have it? Yes/No	Does your community need it? Yes/No
Safe Drinking Water	Yes	Yes
Adequate Water Supply	Yes	Yes
Certified Water Treatment Operators	Yes	Yes
Safe Sewage Disposal and Treatment	No	Yes
Permitted Landfill	No	No
Recycling Program	Yes	Yes
Used Oil Storage Area	No	Yes
Lead Acid Battery Collection Area	Yes	Yes
Developable Land	Yes	Yes
Fuel Spill Prevention Plan	Yes	Yes
Hazardous Waste Response Plan	No	Yes
Erosion Control	No	Yes
Contaminated Sites Identified	Yes (Some)	Yes
Healthy Food Supply	No	Yes
Environmental Education Programs	Yes	Yes
Healthy Wildlife Populations	Yes	Yes
Hazardous Waste Collection Area	Yes	Yes
Protected Watershed Plan	Yes	Yes
Environmental Impact Statement	Yes	Yes
Storm Water Collection	Yes	Yes
Other		
Other		

Social, Health, and Cultural Services Inventory and Assessment

Resource Category	Type of Service	Does this exist? Yes/No	Can it be improved? Yes/No
Health	Dietician	Yes	Yes
	Weight Loss	No	Yes
	Aids Prevention	No	Yes
	Substance Abuse	No	Yes
	Family Planning	No	Yes
	Diabetic Clinic	Yes	Yes
Public Safety	Police Protection	Yes	Yes
	Fire Protection	Yes	Yes
	Emergency Response	Yes	Yes
	Search and Rescue	Yes	Yes
Recreation Programs	Small Children	Yes	Yes
	Teens	Yes	Yes
	Adults	Yes	Yes
Social Service Programs	Child Care	Yes	Yes
	Domestic Violence	No	Yes
	Seniors	Yes	Yes
	Disability Services	Yes	Yes
	Counseling – Teens	No	Yes
	Counseling- Adults	No	Yes
	Legal Services	No	Yes
	Suicide Prevention	No	Yes
Food Bank	No	Yes	
Local Government	Town	Yes	Yes
Cultural Programs	Seniors Group	No	Yes
	Music	Yes	Yes
	Theatre / Dance	Yes	Yes
	Arts and Crafts	Yes	Yes
	Language Programs	No	Yes
	Camps	No	Yes
	Storytelling	Yes	Yes
	Other		

Other: Inventory and Assessment

Asset or Need	Do you have it?	How would you rate it?	Do you need it?
---------------	-----------------	------------------------	-----------------

	Yes/No	Good/Average/Poor	Yes/No
Construction	No		Yes
Carpenters	Yes	Good	Yes
Electricians	Yes	Good	Yes
Plumbers	No		Yes
Other			
Other			
Other			

Goals, Objectives, and Actions Format Summary

The **goals** expressed in this plan represent the broader objectives for Town of Mulgrave for both short-term and long-term outcomes.

The **objectives** and **actions** are organized in order of priority within each of the four categories of Environmental, Economic, Social, and Cultural, with #1 denoting the issue given first consideration, and in some cases, the highest importance.

The **objectives** are listed numerically in ascending order.

The **actions** are listed numerically beneath the list of objectives, with each goal's number corresponding with the preceding objective's number. Each action may exhibit multiple points, and these too, are listed in order of priority.



Goals Objectives and Actions

Environmental Sustainability

“Changes to our environment will not compromise resident’s access to clean air, safe water, nor the beauty of our natural surroundings.”

Vision Statement



The Issues: Energy Demand & Greenhouse Gas (GHG) Emissions

Goals:

- The energy used by Mulgrave comes from a diverse portfolio of resources that are renewable, have a low-impact on the environment and contribute to the positive development of our society. Mulgrave residents use energy in an efficient and responsible manner.
- We value the quality of clean air, recognizing it as one of the most basic needs for life, consequently we steward our air shed and responsibly address climate change.
- Economic and social activities protect all living things by ensuring healthy air, water and soil quality.
- Manage corporate energy demand and reduce GHG emissions.

Objectives:

1. Work continuously to reduce GHG's and other environmental pollutants.
2. That the essential services of the town continue to be met reliably, affordably, efficiently and equitably.
3. Create a supportive infrastructure for alternative energy sources by stimulating green power programs and green certification adoption in all sectors, by 2015
4. All new development and retrofit work, all vehicles, equipment and processes should meet the highest energy efficient design available out of all economically competitive products, by 2020.
5. By 2020, energy consumption is reduced by 60 per cent through education, and implementing energy efficient and sustainable practices.
6. Mulgrave's energy derives from low-impact renewable sources by 2020.
7. By 2020, generate energy locally that enables grid-connected generation and distribution.

Actions:

Council and staff will undertake the following action items:

1.
 - Revise the current air quality bylaw, by 2010 to include a more comprehensive definition of airborne pollutants, and stringently enforce this new by-law.
 - Establish an anti-idling bylaw for municipally owned vehicles by 2010, extending it throughout the town by 2012, including posting the appropriate signage to inform residents and guests.
 - Introducing a by-law to eliminate the use of pesticides by 2010, and adopt a tree friendly policy.
 - Support the development of trail networks for walking, hiking and cycling. A proposal by the Recreation Department is being considered, to create a walking trail along the reclaimed CNR route.
 - The Town will commit more funds to sidewalks with the use of gas tax money beginning 2010.
 - Create a by-law to ensure the retention of the town's natural areas that mitigate the effects of GHG's, particularly the town's parks, trees, Mill Creek and its buffer areas, as well as any wetlands.
 - A committee will be established charged with the stewardship of air quality control. This committee will document and report to council on local air quality and arising issues beginning 2010.
 - ** Encourage new developments which promote safe walking and cycling, and provides bicycle parking facilities.
 - Promote ride-sharing and car-sharing programs through continued public education.

2.
 - To further cut energy expenditures, subsequently cutting costs, through energy efficient upgrades and retrofits to municipal assets such as the renovation

works planned for the Public Works Garage in 2010. This includes many upgrades to improve heating and lighting efficiency. Town staff is now employing everyday sustainable practices; examples include reducing heat and turning out lights when not in use, composting, and recycling.

- Adopt a green procurement policy, by 2010. Undertake a commitment to purchase locally when available, and procure re-useable and organic products when possible.
- Continue to explore financial, taxation and regulatory incentives through public and private channels for renewable energy projects.

3.

- Request on-going and substantive support for energy efficiency programs from partners, at all levels.

4.

- In 2008 Town of Mulgrave had an energy audit of its corporate assets and has plans for renovation works that will reduce energy expenditures substantially by 2010 and onward. Continue to maintain and upgrade corporate buildings based on energy efficient and sustainable practices, by developing a reduction strategy to replace the old with new energy efficient technology.
- ** Require new buildings to demonstrate energy efficiency in construction materials and methods, i.e. LEED Certification by 2015.
- ** Adopt green building standards and incorporate sustainability checklists into development approvals by 2015.
- ** Encourage the use of recycled, renewable and local materials and the re-use and retrofitting of older buildings by 2010.

5.

- Promote and enhance the public transit system(s) and raise public awareness about vehicle pollution. Promote Anti-Idle and Drive Clean programs. The Town of Mulgrave currently partners with other municipalities to fund a public transportation project; Strait Area Transit now servicing the area.

** See Land Use Planning Section for details

- Set reduction targets for energy usage within municipal operations.
- Provide continual education via website, newsletters, and public consultation on energy use and its environmental impacts.
- Encourage conservation and develop education and awareness programs that provide information on low-impact, renewable sources of energy.
- Encourage all existing homeowners to participate in the national ecoRetrofit program.
- Use alternative energy sources in all buildings as these become commercially viable.

- The majority of the town's total energy supply for transportation, electricity, and heating is derived from renewable sources that maximize the use of local energy sources by 2020.
- 6.
- The town will incorporate alternative energy sources derived from low-impact, renewable sources, into its infrastructure as they become available and feasible.
- 7.
- Town of Mulgrave will explore the potential for establishing a small energy utility in partnership with public and/or private enterprises, by 2020 This can be realized by purchasing and installing wind turbines, as well as a hydro turbine to draw from Goose Harbour Lake and take advantage of the natural sloping landscape.

The Issue: Climate Change

Goals:

- Adaptation & Mitigation

Objectives:

1. To assess and map potential impact sites in Mulgrave; sites vulnerable to flooding, storm surge, and any sensitive infrastructure, i.e. wharfs, bridges, by 2012.
2. Determine future coastal zone development scenarios to ensure sustainable development in these areas, by 2015.

Actions:

Council and staff will undertake the following action items:

1.
 - Beginning 2010, the Town of Mulgrave will provide the resources, with the assistance of the Climate Change Adaptation Fund, for the necessary

environmental assessments and documentation of areas at risk of damage, due to climate change: i.e. Main St., Mulgrave Industrial Park, and SuperPort.

2.

- **The Town will institute policies to ensure that future development in vulnerable areas consists of sound environmental planning and best practices.

The Issue: Infrastructure (Wastewater)

Goal:

- To optimize the municipal wastewater system, both economically and environmentally.

Objectives:

1. Continue to ensure that the wastewater system adequately services residents, visitors, and businesses, and meets the basic needs in a reliable, efficient, affordable and equitable manner.
2. Upgrade current mapping, and project future infrastructure requirements, define medium and long-term growth boundaries, by 2020.
3. Establish a wastewater infrastructure improvement plan, by 2012

Actions:

Council and staff will undertake the following action items:

1.

- The town will continue its commitment to maintaining sewer and wastewater infrastructure to the highest standard possible and implementing best practices, and more efficient technology as it becomes available.
- The Town will develop public education tools to raise awareness about the impacts of storm water from private property on the sewage system and the environment.

** See Land Use Planning Section for details

- ** Sewer line extensions to new residential neighbourhoods and new commercial developments, by 2036.

2.

- Beginning 2010, the town will seek assistance through federal and provincial government resources to upgrade the mapping details of the region and

employ the relevant expertise to assess the current state, and advise on future development scenarios.

3.

- Department of Public Works will monitor infrastructure capacity and update projections in light of new development.
- Reduce the potential for adverse effects on area lakes, rivers, streams and private property with regular maintenance of lines and equipment, by Public Works.

The Issue: Infrastructure (Storm water)

Goal:

- Establish goals for protecting and buffering water courses, which will help reduce run off, subsequently reducing the volume of water forced through the sewage treatment system.

Objectives:

1. The storm water system adequately service residents, visitors and businesses, and meet basic needs in a reliable, efficient, affordable and equitable manner, by 2020
2. Establish a storm water infrastructure improvement plan, by 2020
3. Establish a policy requiring on-site storm water management for new development and redevelopment, by 2010.

Actions:

Council and staff will undertake the following action items:

1.

- Add more storm drains, by 2020.

2.

- Department of Public Works will monitor infrastructure capacity and update projections in light of new development, and changing environmental conditions.

3.

- ** Identify and protect steep slopes from erosion and degradation.

** See Land Use Planning Section for details

- To ensure that storm water management and flood control measures are designed to replicate natural hydrological systems, and maintain the integrity of streams, rivers, lakes and wetlands.

The Issue: Infrastructure (Drinking Water)

Goals:

- Water is recognized as necessary for life. Mulgrave values this precious resource and guarantee equitable access for all living things. We are stewards of water, protecting its quality and maintaining the integrity of the hydrologic cycle. Our water supply system is sufficiently secure, flexible and adaptable to changing conditions and circumstances.
- Long term goals for maintaining drinking water quality and provide new infrastructure associated with water treatment, servicing, upgrades, transmission lines, etc.
- To use our water resources wisely and efficiently.

Objectives:

1. Water system adequately service residents, visitors and businesses, and meets the basic needs in a reliable, efficient, affordable and equitable manner, by 2015
2. Update the watershed management plan, by 2010
3. Establish a water infrastructure improvement plan, by 2020.
4. Define medium and long-term growth boundaries, by 2020.
5. By 2036, per capita water consumption is reduced by 40 percent.

Actions:

Council and staff will undertake the following action items:

1.

- Install water meters for all water users and implement a consumption based water tariff, by 2010.
- The town will closely monitor water usage and stringently enforce any infractions while continuing to recognize resident's rights to economic development and prosperity.
- The Town will develop a water efficiency program, with incentives, to ensure that citizens are aware of the need for, and practice of water conservation, by 2015.
- The town will provide educational information to encourage residents to use water in a way that returns most of the water diverted back to rivers on a continuous basis, and in good quality.

** See Land Use Planning Section for details

2.

- ** To ensure the Town's policies address emerging issues, the Town will entrench sound water resources management in its Official Plan and by-laws. It

will also map the current uses of area lakes to ensure that appropriate water quality protection measures are used and facilitate research into the effects of global climate change on Musgrave's water resources. (Source Water Protection Plan Committee) by 2020

- ** Protect natural water courses. Encourage stream rehabilitation and discourage the alteration of natural water courses.
- To ensure that existing reservoirs provide water of sufficient quality and quantity to service the needs of the town, and all activity occurring within the water supply catchment areas is undertaken in an environmentally sensitive manner that gives highest priority to protecting water supplies and water quality.

3.

- To establish a discourse with the Public Works department to evaluate current conditions, and project the future infrastructure requirements for a safe and reliable water supply, as part of the regular committee-of-the-whole meetings.

4.

- Public Works will monitor infrastructure capacity and update projections in light of new development.
- ** Encourage the use of permeable surfaces to increase groundwater levels.

5.

- Install water meters for all water users and implement a consumption based water tariff, by 2010
- Reduce water consumption by using water-efficient technology when replacing older equipment in town owned properties.
- The Town will educate residents about water quality and engage them in monitoring and stewardship activities such as turning off taps when not in use, and collecting rain water to water plants and lawns. Town council will support all efforts to ensure that Mulgrave water users are responsible citizens who conserve potable water, and reserve the highest quality water for the uses demanding such quality.
- ** Encourage community design that maximizes the use of recycled water.

** See Land Use Planning Section for details

The Issue: Environmental Protection & Open Spaces

Goal:

- Mulgrave is rich with intact ecosystems. We protect and restore our natural heritage, valuing biodiversity as the foundation of life. Our built environment is integrated into and respects the natural environment we inhabit. To improve the quality of Mulgrave's terrestrial ecosystems and, by so doing, improving the health of our watersheds, our town environment, and the quality of place.

Objectives:

1. Conduct an inventory and base mapping of green space, trails, and environmentally sensitive areas, by 2015
2. Adopt a tree retention bylaw, by 2010.
3. Provide more public education, form committees, and other community groups to oversee the stewardship of local environments.
4. Prepare an integrated Greenspace, Trails, and Recreation Master Plan, by 2012.
5. Implement the practice of low-impact development, by 2012.
6. An extensive network of green spaces, natural habitat, environmentally sensitive areas, riparian zones, water catchment areas, and wildlife corridors is protected, by 2020

Actions:**Council and staff will undertake the following action items:**

1.
 - Council will seek the assistance of Provincial and Federal programs to retain expertise for the purpose of compiling an inventory of environmentally sensitive areas by 2012.
 - ** Identify and protect flood zones, prevent coastal erosion sites, by 2020
 - Town of Mulgrave will seek outside funding to assist in identifying its contaminated sites by 2012.
 - Town of Mulgrave will build on its current information of its green spaces and trail systems provided by Department of Recreation, and apply for outside funding to assist with environmental protection and sustainable development of these areas.
 - Council will also expect regular updates from Department of Recreation regarding the parks and other green spaces, their uses, conditions, any environmental changes, etc.

** See Land Use Planning Section for details

2.

- Council will implement incentives for conservation in the municipal policies (e.g. conservation covenants), by 2012.
- 3.
- Raise public awareness about the importance of protecting biodiversity and ecosystems through web page and newsletter additions by 2010.
 - Improve knowledge of, and seek to protect key natural heritage areas. Appeals to the public will be made to form a committee, to further investigate this subject and make available their findings to educate and inform other residents.
 - The town will work closer with organizations such as RRFB and others to create an improved 3R's program that makes possible zero-waste for Mulgrave, by 2020.
- 4.
- A priority of the Master Plan will be to reduce space given to roads and parking without reducing mobility.
- 5.
- Adopt green building standards and incorporate sustainability checklists / questionnaires into development approvals.
 - ** Buffer spacing between industrial and residential sites.
 - Provide a balance between urban landscape features and wild spaces.
- 6.
- Stringently regulate and enforce all existing environmental protocols; develop and institute new measures as they are required, beginning immediately.
 - Continue to protect residents and environs from pollutants and toxins, to the best of council's ability.
 - Protect and foster public access to both fresh and salt water environs with town.
 - There are upgrades to Mill Pond planned. This waterway accommodates a fish spawning run.
 - ** By 2020, all existing contaminated sites and brownfields are remediated.
 - Maintain the health of nearby riparian zones and provide as much wildlife habitat as possible.
 - Reduce stresses on the aquatic ecosystem, ensure no viable wetlands are lost, protect aquatic systems to support all species, increase erosion controls, and restore wetlands to re-establish native ecosystems
 - ** Maintain and protect a variety of public open space areas for current and future generations.
 - Improve habitat health and resilience. Support indigenous species.

** See Land Use Planning Section for details

- Protect ecological diversity and respect natural features.
- ** The built environment is integrated into the natural environment over time in a way that capitalizes on ecological functions and avoids or manages risks associated with natural hazards.

Transportation

Goal:

- To provide transportation systems that serve the access and mobility needs of all people through convenient, comfortable, affordable and efficient transportation modes. This transportation system will connect people and goods locally, regionally and globally; and ensure the systems are safe, and implemented in a manner supportive of human and ecosystem health.

Objectives:

1. Establish a Downtown and Streetscape Revitalization Program, by 2011.
2. To increase the use of public transit, carpooling, bicycles, throughout Town of Mulgrave.
3. A networked system of trails for walking and biking that connects Mulgrave and serves to decrease vehicular traffic, by 2020
4. Town owned vehicles utilize renewable energy sources and have minimal impact on air quality, by 2036
5. To reduce the annual private vehicle kilometers travelled per capita and reduce GHG emissions by 20 per cent by 2036

Actions:

Council and staff will undertake the following action items:

1.
 - Town of Mulgrave will solicit assistance from government and economic development agencies such as ECBC, CBDC, and others to develop and implement a revitalization plan for Mulgrave's central business district by 2010.
 - ** Establish community design that fosters sustainable forms of transportation by providing mixed-use development consisting of residential housing, office space and retail shops.

** See Land Use Planning Section for details

2.
 - Promote and enhance the public transit system(s) and raise public awareness about vehicle pollution. Promote Anti-Idle and Drive Clean programs.
 - The Town of Mulgrave currently partners with other municipalities to fund a public transportation project; Strait Area Transit now servicing the area.
 - Encourage organizations to provide secure bike storage, and change facilities on site for those who cycle, run or walk to work.
3.
 - Regular snow removal for transportation routes other than main roads to ensure accessibility year round.
 - ** Identify and secure pedestrian corridors within town though the work of Department of Recreation.
 - Increase funding for pathways, trails, and bicycle lanes, by 2012.
 - ** Develop new and existing transportation systems to emphasize pedestrians.
 - Integrate land use and transportation design
4.
 - Implement an anti-idling by-law by 2010.
 - **Green the town owned vehicles with hybrid electric or alternative fuel vehicles such as biodiesel, when replacing older models.
5.
 - Encourage carpooling.
 - Encourage the use of low emission vehicles
 - Educate the public on the relative costs of different commuting modes.
 - Increase the number of jobs with in walking distance, by 2036.

** See Land Use Planning Section for details

Economic Sustainability

“The Town’s economic potential will be fulfilled through the utilization of our existing infrastructure and the engagement of new enterprise in a responsible and sustainable manner.”

Vision Statement



Regional Economic Development

Goals:

- To make the community attractive to new business and new residents.
- To establish Mulgrave’s place in any and all regional economic plans for the Strait Area.
- That Mulgrave is a vibrant, resilient, environmentally sound and sustainable economy that fosters opportunity for economic well-being.

Objectives:

1. Council will compile a list of the town's assets, and subsequently evaluate the viable economic potential within, by 2010
2. To consider services of the Regional Development Agency, local business development agencies, and other viable opportunities by 2010
3. Establish a Downtown and Streetscape Revitalization Program by 2010.
4. Address current and future land-use planning and zoning issues, immediately
5. Develop an information package (web and print) that outlines the business advantages of location in Mulgrave, by 2012.
6. Undertake updating maps of Town of Mulgrave by utilizing Municipality of Guysborough and DNR resources by 2012.
7. Establish a coordinated strategy for arts and cultural events in the community, by 2015.
8. By 2036, the number of environmentally sustainable and commercially viable value-added products and services produced in Mulgrave increases by 100 per cent.

Actions:**Council and staff will undertake the following action items:**

1.
 - ** To capitalize on new economic opportunities in the region i.e. Melford Terminals, Super Port Master Plan. The development of Melford Terminals in such close proximity to Mulgrave will offer the town many economic opportunities for rapid new business, and new residential development in order to keep up with the demands of a busy international port.
 - Capitalize on Mulgrave's educated and creative people, and support the diversification of the economy by enhancing economic activity in such areas as health, trades and technology, business, fashion, arts, law, and finance.
 - Explore creative capital. Supporting, promoting, and investing in local artisans. Arts and culture is a pillar industry that provides a stable and diverse revenue source for businesses and individuals.
2.
 - Acquire professional knowledge and skills and to identify goals and intentions for reacting to new development or anticipated new development potential, in a timely and equitable manner.
 - To consult with other business organizations, ie ECBC, NSBI, CBDC

- ** See Land Use Planning Section for details
- Search out funding opportunities from other government departments and agencies
 - Incorporate the research of funding opportunities available to Mulgrave, into the everyday duties and tasks of the town office staff.
- 3.
- ** Invest in new and upgraded infrastructure i.e. roads, sewage and water treatment.
 - **Improve infrastructure in strategic locations where economic development initiatives are likely.
- 4.
- To develop a favourable environment for business, particularly to encourage growth in entrepreneurship and small business and the creation of new business through affordability and access to resources (human, capital, real estate, flexible land use), by 2010.
 - Work collaboratively with stakeholders to develop policy that guide local economic development and long-term environmental, social, and economic sustainability.
- 5.
- Town of Mulgrave will continue to offer up-to-date information about the town on its website, and the Mulgrave Heritage Centre.
 - Work with neighbouring communities such as Guysborough County, Town of Antigonish, and Town of Port Hawkesbury, on a shared approach to reducing infrastructure costs and enhancing economic development, including tourism opportunities, by 2015.
- 6.
- Town will seek assistance from the county of Guysborough in reviewing and updating maps of the Town and surrounding areas beginning 2010.
- 7.
- Explore creative capital. Supporting, promoting, and investing in local artisans. Arts and culture is a pillar industry that provides a stable and diverse revenue source for businesses and individuals.

** See Land Use Planning Section for details

8.

- Ensure growth and renewal is supported by local trades, providing stable and skilled employment opportunities for residents.
- Ensure economic development contributes to long-term prosperity.
- Encourage the use of local products and services.
- Increase sustainable production by supporting the adoption and use environmentally sound technologies.
- Create a new revenue stream by investing in new renewable energy infrastructure systems.
- See sustainable businesses, of appropriate size and type, located in Mulgrave, and contributing to a strong local economy.

Note: This section and areas highlighted by ** throughout this document, indicate that these items will be addressed through amendments to the Municipal Planning Strategy (MPS) and Land Use By-laws (LUB).

Land Use Planning

Goal:

- To ensure that municipal policies and planning processes stated in the Municipal Planning Strategy (MPS) support the ICSP.

Objectives:

1. Re-develop Official Plan policies and programs that assist in implementing sustainable objectives, by 2010
2. Protect and improve the carrying capacities of ecosystems, by 2010
3. Develop a ten year infrastructure plan integrating smart growth principles into the planning process, by 2015
4. Integrate biodiversity conservation and development planning (low-impact development), by 2012

Actions:

Council and staff will undertake the following action items:

1.

- By 2010, amend the MPS and LUB to integrate key sustainable priorities.
- Integrate the ICSP into Municipal Planning Strategy and Land-Use Bylaw and monitor progress.

- Ensure public transit, pedestrian and bicycle routes provide access to every part of the town, by 2020.
- 2.
- Encourage natural landscaping and ban use of toxic herbicides and pesticides, by 2010
 - Undertake action to remediate any brownfields, contaminated, or toxic sites within Mulgrave by 2012.
 - Provide opportunities to regenerate land and develop communities using the best available knowledge in building and landscape design and management, sustainable transportation and renewable energy.
- 3.
- Integrate the planning and management of all natural and man-made public areas and facilities, by 2012.
 - Provide the public with easy access to their natural and man-made surroundings such as schools, libraries, parks, and downtown by constructing and maintaining safe and accessible trailways and bicycle paths.
 - Provide opportunities to regenerate land and develop communities using the best available knowledge in building and landscape design and management, sustainable transportation and renewable energy.
- 4.
- Engage citizens in the development of community level goals in support of the ICSP, beginning 2010.
 - Secure land in environmentally sensitive areas through partnerships and other legal vehicles like land trusts and conservation easements, by 2020

Main Street & Central Business District

Goal:

- To encourage new business to come to Mulgrave, and assist current businesses toward further development with a sustainable outlook.

Objectives:

1. Establish a Downtown and Streetscapes Revitalization Program, by 2010
2. Develop an information package (web and print) that outlines the business advantages of location in Mulgrave, by 2012

Actions:

Council and staff will undertake the following action items:

1.
 - Any actions to be taken toward the improvement of main street, will be considered after plans for street widening are confirmed, and plans for the development of Melford Terminals are solidified, expected in 2010.
2.
 - Working closely with stakeholders and partner agencies in pursuit of business opportunities.
 - Expand the market search for new business prospects and provide comprehensive information about the benefits and incentives included in doing business in Town of Mulgrave.

Tourism

Goal:

- To enhance Mulgrave's image as a desirable tourist destination.

Objectives:

1. To maximize Mulgrave's location along the established tourist route; Marine Drive, the Northern Gateway, etc., by 2020
2. By 2036, tourist visitation and expenditures grow by 90 per cent.

Actions:

Council and staff will undertake the following action items:

1.
 - Provide more and better signage to direct tourists to Mulgrave, by 2010.
 - Engage in advertising campaigns, and work with neighbouring communities to promote the region at large, and benefit from these cost sharing measures.
2.
 - Provide more services and amenities, such as food and lodging, arts and cultural venues, and shopping, to draw and keep tourists.

Social Sustainability

“The Town of Mulgrave aspires to be an attractive place to live, is supportive of family values, and the social needs of people from all age groups and income levels.”

Vision Statement



Governance

Goal:

- Governance in Mulgrave is democratic, responsive, accountable, transparent and actively engages stakeholders and residents in collaborative decision-making processes. The community and local government support mutual

understanding and respect, harmony, and co-operation among all people. Factors such as language, age, race, culture, gender, sexual orientation, time, finances, ability, knowledge and health are not barriers to public decision-making.

Objectives:

1. By 2012, sustainability principals will be implemented in all municipal decision-making and reporting.
2. Conduct a governance study to identify opportunities to streamline municipal operations, by 2009
3. Develop communication strategies to ensure all residents are informed, by 2010
4. Participation and collaboration with neighbouring communities is part of an effective regional system of governance geared towards meeting and supporting shared objectives, by 2015
5. Establish a policy that ensures no sell-off of public land without full consultation with the community, and a review of alternative options, by 2010
6. Civic buildings and community facilities provide spaces conducive to enjoyable and creative community discussion and citizen interaction, by 2036
7. By 2036, The Town of Mulgrave reduces its dependence on residential taxes to no more than 25 per cent of its revenue.
8. Measure our ecological footprint on consistent basis and actively encourage Mulgrave residents to reduce it, thereby reducing social, environmental and economic impacts.
9. By 2036, there is a 100 per cent turn out in municipal elections.

Actions:

Council and staff will undertake the following action items:

1.
 - Ensure decisions are based on sustainability and the fair and equitable distributions of social, economic and environmental resources.
 - Ensure all economic, environmental and social strategies consider everyone's right to meet their needs.
 - Ensure that the environment of Mulgrave is conserved, protected and where needed to achieve sustainability, improved.
 - Promote and support sustainable consumption.
2.
 - Governance study undertaken in 2009/10
- 3.

- Provide information that is accurate, timely, and in plain language.
 - Establish a mechanism to ensure timely and respectful follow-up with people and groups that present to council.
 - Collect and disseminate information on key issues to foster and educated discussion with the community prior to policy-making.
- 4.
- Work with neighbouring communities on a shared approach to reducing infrastructure costs and enhancing economic development (including tourism opportunities).
 - Decision-making occurs within the larger context and framework of any one issue, with consideration given to community values, long-term consequences, and anticipated changes to regional and global conditions.
- 5.
- Continue to practice full disclosure where the sales of public assets are concerned. Public announcements and consultations will precede any decision making process in this matter.
- 6.
- Protect public spaces from privatization, and protect the right to peaceful political expression in public spaces.
- 7.
- Create a new revenue stream by investing in renewable energy infrastructure systems.
- 8.
- Continue to update the current UNSM Corporate Energy and Emissions Spreadsheet established by Town of Mulgrave in 2008.
 - Develop an integrated set of regularly reported-on sustainability indicators.
 - Develop Mulgrave as a town that demonstrates responsibility for protecting and restoring biodiversity and acts as a custodian for nature.
 - Support coordination between government, business, and environmental Non-governmental Organization's (NGO's) to create synergies in achieving environmental integrity.
 - Empower NGO's to co-ordinate and implement initiatives in the region to protect the watershed and improve the sustainability of water supplies.
- 9.
- Provide continuing strategic education to the public about the importance and responsibility of voting, and being involved in civic matters, by 2020
 - The governance processes are democratic, progressive, and efficient and decision-makers meaningfully engage stakeholders through a broad range of alternatives in transparent decision-making processes on all major civic initiatives.

Expected Demographics Changes

Goal:

- Anticipate and plan ahead for changes in population and age over the next 20+ years.

Objective:

- To anticipate any additional services, facilities that may be required as a result of aforementioned changes in population: i.e. special care, social services, access issues, regional transit, etc.

Actions:

Council and staff will undertake the following action items:

- Town of Mulgrave is currently partnering with Strait Area Communities in a public transit pilot project, and will continue to support this project in the future.
- Continue to hear and address citizens' concerns about these issues as they arise.
- To consult with federal and provincial departments of social services with regard to available programs and funding to assist with providing new and existing infrastructure, and services to benefit those in need.

Housing

Goal:

- All permanent residents have access to healthy, affordable, accessible, eco-efficient housing, which supports a variety of lifestyles. Housing that reflects the local environmental conditions and resources, and is adaptable over time to reflect changes in technology, climate and demographics.

Objectives:

1. Property taxes for residents and businesses are competitive with those of other municipalities of similar size.
2. Conduct a population forecast and housing forecast, and adjust zoning accordingly, by 2012

3. Establish a mandate to research housing needs, plan effective solutions and work with others to implement plans that will retain a diverse demographic mix, by 2015
4. Develop a policy to foster a mix of housing types and tenure, by 2015
5. The housing needs meet those in or below the low-income category, by 2020
6. All new and retrofitted residential buildings are built to the highest energy-efficient design available out of all economically competitive products, by 2020

Actions:

Council and staff will undertake the following action items:

1.
 - Create a new revenue stream by investing in new renewable energy infrastructure systems. Money saved through lowered infrastructure costs will assist with other municipal expenditures.
2.
 - **Revisions will be made to the LUB's to reflect the future forecasts for the population demographic and their housing needs, and provisions implemented to address needs as they arise.
3.
 - Allocate seniors / special needs housing in and around the town center.
 - Identify the ecological impacts of different forms of housing development.
 - A variety of accommodation types, tenures, and sizes ensures that residents of all ages and incomes have a diversity of housing choice.
4.
 - To enable people to meet most of their daily needs within a reasonable walking distance from home.
 - Promote innovative housing forms that are able to adapt to a variety of housing needs. Support co-housing to permit granny suites and basement suites
5.
 - Support the concept of a living wage among employers.
 - Support public / private partnerships to develop integrated affordable housing.
 - Identify specific buildings and parcels of land that can be set aside for the development of non-market housing, by 2012.
 - Promote innovative housing forms that are able to adapt to a variety of housing needs.
 - Support co-housing to permit granny suites and basement suites.
- 6.

- Create incentives for adopting eco-efficient standards in homes and land development.
- Develop education and awareness programs that identify the benefits of eco-efficient design.
- Support streamlining processes for housing developments that are innovative and support more sustainable lifestyles.

Sustainable Neighbourhoods

Goals:

- To create and develop a sustainable way of life for Town of Mulgrave.

Objectives:

1. To prioritize the promotion of a healthy lifestyle, and invest in new and existing infrastructure to benefit the town and its residents as revenues allow, by 2009.
2. To improve public health by promoting and encouraging healthier lifestyle options.
3. Town council will ensure any new projects within the Town be developed within a sustainable framework, by 2009.
4. Restructure the property taxation system to provide incentives for owners of heritage properties to fix up and restore their buildings, by 2025.

Actions:

Council and staff will undertake the following action items:

1.
 - Mulgrave has a Source Water Protection Plan accompanied by an Advisory Committee to manage any issues as they arise, by 2009
 - In 2008 Town of Mulgrave has applied for, and received funding from RRFB, Conserve NS and Nova Scotia Power for 3 green initiatives. Town Council will continue to seek out similar, future opportunities.
 - Improve existing open spaces, sidewalks; expand walkways, trails and linkages to open spaces.
 - Town of Mulgrave has recently acquired the services of the Municipality of Guysborough's Household Hazardous Waste (HHW) vehicle to collect HHW annually (biannually) from the Town.
 - The Town currently has in place a battery recycle program, weekly blue bag pickup, and regular updates on environmental information is provided in the quarterly newsletter, and on the Town's website.

2.
 - Educating town residents to and promoting everyday sustainable practices, i.e. recycling, composting, water conservation, reduce energy usage.
 - A diversity of people (ages, ethnicities, cultures, and lifestyles), visitors and non-permanent residents are welcomed and integrated into the community.
 - Establish an effective Community Awareness and Welcoming Program, specifically targeted at Mulgrave newcomers.
3.
 - Evaluate the local housing situation and consider ways to reuse existing structures for public use before considering new construction, by 2012
 - Ensure that new construction includes as many sustainable practices and materials as possible, by 2012
4.
 - To ensure that the authenticity and small town character and feel are maintained.

Recreation Opportunities

Goals:

- We are continually renewed by participating in activities that refresh our bodies and minds. Active lifestyles contribute to our abilities to restore and enhance our senses of personal and community well-being.

Objectives:

1. To provide adequate and satisfying recreation opportunities for the citizens of Mulgrave of all ages and physical ability, by 2012
2. Indoor and outdoor recreation and leisure facilities are located within the community, are well-maintained, family-friendly, and meet the needs of residents and visitors alike, by 2030
3. A network of designated, connected, accessible, and well-maintained trails exists throughout the community, by 2030
4. By 2036, 90 percent of people living in Mulgrave report that they participate in active lifestyles that include informal and structured recreational opportunities.
5. By 2036, 100 percent of Mulgrave residents report that they can access a range of high-quality recreational experiences, regardless of gender, socio-economic status, age, ability, religion, race, or sexual orientation.

Actions:

Council and staff will undertake the following action items:

1.
 - As funds become available, council will commit to developing a comprehensive recreation department with a complement of staff adequate to design and implement a full range of programs.
 - Council will consult with its Recreation Department regarding evaluating the activity needs of Mulgrave resident.
 - Acknowledge and address age, gender, and ability barriers that deter or prevent people from participating in recreational opportunities.
 - Coordinate and communicate opportunities for recreation such as community hikes, clinics for jogging, biking, cross-county skiing, snowshoeing, etc.
 - Support and create recreation policies that enhance access to facilities for citizens, and remove prohibitive elements like user fees, onerous scheduling and barriers concerning time, transportation, and ability.
2.
 - To assess the current forms of recreation available, as well as assess the physical conditions of the structures within which these activities take place, to determine adequacy
 - A healthy and active population is engaged in year-round recreation and leisure activities.
3.
 - Conduct an inventory and base mapping of green space, trails, and environmentally sensitive areas, by 2015
 - Identify and secure pedestrian corridors between neighbourhoods in town.
 - Publicly accessible green spaces are well-distributed within the community, and allow residents and visitors of all ages to interact with nature and to experience the environment in different seasons, by 2030.
 - Develop policies to ensure trail connectivity is maintained when new areas are developed in Mulgrave.
4.
 - Provide education to residents to increase awareness of the benefits of recreation.
 - Provide a greater range of recreational opportunities outside of normal business hours and in areas where facilities are limited or not available.
5.
 - Aim to eliminate all barriers to adequate recreation participation.

- Provide no-cost or low-cost equipment usage.
- Provide free or low-cost programs and opportunities.

Cultural Sustainability

“Culturally, the Town aims to facilitate collaboration among people, demonstrate collective responsibility for the well-being of the community, and celebrate the unique spirit and rich heritage of this great small town.”



Culture, Heritage and Historical Assets

Goal:

- To preserve, protect and celebrate Mulgrave’s historical and cultural uniqueness.

Objectives:

1. To identify, verify and officially document the town's historical sites and structures, by 2012
2. Devise plans for conserving historical sites of value and interest, and integrating them into goals for enhancing tourism experiences, by 2012
3. By 2015, to be able to budget for more and varied arts and cultural projects.
4. Residents of all ages are engaged in the town's arts and cultural activities and offerings, and actively participate in community groups and celebrations of community spirit, by 2036
5. By 2020, 90 percent of residents report that Mulgrave is a town that promotes creative freedom.

Actions:

Council and staff will undertake the following action items:

1.
 - A cultural and heritage committee will be created to document sites, conduct historical research, and report findings to council.
 - Establish a Heritage Conservation Program, by 2030
2.
 - Historic buildings, monuments, and natural features are reserved in ways that maintain and promote Mulgrave's heritage and unique sense of place.
 - The authenticity and small town character and feel are maintained.
3.
 - By 2010 to establish a coordinated strategy to expand the art and cultural events in the community.
 - Identify ways for the full range of stakeholders to cooperate and create connections to realize the full potential of the arts.
4.
 - Create public opportunities for town residents to recognize the intrinsic value of arts and culture as an important element of our community.
 - Ensure the arts and culture sector plays a leadership role in Mulgrave's future, so we can build creative freedom into every level of the decision-making processes.
5.
 - Ensure Mulgrave has the support systems necessary to foster artistic excellence and innovation as expression of its gifts and talents.
 - By 2036, 90 percent of residents report that participation in creative activities is an important part of their lives.

Identifying Sustainable Outcomes

This Integrated Community Sustainability Plan endeavours to produce tangible long-term environmental, economic, social, and cultural benefits to the community, and contribute to long-term sustainable outcomes.

Environmental – Measures of protection and remediation will be directed through revisions made to the LUBs and MPS. Maintain and update the Watershed Management Plan as needed and educate residents about responsible water use, stewardship, and conservation technologies. Adopt a tree retention bylaw. Identify and secure areas of nature extending into town, including greenways along the streams, along streets, and the protection of viewsapes. There will be continued support of the Strait Area Transit in an effort to reduce carbon emissions. One of the easiest ways to encourage residents to reduce vehicle use, and by extension, fossil fuel consumption, is to invest in an expanded bike and walking trail system. In addition to the reduction in fossil fuel consumption, this initiative will help foster a healthy lifestyle. Council will work to promote environmental stewardship and provide recognition of groups and events that promotes this endeavor. Citizens can play a unique role in terms of keeping an eye on their local environment, including parks, streams and roadways. Initiatives to involve citizens in monitoring public areas will be part of the plan.

Economic – Continue to invest in new and more efficient Town infrastructure to reduce overall GHG's, and fiscal expenditures. The town is currently installing water meters to residents' homes; this will reduce overall water usage. In the immediate future, there is the potential for significant reduction in energy use through investment in retrofits for public buildings. By upgrading the energy efficiency of buildings, the community will reduce the costs of maintaining those buildings, which will in turn, free up more public funds for other worthwhile projects. In addition, there will be a reduction in fossil fuel use. Plans are currently underway to renovate the Public Works Garage; this investment will produce a more efficient, less costly asset. Council will also develop a downtown

business strategy to study ways of attracting more business to the area, and establish a Downtown and Streetscape Revitalization Program. Conduct a demographic forecast to determine the future needs of town residents. Work with neighbouring communities on a shared approach to reducing infrastructure costs and enhancing economic development (including tourism opportunities). Establish an effective Community Awareness and Welcoming Program specifically targeted at Mulgrave newcomers. Explore the potential for establishing a small energy utility partly owned by the municipality. Request on-going and substantive support for energy efficiency programs from partners at all levels. More collaboration with RDA's and other business development agencies to keep apprised of economic opportunities.

Social – Council supports providing public education on all topics relevant to keeping Mulgrave citizens informed on the issues that affect the Town. Prepare an Integrated Green space, Trails and Recreation Master Plan. Establish a policy to preserve public access to the key natural amenities. Reaching out to the public and involving them will be vital to the success of many of the actions identified in this ICSP. Council will utilize the website and newsletter to communicate to the public about successes, new programs, events, resources and progress in the Plan.

Cultural – A major goal is to preserve the small town values of Mulgrave, and not allowing it to grow beyond its capacity. Establish a policy that ensures no sell-off of public land without full consultation with the community, and a review of alternative options. Establish a coordinated strategy for arts and cultural events in the community. Council will support public stewardship and encourage non-profit organizations, committees, think tanks, etc., toward this end. Provide incentives for owners of heritage buildings to fix up and restore their buildings. Many people came together for over a year to help develop the plan bringing with them their ideas, experience, concerns and commitment to making a difference. It is expected that volunteerism and community involvement will continue to be an instrumental part of making the Plan a reality. Council will strive to ensure that volunteerism continues to be a core value of Mulgrave.

