

Policy & Strategy Committee Meeting AGENDA

Tuesday, October 19, 2021 – 9:00 a.m.

**MODL Council Chambers – 10 Allee Champlain Drive, Cookville
and via Audio & Video Teleconferencing**

- 1. Call to Order**
- 2. Announcements, Acknowledgements, Recognition**
- 3. Approval of Agenda**
- 4. Approval of Minutes of July 20, 2021 (as circulated)**
- 5. Business Arising from Minutes**
- 6. Presentations (Nil)**
- 7. Referral from Council - Nil**
- 8. Staff Reports**
- 8.1 Planning Department**
- 8.1.1 MODL2040 Vision, Mission, and Values Engagement Report..... 1-39
- 9. Mayor’s/Deputy Mayor’s/Councillors’ Matters**
- 9.1 Appointments to Committees, Boards & Commissions –Term Review 40
- 10. Added Items**
- 11. In Camera - Nil**
- 12. Next Meeting – November 16, 2021 – 9:00 a.m.**
- 13. Adjournment**



Municipality of the District of Lunenburg

Request for Decision

REPORT TO: Policy and Strategy Committee
SUBMITTED BY: Darren Shupe, Senior Planner
DATE: October 19, 2021
RE: MODL2040 Vision, Mission, and Values Engagement Report

RECOMMENDATION

THAT Policy and Strategy Committee recommends to Municipal Council the adoption of the draft mission, vision, and values statements for the MODL2040 project.

DISCUSSION

The Province has mandated a plan review be completed to extend planning policy and regulations for the entirety of the Municipality by the end of 2022.

In June 2021, Council held two workshops to draft vision, mission, and values statements which will be used to guide the MODL2040 process. Public engagement was conducted over the summer to obtain feedback on the statements. Based on the feedback from 273 respondents, we believe there to solid support for the statements while noting that the public anticipates additional opportunities to engage on more specific topics as we work through policy areas in the future.

Draft Vision Statement

The breathtaking, natural beauty of the Municipality of the District of Lunenburg is home to thriving communities with unique cultural identities. Growth centres support our diversified economies, driven by our residents' passion for the place they call home.

With our strong economy, we can live, work and raise families here. We are a destination for visitors, attracted to our vibrant parks, beaches and hiking trails. As leaders in sustainability, we passionately protect our natural environment.

Response to Draft Vision Statement

- Overall response to the draft vision statement was positive. 80% strongly/somewhat agreed on draft vision statement.
- Three themes that public agreed with most: Thriving Communities, Environmental Protection, and Vibrant parks, beaches, and hiking trails.
- Five themes from the Community Goals report selected by the public to be considered in the vision are: Health Services, Climate Change, Affordable & Alternative Housing, Infrastructure & Services, and Preserving Farmlands.

Draft Mission Statement

We are:

- *Responsible financial managers*
- *Strategic planners*
- *Sustainable community builders*
- *Collaborative engagers*

Response to Draft Mission Statement

- Overall response to the draft mission statement was positive. 76% of respondents strongly/somewhat agreed on mission statement helping to achieve vision.
- Themes identified by the public suggests that the mission should reflect actions regarding: Economy, Environment, Governance, Social Issues, and Health & Well Being.

Draft Values

- *Thriving Communities: We encourage meaningful connections.*
- *Act with Integrity: We are accountable and strive to provide exceptional leadership within our municipality.*
- *Respect and Kindness: We value the uniqueness and diversity of our communities, welcoming everyone with respect and kindness.*
- *Equity and Inclusion: We take action to change and grow to be a truly diverse, equitable, and inclusive municipality.*
- *Ready for Action!: We are innovators, economic leaders, and collaborative partners.*

Response to Draft Value Statements

- Overall response to the draft values was positive. 76% of respondents definitely/somewhat agreed with the draft values.

STRATEGIC PLAN

The MODL2040 project is identified as a strategic priority of Council.

Department: Planning & Development Services

Report Prepared By: Darren Shupe Date: October 19, 2021

Report Approved By: Jeff Merrill Date:

Reviewed By CAO: Tom MacEwan Date:



MODL2040



Public Engagement Survey Report

September 28, 2021

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Map 1: Distribution of Survey Respondents Across MODL by Community

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1. Introduction

In July 2021, Municipal Council held a series of workshops to draft the vision, mission, and value statements that would become part of the MODL2040 Municipal Planning Strategy. The draft statements were then presented to the public for input. The draft statements are as follows:

1.1 Draft Vision Statement

The breathtaking, natural beauty of the Municipality of the District of Lunenburg is home to thriving communities with unique cultural identities. Growth centres support our diversified economies, driven by our residents' passion for the place they call home.

With our strong economy, we can live, work and raise families here. We are a destination for visitors, attracted to our vibrant parks, beaches and hiking trails. As leaders in sustainability, we passionately protect our natural environment.

1.2 Draft Mission Statement

We are:

- *Responsible financial managers*
- *Strategic planners*
- *Sustainable community builders*
- *Collaborative engagers*

1.3 Draft Values

- *Thriving Communities: We encourage meaningful connections.*
- *Act with Integrity: We are accountable and strive to provide exceptional leadership within our municipality.*
- *Respect and Kindness: We value the uniqueness and diversity of our communities, welcoming everyone with respect and kindness.*
- *Equity and Inclusion: We take action to change and grow to be a truly diverse, equitable, and inclusive municipality.*
- *Ready for Action!: We are innovators, economic leaders, and collaborative partners.*

1.4 Public Engagement

The first round of public engagement for the MODL2040 project, conducted in early 2021, focused on the community's priorities and needs. Various themes were identified and compiled in the What We Heard Report and were considered by Council when drafting the vision, mission, and value statements.

The second round of engagement was organised by staff in July and August 2021 with the aim of collecting public input on the draft vision, mission, and value statements. A survey was created to gather input, and both an online version and shortened rack card version were available for the public to fill out. This report will discuss and analyze the survey responses obtained during the Vision Survey public engagement sessions.

2. Purpose

The purpose of the Vision Survey was to collect public input on the draft vision, mission, and value statements created by Municipal Council. These statements will be incorporated into the MODL2040 planning strategy that will guide the Municipality's development over the next 20 years. Public engagement allows residents to provide feedback and suggestions that Council can use to modify the statements to better meet the community's needs.

3. Methods

Staff prepared a MODL2040 Public Engagement Plan (July 2021) which outlined the content of the survey and the in-person engagement schedule. During the implementation phase, certain aspects of the public engagement plan were revised due to weather or recommendations from Council and members of the public. This section will outline the various aspects that were considered in the preparation of the survey and public engagement sessions.

3.1 Promotion

The promotion of the MODL2040 Vision Survey began in mid-July 2021. Facebook posts, radio ads, and newspaper ads were used to notify the public about the survey and where engagement sessions would take place within the Municipality. MODL's engagement website was also used to post the engagement schedule each week. MODL Councillors were each sent 20 rack cards with the survey on it and were asked to distribute them to participants in their district. During the engagement sessions, a promotional sandwich board was used to draw the attention of passers-by.

3.2 Online Survey

The online survey was created after reviewing the vision, mission, and value statements drafted by Council. MODL's engagement website was used to host the online survey and provide analysis of the responses. Staff decided to use this survey as an opportunity to collect some demographic information from participants to understand where the feedback was coming from, which is why participants of the online survey were asked to identify their age cohort and community. Most questions within the survey utilized a Likert scale format to gauge participants reaction to the statements made by Council. A short answer box was also provided to collect more specific feedback, ideas, or criticism from residents. The survey was made available to the public on July 14, 2021 and closed on September 3, 2021.

3.3 In-person Engagement

In total, there were fourteen engagement sessions held at various locations throughout the Municipality. There were typically three surveyors on site during each engagement session, mainly the planning interns, but occasionally they were joined by another member of staff or a member of Council. Each session was between two and three hours in duration. The surveyors would engage with passers-by and invite them to participate in the survey. Notes were also taken throughout the engagement process to catch any topics or suggestions that extended outside the scope of the Vision Survey.

3.4 Development of Survey Questions

There were 10 questions in the final version of the survey that was posted online and four questions out of these were printed on the back of the rack card for the in-person engagement sessions. The development process for each question will be discussed in this section and the full survey form can be found in Appendix A.

Questions 1 - 3

1. *What community do you reside in?*
2. *Identify your age cohort.*
3. *Did you fill out the MODL community goals survey earlier this year?*

The first three questions of the Vision Survey focused on collecting demographic information including community of residence, age cohort, and if the resident participated in the *MODL2040 Community Goals Survey* earlier in 2021. The aim of these questions was to determine if the Vision Survey reached different groups of people than the Community Goals Survey.

Question 4

4. *Does Council's vision statement reflect how you see the future of the District of Lunenburg?*

The fourth question was designed to gauge participant's approval of the themes within the vision. Respondents were asked to choose from a Likert scale ranging between 'Strongly Agree' and 'Strongly Disagree'. This question leads into other more detailed questions about the vision later in the survey.

Questions 5 – 6

5. *Which key ideas from the vision statement agree most with you?*
6. *Is there something you would like to see included or emphasized in the vision?*

Questions 5 and 6 asked respondents to choose from themes taken from the previous What We Heard Report. Universally accepted terms were used to represent the selected themes and if any respondent felt the need to clarify on the meaning of these terms, they were encouraged to reach out to planning staff. A note was included at the end of the survey description to direct respondents to municipal staff contact information.

The fifth question asked respondents to choose three themes that most resonated with them out of the eight themes provided.

Each theme was derived from the draft vision statement and included:

1. Thriving Communities
2. Unique Cultural Identities
3. Growth Centres
4. Diversified Economies
5. Strong Economy
6. Vibrant Parks, Beaches, and Hiking Trails
7. Leaders in Sustainability
8. Environmental Protection

This question aimed to identify the topics that are a priority of MODL residents and should be included in the vision.

Question 6 asked respondents to choose five themes they would like to see emphasized in the vision out of the thirteen provided.

The thirteen themes consisted of:

1. Climate Change
2. Preserving Farmland
3. Infrastructure & Services
4. Active Mobility
5. Health Services
6. Public Transit
7. Affordable & Alternative Housing
8. Youth Initiatives
9. Governance
10. Employment Opportunities
11. Services for Seniors
12. Inter-Municipal Cooperation
13. Social Equity
14. Other

An 'Other' option was provided in case any respondent wished to add a theme that was not covered in either Question 5 or 6. The themes were selected from a list of concerns derived from the first survey, which were compiled in the What We Heard Report 2021. The aim of this question was to find themes that represented the community's concerns and could be potentially integrated within the draft vision statement.

Question 7

7. *How much does the Municipality's vision matter to you?*

The seventh question asked respondents to rate the level of importance of the vision statement. Respondents could choose between Very important, Indifferent, and Not at All Important. The aim was to find out whether the vision statement had any relevance in the lives of MODL residents.

Question 8

8. *Do you agree that Council's mission (actions of today) will help in achieving the vision (MODL in 2040)?*

Question 8 asked respondents to rate their agreement with the mission statement. Respondents could choose between Definitely Agree, Somewhat Agree, Neither Agree nor Disagree, Somewhat Disagree, and Definitely Disagree. The aim was to determine if the public thought the mission would help guide MODL toward the vision for 2040.

Question 9

9. What actions can the Municipality take to achieve the vision?

The ninth question asked respondents to state the actions they believe must be taken to achieve the vision. Respondents had a chance to write their answers in their own words. The aim was to receive suggestions that were not considered in the draft statements and survey.

Question 10

10. Do you agree with the values that Council has presented?

Question 10 asked respondents to rate their agreement with the draft values. Respondents could choose between Definitely Agree, Somewhat Agree, Neither Agree nor Disagree, Somewhat Disagree and Definitely Disagree. The aim was to determine if the public agreed with the value statements as they were written.

3.5 Locations Covered

Listed below are the locations within the Municipality where engagement sessions took place as well as the number of times each location was utilized.

- Four Points Vintage Market, Blockhouse (x1)
- Canadian Tire, Cookville (x1)
- Hirtle's Beach (x1)
- Lunenburg County Lifestyle Centre (x3)
- Mushamush Beach Park (x1)
- New Germany Community Café (x1)
- New Germany Farmer's Market (x1)
- River Ridge Common (x1)
- SoilMates Farm (x1)
- Tancook Island Recreation Centre (x1)
- Wile's Lake Farm Market (x2)

4. Feedback

There was a total of 273 responses to the Vision Survey with 201 online, 67 rack card, and 5 paper-based survey responses. The survey was able to inform 154 new respondents about the MODL2040 project. In total, 761 residents (642 unique) of MODL have participated in the project so far (including the 488 respondents from the Community Goals Survey).

The following section will review the responses obtained from the survey and will highlight any themes noted in the responses. The online survey had ten questions and the rack card had four questions. For the purpose of this analysis, responses for common questions between the online survey and rack card survey were grouped together.

4.1 What community do you reside in?

Question 1 received a total of 198 responses. The results indicate that the survey was able to engage people from communities across the district. Map 1 at the end of the report shows the distribution of survey responses across the Municipality. The number of respondents for each area is indicated by a different shade of blue.

4.2 Identify your age cohort.

Question 2 received 202 responses with the distribution of responses indicated in Figure 1. Most of the survey respondents identified with the 60+ age cohort (49%), followed by the 46-60 age cohort (28%). Only seven respondents were younger than 25 (3%).

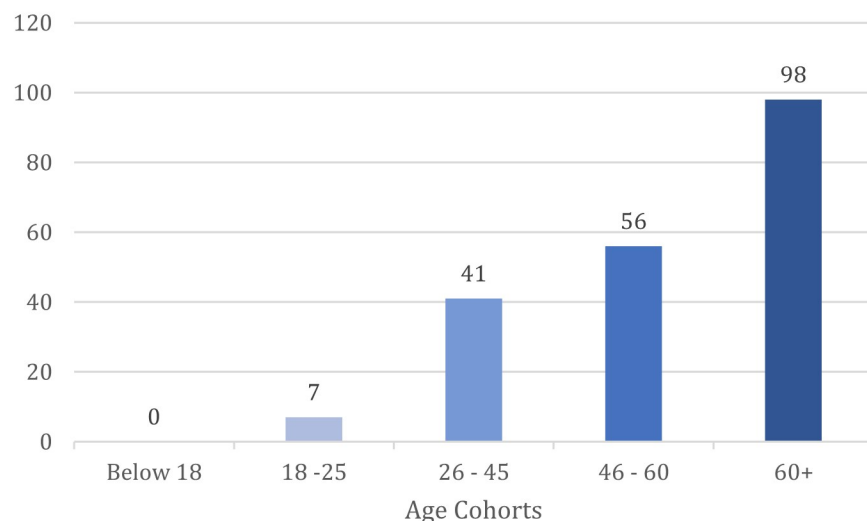


Figure 1. Number of respondents under each age cohort

4.3 Did you fill out the MODL community goals survey earlier this year?

Out of the 206 responses, only 24% respondents of the Vision Survey had filled out the Community Goals Survey earlier in 2021 (Figure 2). The Vision survey may have been able to reach more new participants due to the combination of online, direct mail-out, and in-person outreach.

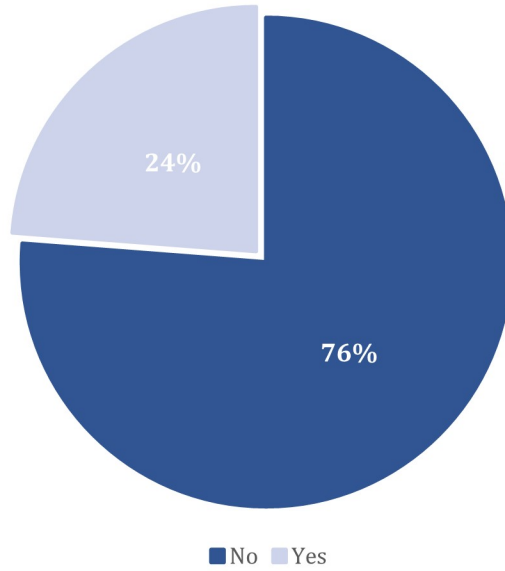


Figure 2. Percentage of respondents who had and had not filled the Community Goals Survey

4.4 Does Council's vision statement reflect how you see the future of the District of Lunenburg?

Question 4 received a total of 265 responses, including both online and rack card surveys. Most respondents (80%) were in favour of the draft vision statement put forth by Council.

The percentage of respondents were highest for 'Definitely/Strongly Agree' (39%) and 'Somewhat Agree' (41%). Only 7% of respondents did not agree with the vision statement and only 13% of respondents selected the 'Neither Agree nor Disagree' option (Figure 3).

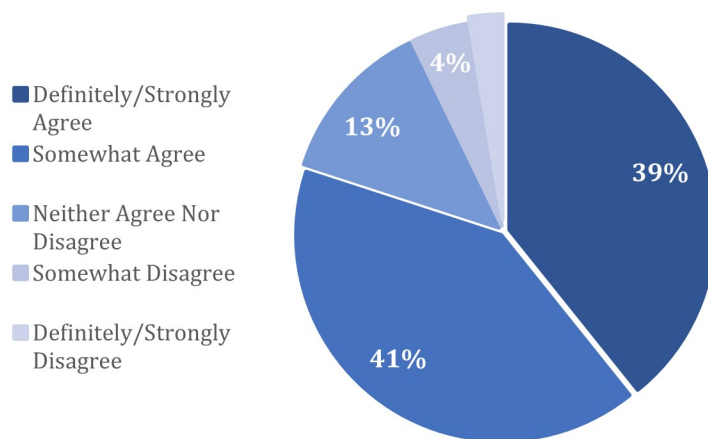


Figure 3. Likert scale responses for the vision statement

4.5 Which key ideas from the vision statement agree most with you?

A total of 270 survey participants answered the question and most prioritised *Thriving Communities, Environmental Protection, and Vibrant Parks, Beaches, & Hiking Trails* from the draft vision statement. All other categories received varying levels of support and the exact numbers can be viewed in Table 1.

Each respondent could select their top three options. The percentage for each category was calculated by dividing the number of responses for each category by the number of responses received for the question.

Table 1. Responses on key ideas from the vision statement

Options	Number of Responses	Percentage (Total Respondents)
Thriving Communities	151	56%
Environmental Protection	135	50%
Vibrant Parks, beaches, and hiking trails	125	46%
Strong Economy	92	34%
Leaders in Sustainability	79	29%
Diversified Economies	67	25%
Unique Cultural Identities	40	15%
Growth Centres	27	10%

4.6 Is there something you would like to see included or emphasized in the vision?

This question was not part of the rack card and received 201 responses. The top five picks from the public are highlighted in Table 2. Survey participants showed the most support for *Health Services, Climate Change, Affordable and Alternative Housing, Infrastructure & Services, and Preserving Farmland*.

A total of 36 responses were received for the *Other* option and have been compiled in Appendix B.

Table 2. Responses on themes to be emphasised or included in the vision statement

Options	Responses	Percentage
Health Services	109	54%
Climate Change	95	47%
Affordable & Alternative Housing	86	43%
Infrastructure & Services	79	39%
Preserving Farmland	61	30%
Employment Opportunities	57	28%
Services for Seniors	55	27%
Social Equity	46	23%
Inter-municipal Cooperation	45	22%
Public Transit	43	21%
Youth Initiatives	36	18%
Other	33	16%
Active Mobility	25	12%
Governance	7	3%

4.7 How much does the Municipality’s vision matter to you?

Question Seven received 202 responses and was part of the online survey only.

75% of respondents agreed that the vision statement was important to them.

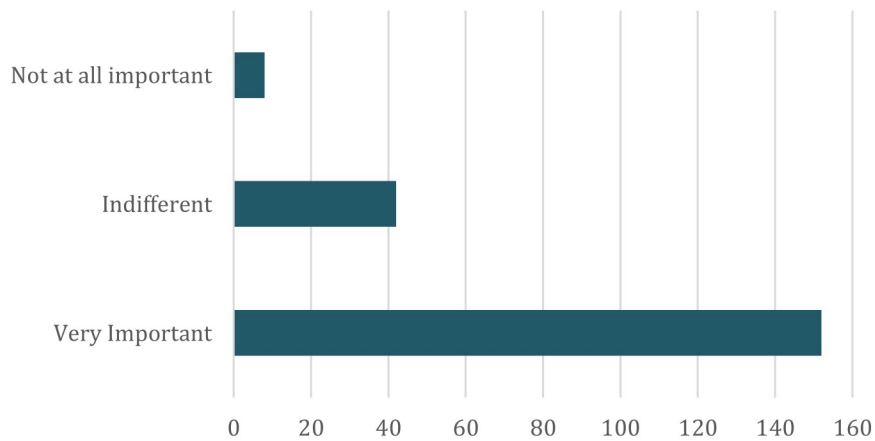


Figure 4. Responses on the importance of vision

4.8 Do you agree that Council's mission (actions of today) will help in achieving the vision (MODL in 2040)?

A total of 265 respondents answered Question 8. Most respondents (76%) agreed that the mission facilitated the vision statement well, but there were some participants that were not as sure (16%). A total of 8% disagreed (somewhat and strongly) with the mission statement.

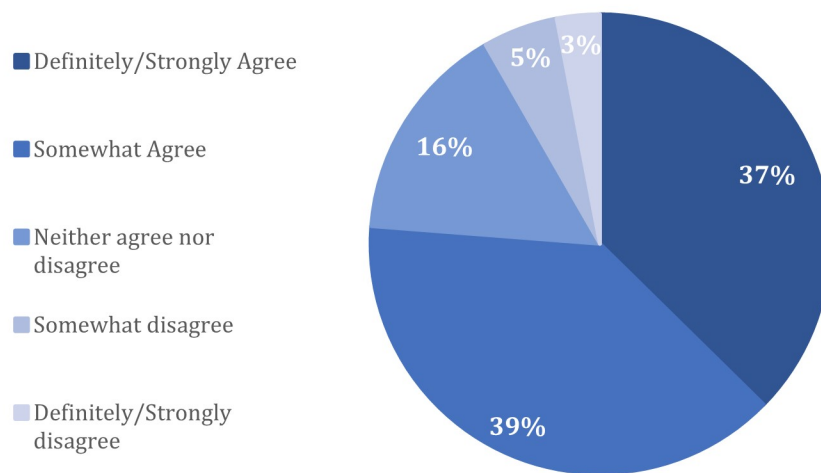


Figure 5. Likert scale responses for the mission statement

4.9 What actions can the Municipality take to achieve the vision?

A total of 182 respondents (67% of total respondents) answered Question 9 with their suggestions and opinions. There were a variety of responses for this question, and these were categorised into themes by staff. The full list of responses is provided in Appendix B and the themes are discussed in detail in Section 5 of the report.

Some of the key themes identified were:

- **Call to Action:** putting the plan into motion ASAP, listening to residents, and valuing their input
- **Connectivity & Inclusivity:** creating safe spaces for BIPOC and 2SLGBTQIA+ communities, internet/cellular access, public transportation
- **Economy:** sustainable growth, supporting local businesses, attracting more visitors
- **Environment:** funding environmental projects, tree planting, investing in alternative energies
- **Governance:** reducing bureaucracy, engaging/listening to residents on community issues
- **Health & Wellbeing:** recruiting MDs and NPs, funding parks and recreation, investing in health care
- **Housing:** affordable housing, rental housing, rent control

- **Public Engagement:** collaborating with residents, promoting public engagement initiatives
- **Other:** amalgamation, lake and coastal access, promoting rural living, etc.

4.10 Do you agree with the values that Council has presented?

A total of 186 responses were recorded for Question Ten in the online survey. Most respondents (76%) agreed (definitely or somewhat) with the values put forth by Council, with 16% neither agreeing nor disagreeing, and an additional 3% who either somewhat or strongly disagreed.



Figure 6. Likert scale responses for the values

5. Discussion on Survey Feedback

5.1 Themes

The MODL2040 Vision Survey enabled residents to provide important feedback and suggestions to planning staff for the new Municipal Planning Strategy (MPS). As mentioned above, there were several prominent themes within the responses for Question 9 of the survey (*What actions can the Municipality take to achieve the vision?*). The themes described in this report were identified after analyzing the responses from the Vision Survey. Related ideas were grouped together and an overarching theme, such as *Environment*, was assigned to each cluster of ideas or comments.

5.1.1 Call to Action

A comment that was repeated several times was the need for the Municipality to listen to residents and take their input seriously. The MODL2040 project is a great opportunity to further engage the public and commit to listening to the public's concerns.

5.1.2 Connectivity & Inclusivity

Connectivity was a common concern among respondents. Internet and cellular access were mentioned several times as was the need for public transportation within rural areas.

Another related comment was about creating inclusive spaces for the BIPOC and 2SLGBTQAI+ communities to feel comfortable in MODL. A few comments mentioned the need to attract more visitors and that prioritizing inclusivity was a good way to achieve this.

5.1.3 Economy

From an economic perspective, MODL residents are in favour of sustainable growth, supporting local businesses, and becoming self-sustaining. Several comments mentioned the need to attract more visitors while others think there is a need to move away from tourism and focus on local industry.

5.1.4 Environment

The environmental focus of the vision was well received by residents of MODL as many are concerned about the effects of climate change. Several respondents emphasized the need for immediate action when it comes to the climate crisis. Council has created an environment-focused vision, and it is important that the policies in the updated MPS reflect the concerns of residents and hold the Municipality accountable for making positive changes related to environmental sustainability.

5.1.5 Governance

Survey respondents mentioned the need for the Municipality to work more collaboratively, both among internal staff and with adjacent Municipalities. Communication with residents and among staff was another related topic that residents think needs improvement. The public thinks that long-term planning rather than band-aid solutions is required, which is one of the goals of MODL2040. Several people suggested that outside expertise is valuable and that bringing in experts on some of the key issues like climate change is important for creating effective policy. Another repeated comment was accountability for the actions taken by the Municipality.

5.1.6 Health & Wellbeing

Access to health care was a common concern among MODL residents. Several comments mentioned the need for more investment in health care including additional services and

recruitment of health professionals. Other comments suggested the need for more parks and recreational services.

5.1.7 Housing

Housing was a popular topic of concern for respondents and is also missing from the vision, mission, and value statements. Several respondents stated the need for affordable housing as well as rental housing. A few respondents had suggestions to repurpose older buildings for housing or to build housing closer to service centres.

5.1.8 Public Engagement

The public wants to be heard, they want to be engaged, and they want engagement opportunities to be better publicized. Some participants were unaware of the MODL2040 project and wished they had been able to participate sooner. A few comments suggested that Municipal staff should be out in the community more often so that residents can get to know their Councillor and have a better understanding of what goes on in the Municipality.

5.1.9 Other

Responses that did not fit into one of the prominent themes were put into an *Other* category. Comments in this section included promoting rural living, fostering lake and coastal access, and advocating for paving in certain areas of the Municipality. Several comments provided criticism of the vision, mission, and value statements including that the goals of the vision needed to be more specific before engaging the public.

5.2 Limitations

A limitation of in-person surveying is that sessions held during work hours limited the reach of the survey. This is further exacerbated by the fact that a portion of the Municipality is still without high-speed internet meaning some residents would have missed the promotion of the survey on the Municipality's Facebook and engagement website and would be unable to fill out the online survey from home. These limitations have provided us with some considerations for future rounds of public engagement in MODL.

5.3 Future Considerations

It was discovered that leading the engagement process with broader outreach (e.g., a mail-out survey) was the most effective way to reach residents. The MODL2040 Community Goals Survey conducted in early 2021 received 488 responses from residents within MODL. The MODL2040 Vision Survey has received 273 responses, 24% of which also filled out the Community Goals Survey. This suggests that the online format of the survey with the mail-out survey promotion was effective at reaching more participants. We recognize that not all residents have access to the internet to complete the survey online, but the mail-out provided additional awareness of the survey and the MODL2040 project across the

Municipality. Furthermore, online engagement saw an increase in responses once the mail-out was sent. It is also beneficial to use only one form of survey e.g., online only or paper only, as it simplifies survey analysis.

For in-person engagement, a potential option would be to conduct monthly evening engagement sessions at a popular location within the Municipality, when public health regulations permit. This form of engagement session allows residents to plan and come prepared with their thoughts. We also learned that residents prefer less frequent surveying. Some participants assumed that the MODL2040 Vision Survey was the same as the Community Goals survey conducted earlier in 2021. Lastly, some residents commented that the topic of the survey did not resonate with them, and this influenced whether they participated or provided in-depth feedback. Reserving public engagement for issues that directly impact residents may help mitigate this issue.

6. Summary

The following summary has been divided into three categories for the vision, mission, and value statements and were derived from the Vision Survey responses.

7.1 Vision Statement

- Overall response to the draft vision statement was positive. 80% strongly/somewhat agreed on draft vision statement
- Three themes that public agreed with most: Thriving Communities, Environmental Protection, and Vibrant parks, beaches, and hiking trails.
- Five themes from the Community Goals report selected by the public to be considered in the vision are: Health Services, Climate Change, Affordable & Alternative Housing, Infrastructure & Services, and Preserving Farmlands.

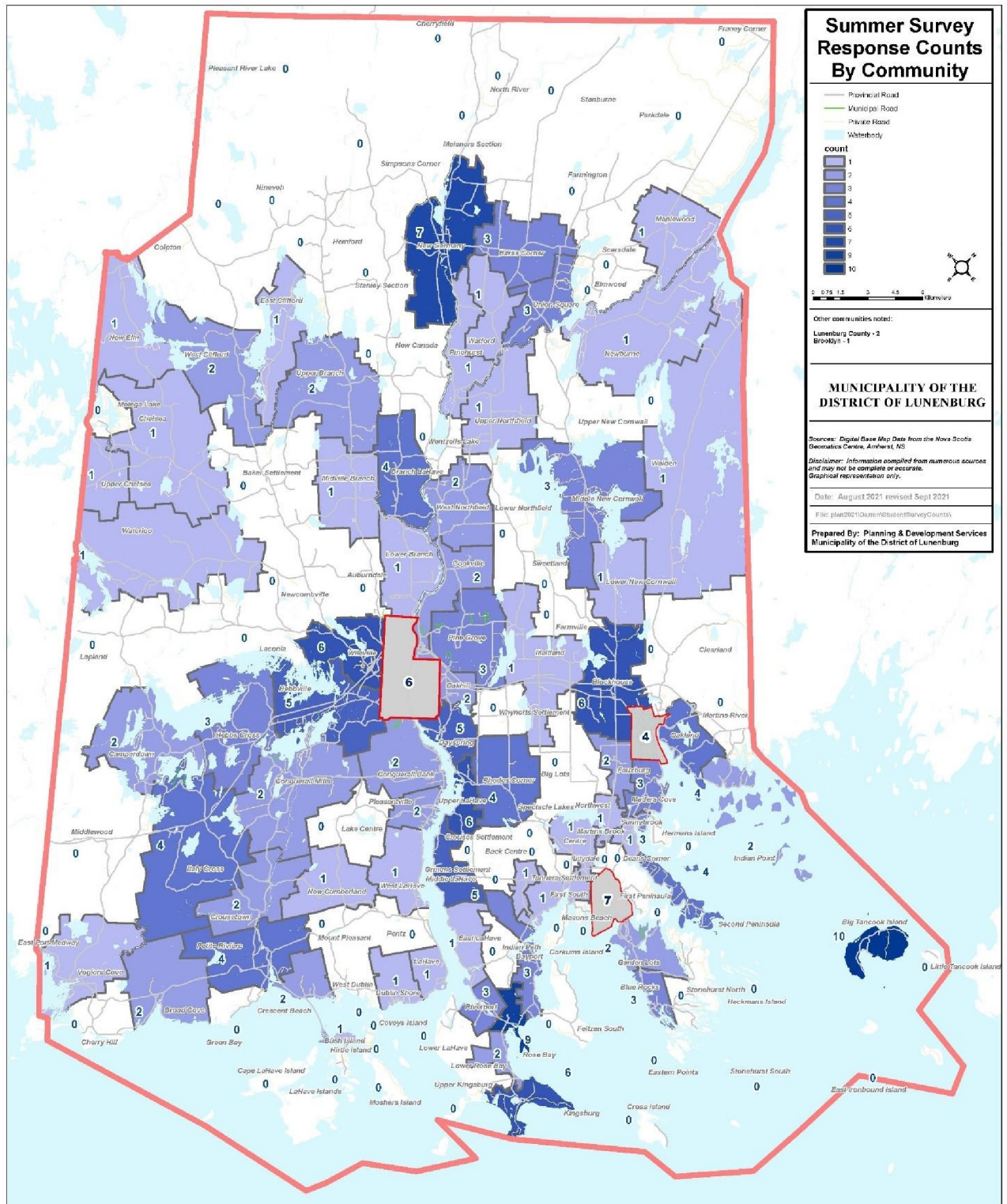
7.2 Mission Statement

- Overall response to the draft mission statement was positive. 76% of respondents strongly/somewhat agreed on mission statement helping to achieve vision
- Themes identified from public's opinion suggests that the mission should reflect actions regarding: Economy, Environment, Governance, Social Issues, and Health & Well Being.

7.3 Value Statements

- Overall response to the draft values was positive. 76% of respondents definitely/somewhat agreed with the draft values.

Map 1: Distribution of survey respondents across MODL



Appendix A: Online Survey Questions

1. What community do you reside in?

2. Identify your age cohort
 - a. Below 18
 - b. 18 -25
 - c. 26 - 45
 - d. 46 - 60
 - e. 60+
3. Did you fill out the MODL community goals survey earlier this year?
 - a. Yes
 - b. No
4. Does Council's vision statement reflect how you see the future of the District of Lunenburg?
 - a. Definitely agree
 - b. Somewhat agree
 - c. Neither agree nor disagree
 - d. Somewhat disagree
 - e. Definitely disagree
5. Which key ideas from the vision statement agrees most with you?
 - a. Thriving communities
 - b. Unique cultural identities
 - c. Growth centres
 - d. Diversified economies
 - e. Strong economy
 - f. Vibrant parks, beaches, and hiking trails
 - g. Leaders in sustainability
 - h. Environmental protection
6. Is there something you would like to see included or emphasized in the vision?
 - a. Climate change
 - b. Preserving Farmland
 - c. Infrastructure & services
 - d. Active mobility
 - e. Health services
 - f. Public transit

- g. Affordable & alternative housing
- h. Youth initiatives
- i. Governance
- j. Employment opportunities
- k. Services for seniors
- l. Inter-municipal cooperation
- m. Social equity
- n. Other

7. How much does the Municipality's vision matter to you?

- a. Very important
- b. Indifferent
- c. Not at all important

8. Do you agree that Council's mission (actions of today) will help in achieving the vision (MODL in 2040)?

- a. Definitely agree
- b. Somewhat agree
- c. Neither agree nor disagree
- d. Somewhat disagree
- e. Definitely disagree

9. What actions can the Municipality take to achieve the vision?

10. Do you agree with the values that Council has presented?

- a. Definitely agree
- b. Somewhat agree
- c. Neither agree nor disagree
- d. Somewhat disagree
- e. Definitely disagree

Appendix B: Open Ended Responses

Question 6: *Is there something you would like to see included or emphasized in the vision? (other)*

Responses (Online)

- Attracting business
- Build and season greenhouse from the USA at the schools to feed the children sometime they can learn about growing food. (organic)
- Every year I see further decreases in access possibilities in our inland waterways, particularly in the northern parts of MODL. We have truly fabulous inland waterways which can be, if more responsibly & aggressively managed by government, the cornerstones of quality of life in our most rural communities. Instead, the municipal government continues to use our inland waterways primarily as economic drivers, increasingly accessible to only the financially advantaged. One could say this is economic racism since that term seemed to be used more often today in many circumstances. Clearly stated emphasis on increased opportunities provided by the municipal government to our inland waterways by all our residents, rich or poor, is badly needed in the new plan. I look forward to seeing such a vision statement, IN BOLD PRINT.
- Save our wilderness areas. Stop clearcutting our forests.
- Population growth, a strategy to replace retiring workers
- Walk in Clinics
- Stop spending useless money on so-called renewables like windmills and solar.
- solar power network reducing emissions drastically
- Guaranteed liveable income (GLI)
- Immigration and more cultural diversity in our communities
- A way for people who pay taxes in the county but do not live in the county to be heard
- Development
- Better internet in the rural areas
- We need doctors now, not 5 or 10 years down the road
- Maintain out native biodiversity
- Food security, water preservation, solar/wind, and alternative energy
- Consistent, reliable technology for connectivity, e.g., cell phone service, wifi.
- Michelin in Nova Scotia is our largest manufactured exporter. There is no vision as to the increasing provincial debt plus increased power cost to the economics of our one plant. The vision statement platitudes are a waste of time if Michelin moves its operations to South Carolina.
- ZONING -- Community involvement in approval of permits that affect the community.
- ZONING. The community needs to be consulted when permits allowing commercial ventures are requested
- SCIENCE BACKED HEALTH MEASURES instead of blindly following whatever measures are prescribed by CDC / WHO. I expect INDEPENDENT STUDIES to be completed before following directions with significant impact to societal health and economy.
- Question 5 should include inclusion and acceptance.

- Provincial cooperation in addition to inter-municipal (some issues are directly controlled by the Province)
- Coastal protection
- Protection of lakefront and setbacks from water. The lack of planning controls right now are resulting in bad development, especially with the surge in the market.
- Integrity, the statements are vague, too much control of properties with by-laws, too much land owned by the municipality, payed for by the overtaxed tax payers.
- Housing!!!!
- Preservation of heritage and historical agriculture, public access to shoreline, and preservation of natural landscape.
- Giving land back to indigenous peoples
- Electric vehicle infrastructure and future proffing for town wide EV usage
- Lyme disease is a debilitating, crippling, and life threatening disease caused by blacklegged tick bites. Nova Scotia and in particular, Lunenburg MODL has the highest endemic rates of blacklegged ticks and Lyme disease in North America. Please address Lyme disease & blacklegged tick social awareness, through all forms of social media, signage in parks, trails, beaches etc. and develop public health education task force to educate and warn residents and out of province visitors about the risks of tick bites, infection, testing, and protocols for treatment. Work with MLA and province to install Large Tick and Lyme disease signage on all major highways in the MODL and the province, and on all public roads entering every community in the MODL. I have Lyme disease and it has consumed my life, and causes serious long term chronic health issues, permanent damage to organs and can lead to other serious crippling inflammation issues, including Lyme arthritis (painful swollen joints), Lyme carditis (permanent heart damage, inflammation and disease) and Lyme meningitis (brain infection and inflammation). Currently, other than town websites and brochures at Tourist Information sites, both of which can be easily missed, there is very little information or public health warnings about the dangers of being bitten by a tick or the serious long term impacts of Lyme disease and other equally devastating co-infections, such as Bartonella and Babesia, and others, which are delivered by one single blacklegged tick bite. Thanks for this opportunity to allow me to voice my concerns.
- Protection of wetland and the environment in general. Lack of zoning and planning for development is ruining the things that the vision statement calls for
- protect and leverage our natural environment
- maintain rural character
- The vision statement is way too long. Simplify it.

Question 9: *What actions can the Municipality take to achieve the vision?*

Responses (Paper Survey)

- Clear policy and debate on topics and capital projects that most benefit MODL residents
- Work together, do not hate CFA people, treat CFA people with respect
- Beautify + provide internet in downtown by making it a destination rather than a drive by

Responses (Rack Cards)

- Speak to the people
- My concern is the high property taxes. Young people are unable to live in properties fostering the ocean.
- Focus on Sustainable Housing
- Stay the course
- Continue to make our trails, beaches and trails accessible, enjoyable for all, and add to them, whenever possible. Instead of 'we can live' can it just be 'we live'?
- Create more jobs
- Create more jobs locally
- Community Involvement
- Community engagement and consultation
- Stay in communication with the people in the community
- Encourage employers to pay a living wage, not minimum wage
- We need coastal set back rules. Sea level rise is happening.
- Invest in sustainability upgrades and continue to invest in recreational access to nature areas (river, boating, hiking)
- Community feedback always. Put environmental protection ahead of financial gain
- Support population sustainability and growth
- Continue as they are
- It must actually do it
- Incentivise + support small businesses!
- Develop 5 year stepping stones to 2040. Communicate strategy to meet goals. Public Input.
- Get the community involved with the decision making
- Fix Potholes
- Put money into important things!
- have more community input
- You seem to be on the right track
- Continued new/fresh/young ideas & council members
- Continue with strong leadership and strategic planning
- Listen to residents and follow through with plans
- affordable living
- Treat everyone equal so they joint together
- One way is including people that already live in the area
- Keep on doing what you are doing
- Protect forests (esp. private forests) from clearcutting and focus on alternative energy questions
- talk to residents, be on facebook more
- active Councillors

- More electric charging stations! Eg new municipal building location
- Sustainability/climate change should be #1; more looking at everything with a view of extreme storms, sea rise, no rain, too much rain, and on and on!
- I think unique cultural identities.
- Try
- Teamwork - listening to our fishing, farming, and trees need protection

Responses (Online)

Full List

- work together, do not hate CFA people, treat CFA people with respect
- Beautify + provide internet in downtown by making it a destination rather than a drive by
- Fund Parks and Recreation
- Fund Environmental projects
- Tree planting & education
- Recruit MD's & NP's
- be in the communities
- Ensure that these are implemented
- Keep communicating with residents, which you are doing well
- Continue to help communities to develop their ares. Eg using old schools etc for new uses
- Be more aware and take action to ensure that residents are aware of the impact that growth has on our local environment, promote local volunteer groups in the region who aren't
- Build small clusters of affordable homes near Walmart.
- Provide opportunities to present new ideas and treat them with respect.
- Become expert on the effects of "global warming"
- Get on with it eg IGive priority to what to do about global warming cutting off communities eg the Klingsburg/Upper Klingsburg Island land
- Action is exactly that. All the words in your statement are good, but if they don't translate into quick action - i.e. starting right now - this whole process is useless. And if we don't deal with climate dangers, there will not be a planet to work in
- Continue to be a champion for Health Care and keep services available for people in the County.
- health care, flood protection, silent business initiatives
- Promote renewable energy sources for residences of the MODL.
- Encourage the reduction of single use plastics in all restaurants, hotels and bnbs.
- We would like to see the shoulders of Second Peninsula Road paved, when repaving of the road is done. This would not only make it much safer for pedestrians and cyclists, it would encourage eco-tourism.

- Listen to the residents and be willing to take action.
- Listen, listen and listen.
- Attract more visitors, extend and open new multi use trails, open the cities for ATV - UTV to bring people and value in. Protect nature by providing trash cans that can be put out on trash day. So much waste around from broken trash bags, looks odd as well
- Learn how growth of business and business policies impacts/promotes jobs in the future in private sector.
- Have the right government in charge
- Practice what you preach, hold people accountable
- Create much more affordable housing even if it is just a bunch of Bachelor apartments. Hold regular community cleanups with volunteers.
- Promote that initiatives/projects are aligned with the Vision and its components.
- We've lived here for a year, and this is the first we've hear of it. More communication to the community
- Take a stronger stance in negotiating with Provincial and Federal on matters within their jurisdiction - i.e. roads, water and shoreline protection
- Plans to make diversity, and the inclusion of visibly minorities within the Municipality. Plan to promote also.
- Provide opportunities for diverse age groups to meet and work together on projects/visioning. While keeping the goal of being an economic leader in mind, please don't leave any groups/communities behind. It's not all about development it's about people.
- Consult its citizens, listen and act accordingly. Take QUALITY, Permanent actions, not less expensive ones which result in forever re-doing, correcting quick planning.
- Consult its citizens, listen and act accordingly. Take QUALITY, Permanent actions, not less expensive ones which result in forever re-doing, correcting quick planning.
- stay the course, keep the feedback methods open
- Continue cleaning up the LaHave River, provide more green space/park areas, help promote shuttle service to and from Halifax
- Develop and enforce land use regulations. New buildings should not be allowed on coastline. Incentives for homeowner renewable energy infrastructure. Extend internet services to rural regions. Senior serRV parks wetlands and coast should be prohibited.
- Diverse community involvement
- I believe that MODL is doing a fine job but in order to achieve its vision MODL must protect our land use ensuring farmland is not developed and that our coastline remains available to all.
- Affordable housing for the young and old is an issue. Could there be programs to encourage/support homeowners to convert barns and outbuildings into living spaces? Or perhaps tiny and land-share agreements. What other housing ideas could we try

- All decisions made now and in the near future should reflect the goals set out in the vision statement.
- Continue to involve the community
- Support local community initiatives
- Active consultation with residents every step of the way. Strong progressive action on climate change with no time to spare.
- Involve everyone in the process
- Action: Public Health Education & Task Force to increase public awareness to inform residents & visitors that MODL has the highest endemic rates of Blacklegged Ticks & Lyme disease in North America & work with MLA to install LARGE HWY TICK WARNING SIGNS.
- Work together and use all our resources
- fix our roads
- Help to make sure proper transportation to island for residents and services.
- Blue sky unique new ideas, hold open house discussions, be bold occasionally...
- The municipality is a great place for people to work from home only if there is better high speed internet and cellphone service in waterfront areas (think Mush-a-mush, Sherbrook lakes etc). Few will move/work here without services in these areas
- Keep doing what you need to do with the tax dollars allocated to you to help the economy and provide services to the community. Not trying to be the moral gradian to the people.
- Re-write the vision statement. 2. Give me the opporunity (which is not given to me here) to write a better on.
- Pay attention to food security. Encourage and support farmers, especially new ones. Pay attention to the local abattoirs and meat cutting ops. Support culturally appropriate food initiatives to encourage diversity. Bring back a REN. Think big with partners.
- Stop wasting money
- This vision is weak and easy and status quo. Need to have a bold vision! Need to address the crises we are facing including health, housing and climate change! There isnt even public transit here!
- Reduce your bureaucracy. Hire a proper management team for the LCLC.
- Listen to the people
- This morning I am reading the just released IPCC report on Climate Change. It is devastating. This needs to be our primary and ultimate focus going forward. We here in MODL are surrounded by coastline that is certainly going to change.
- Steam line services. Reduce government 'red tape'. Actually be innovative, think outside of the box...not create more headaches, or costs, for tax payers. Make your services know to the communities and businesses.
- LaHave River is polluted and people are still allowed to dump, roads in surrounding areas are in need of repair or paving, needed services in the area are unavailable (walk in clinics, building supply on weekends, garbage along most roads)

- Focus on what the municipality needs and not the wants of a few. The tax payers are the important ones, not the tiny minorities. We don't have to ignore them, just don't pander to them.
- The vision statement feels very vague and full of buzz words. I think the municipality should write something that actually reflects our communities. What does "equity" actually mean? What does sustainability" mean to us, here in Lunenburg county?
- Listen to the people and act on what they want, within reason. The council has little to no contact with the residents and we feel we do not matter.
- Get doctors, I am one of 70,000 with out a doctor. can,t even get a medical for years now. May have have to use a vet, where you can get service.
- This is mostly waffle and small actions, take big actions then you waffle less. Take the plunge and clear up all legacy polluters, limit clear cutting, stop min wage farming practices, flush out all modl dirty secrets
- I believe that, most importantly, the Municipality must have the awareness and take into consideration the direction in which we are moving. That is to say, the rapid growth of this community due to the influx of new residents from elsewhere in Canada.
- Focus more on commercial development
- Help everyone who already reside here so they can also help in the future, instead of making them move away.
- Stop the Rose Bay general store from using a straight pipe to dump sewage into a brook that runs through the Sand Dollar beach. At least provide a decent parking area since you have basically
- Zoning requirements in the rural parts of MoDL seem vague and allow just about anything. Tighter enforcement of property standards too would be very beneficial.
- We can't have a strong economy when businesses have gone bankrupt during the disruption of the so-called pandemic. We wax poetic about sustainability when there is increasing traffic problems around BW.MODL needs to disconnect from global systems.
- MODL needs to review borders in 2022 and change border so we (The Tancooks) become part of MODC it just makes sense.
- Implement munivpal policies and advocate for federal and provincial policies to increase housing availability- there is ample housing stock available that is not inhabited. Communities cannot thrive when half of its houses arent lived by residents.
- Strengthen zoning rules
- Clear policy and debate on topics and capital projects that most benefit MODL residents
- Invest in Solar energy
- Work Together
- Start to put it in motion
- uptax nonresident property
- 1 municipality in county
- Lake and Coastal Access

- Truly focus on all parts of MODL, not just those parts close to our towns. Our most rural communities are great places to live. Help them grow, don't give up on them
- defined goals and outcomes with an eye to review and revise what isn't working
- "Growth centres" is not a clear term and "growth" is not necessarily a good thing -- we can't keep growing forever. Even "sustainable growth" is outdated. Should mention a circular economy and resilience; "growth" depends on constant help from outside.
- Improvement in leadership to recruit and maintain health services in communities
- Unfortunately I missed the first survey but would like to see more regulations on land usage in the rural areas.
- work toward improving public transportation in a rural environment. Start coming up with new land uses. Instead of single houses strung out along a road (useful to settle 18th century NS), group houses together in "villages" for services and support
- More affordable rents and housings
- Keep on doing what you are doing; as far as I can tell you are doing a wonderful job in leading this municipality into the future.
- Lunenburg County needs affordable housing. The people of the county is what makes it unique, and appealing. If only the rich from away can afford our beautiful land, the dynamic of the county will change considerable.
- Continue to take a long-term approach to planning. heightened awareness of effects of climate change. Erosion of water fronts.
- Continue encouraging people to come to these communities, and working to make it a genuinely safe place for people of colour, 2SLGBTQIA+, and other minorities. These areas are too white, and often not welcoming of "come from aways" or anyone 'different'.
- I believe programs which help maintain healthy forests and beaches are most important in view of our climate changing. Clearcutting of trees as well as loss of beaches concerns me. Planting trees and help wildlife, infrastructures to prevent erosion.
- Never take for granted the position and influence you have
- Accountability for goals being met.
- Less reliance on tourism (tourism has a heavy carbon footprint)
- Less reliance on tourism, which has a heavy carbon footprint that our planet can't sustain. Instead, there should be more focus on practical shops and businesses where people can meet their needs locally
- Seek outside perspectives - look to expertise and advise outside of MODL. Embrace risk. Be honest and specific about what doesn't work now - then actually address it with action.
- Stop paying politicians so much. Stop wasting important money on bandaid solutions. Hit the ground running and bring in healthcare. Make communities more livable with internet and services so people aren't so isolated
- Need to encourage growth as well
- Create a solid foundation to build on

- More communication and speed up the projects that provide rural areas high speed internet like fibre optic
- Ask for public input and assistance.
- Create a public transit system
- Timely action, inclusive, and promoted in the community
- Consultation, planning & collaboration
- More encouragement for local businesses
- Host events that engage the community; events that people actually want to attend/more women and poc members of the MODL/rent control in the MODL/Sustainable forestry practices enforced/support the province with health care access
- The information provided does not contain anything specific and at the end of the day does not mean much of anything.
- You need to elaborate with specific goals.
- Create task teams that align with the different components and have them work on projects. Celebrate your accomplishments that align with the Vision. Commit to improving to better meet the Vision's components.
- More collaboration
- Ensure business, especially small business entrepreneurs have support, and less red tape. Work with local communities as well as Prov govts to attract and retain healthcare professionals.
- It is important to build IT infrastructure, wifi and cellular. The current service levels do not suffice
- Work with all of the Council's to have a cohesive vision.
- Pay more attention to environmental protection, including coastal protection and access.
- Create affordable housing for young adults, with job opportunities to keep them in the area.
- ongoing discussions with citizens and experts
- Stronger leadership in environmental protection: waste reduction, energy efficiency, building standards, habitat/wilderness protection... 2) raise taxes/penalize for absentee and seasonal property owners; the wealthy are making MODL too expensive
- More collaboration and recognition that the status quo will not mean a just recovery
- Protect local historic houses and buildings, landscapes and shores from over-building.
- Peak emissions by 2030 and phase out fossil fuel use by 2050, work with Mi'kmaq communities for the repatriation of land, funding and regulatory support for the development of affordable housing cooperatives
- Set timeliness and make people/committees accountable.
- Demonstrating and actively promoting the values expressed in the mission statement
- Solid task-based planning. Involve opinion and action leaders (people who champion causes) to get grass roots action.

- Improve advance communication of community engagement activities. Documented process to review and correct course year over year.
- Provides incentives for renewable energy
- affordable housing!
- Investing in alternative energy, water conservation, eliminating motor boats on fresh water lakes. Local markets
- 1. Rewrite the Vision Statement. 2. Give me the opportunity (not given to me here) to help rewrite the vision statement."
- Nova Scotia has the highest marginal income taxes of all states & provinces in North America. What effort is being done by local government to warn the province that unsustainable finances are
- Reflect on the "what we heard" comments report... does draft vision capture key points?
- Save in good times; spend in bad. Live within your means whereby your staff's salaries are reduced by at least 30% and that surplus is put into programs to help youth, seniors and our environment.
- Use common sense to serve the community.
- Work with towns and adjacent county

Themed Responses (partial list)

Call to Action	
Start to put it in motion	Ensure that these are implemented
Accountability for goals being met	Listen to the people
Get on with it e.g. Give priority to what to do about global warming cutting off communities e.g. the Kingsburg/Upper Kingsburg Island land	Listen to the people and act on what they want, within reason. The council has little to no contact with the residents and we feel we do not matter.
Listen to the residents and be willing to take action.	Listen, listen and listen.
Timely action, inclusive, and promoted in the community.	Follow through with what residents of MODL are asking instead of talking about it. Actions speak louder than words
Action is exactly that. All the words in your statement are good, but if they don't translate into quick action - i.e. starting right now - this whole process is useless. And if we don't deal with climate dangers, there will not be a planet to work in.	

Connectivity & Inclusivity	
Internet access x3	Cellular access
Continue encouraging people to come to these communities, and working to make it a genuinely safe place for people of colour, 2SLGBTQIA+, and other minorities. These areas are too white, and often not welcoming of "come from aways" or anyone 'different'.	Work toward improving public transportation in a rural environment.
Need more public transport systems in area	Create a public transit system

Economy	
Keep using funds to boost economy	Silent business initiatives
Less reliance on tourism (tourism has a heavy carbon footprint)	Need to encourage growth as well
Less reliance on tourism, which has a heavy carbon footprint that our planet can't sustain. Instead there should be more focus on practical shops and businesses where people can meet their needs locally.	Learn how growth of business and business policies impacts/promotes jobs in the future in private sector.
More encouragement for local businesses	Attract more visitors
Nova Scotia has the highest marginal income taxes of all states & provinces in North America. What effort is being done by local government to warn the province that unsustainable finances are...	I believe that, most importantly, the Municipality must have the awareness and take into consideration the direction in which we are moving. That is to say, the rapid growth of this community due to the influx of new residents from elsewhere in Canada.

Environment	
Fund environmental projects	Tree planting & education
Promote renewable energy sources for residences of the MODL	Become expert on the effects of "global warming"
LaHave River is polluted and people are still allowed to dump, roads in surrounding areas are in need of repair or paving, needed services in the area are unavailable (walk in clinics, building supply on weekends, garbage along most roads).	This morning I am reading the just released IPCC report on Climate Change. It is devastating. This needs to be our primary and ultimate focus going forward. We here in MODL are surrounded by coastline that is certainly going to change.
Flood protection	Hold regular community cleanups with volunteers
Investing in alternative energy, water conservation, eliminating motorboats on freshwater lakes. Local markets.	Encourage the reduction of single use plastics in all restaurants, hotels and bnbs.
Sustainable forestry practices enforced	Improved garbage service
Be more aware and take action to ensure that residents are aware of the impact that growth has on our local environment, promote local volunteer groups in the region who aren't	I believe programs which help maintain healthy forests and beaches are most important in view of our climate changing. Clearcutting of trees as well as loss of beaches concerns me. Planting trees and help wildlife, infrastructures to prevent erosion
Heightened awareness of effects of climate change. Erosion of water fronts.	

Governance	
Work together	Reduce government red tape
Reducing bureaucracy, hire a proper management team for the LCLC.	Unfortunately I missed the first survey but would like to see more regulations on land usage in the rural areas.
Streamline services	Up Tax non-resident property

Stop wasting money	Work with towns in adjacent county
Defined goals and outcomes with an eye to review and revise what isn't working.	Practice what you preach and hold people accountable
1 Municipality in county	Have the right government in charge
Make communities more livable with internet and services so people aren't so isolated.	More communication and speed up the projects that provide rural areas high speed internet like fibre optic.
Never take for granted the position and influence you have.	Consultation, planning & collaboration
Stop paying politicians so much. Stop wasting important money on band aid solutions. Hit the ground running and bring in healthcare.	Focus on what the municipality needs and not the wants of a few. The taxpayers are the important ones, not the tiny minorities. We don't have to ignore them, just don't pander to them.
Keep doing what you need to do with the tax dollars allocated to you to help the economy and provide services to the community. Not trying to be the moral guardian to the people.	Seek outside perspectives - look to expertise and advise outside of MODL. Embrace risk. Be honest and specific about what doesn't work now - then actually address it with action.
More collaboration	Continue to take long-term approach to planning.

Health & Wellbeing	
Recruit MDs and NPs	Need more accessible services e.g. walk in clinics
Continue to be a champion for Health Care and keep services available for people in the County.	Improvement in leadership to recruit and maintain health services in communities
Get doctors, I am one of 70,000 without a doctor. can't even get a medical for years now. I may have to use a vet, where you can get service.	Fund parks and recreation
Extend and open new multi use trails	

Housing	
Affordable housing!	More affordable rental housing
Build small clusters of affordable homes near Walmart.	Create much more affordable housing even if it is just a bunch of Bachelor apartments.
Rent control	Continue to help communities to develop their ares. E.g. using old schools etc for new uses.
Lunenburg County needs affordable housing. The people of the county is what makes it unique, and appealing. If only the rich from away can afford our beautiful land, the dynamic of the county will change considerably.	Start coming up with new land uses. Instead of single houses strung out along a road (useful to settle 18th century NS), group houses together in "villages" for services and support.

Public Engagement	
Be in the communities	Keep communicating with residents (which you are doing well)
Ask for public input and assistance	Timely action, inclusive, and promoted in the community
Host events that engage the community, events that people actually want to attend e.g. women and poc within MODL.	The council has little to no contact with the residents and we feel we do not matter.
Engaging/listening to residents on community issues	Provide opportunities to present new ideas and treat them with respect.
We've lived here for a year, and this is the first we've heard of it [MODL2040]. More communication to the community.	

Other

Lake and coastal access	Promoting rural living
Creating complete communities	Create a solid foundation to build on
Promote that initiatives/projects are aligned with the Vision and its components	We would like to see the shoulders of Second Peninsula Road paved, when repaving of the road is done. This would not only make it much safer for pedestrians and cyclists, it would encourage eco-tourism.
The information provided does not contain anything specific and at the end of the day does not mean much of anything. You need to elaborate with specific goals. I hit the send button my mistake a few seconds ago so I resend.	Create task teams that align with the different components and have them work on projects. Celebrate your accomplishments that align with the Vision. Commit to improving to better meet the Vision's components.

Request for Agenda Items under Mayor's/Deputy Mayor's/Councillors' Matters

Policy & Strategy Committee
Item: #9.1
Date: October 19, 2021

TO: Chief Administrative Officer
FROM: _____
DATE: _____

1. Agenda Item

2. On what agenda do you want the item placed?

3. Do you have written material to circulate with the agenda? Yes _____ No _____

If you do, please attach it to this form. If you do not, please explain.

4. What is its relevance to Council or the committee?

5. What outcome(s) are you seeking?

Councillor's Signature

Date

Approval for agenda: Yes No

Reason for Denial:

Mayor or Chair of Committee

Date