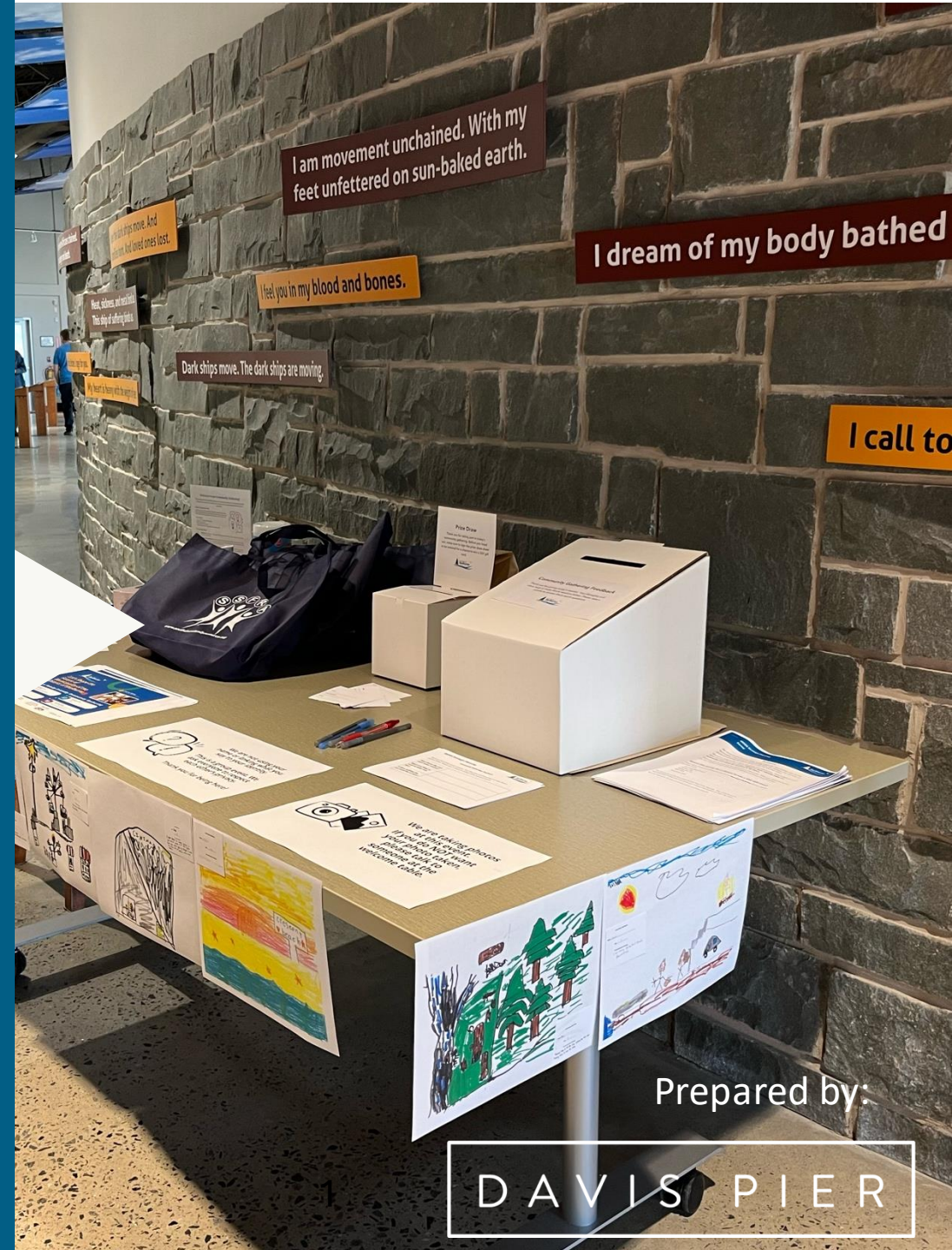
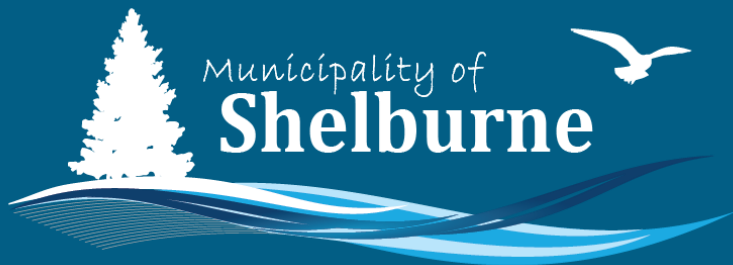


Strategic Planning

What We Heard

October, 2025



Prepared by:



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Introduction

Introduction

This '**What We've Heard**' report aims to synthesize key themes emerging from engagements with local community members, youth, staff, and council. By capturing these diverse inputs, this report serves as a foundational resource to inform the **Strategic Plan**, which will articulate a clear vision and guiding municipal priorities and economic development for the next three years.

The strategic plan will be grounded on the organizational capacity (e.g., budget, human resources) and informed by:

1. **Input from residents**, council, and municipal staff;
2. Influencing external factors and relevant federal and provincial strategies; and
3. Leading practices



Specifically, this document provides a summary of the key points heard during engagements (surveys and in-person sessions) for the development of the Municipality of the District of Shelburne's (MODS) strategic plan.

In some cases, ideas shared by community members fall outside the municipality's jurisdiction. In these situations, the municipality's role may be limited to advocacy or collaboration with other levels of government and partners. An overview of municipal responsibilities is provided in *Appendix A*.

Engagement At A Glance

Purpose: *Ensure the strategic plan is grounded in the realities, needs, and priorities of the people it impacts.*

Objectives:

- ✓ Listen
- ✓ Build trust
- ✓ Surface diverse perspectives & generate buy-in
- ✓ Gather ideas

Mechanisms for Input

- In-person community sessions
- Online & paper surveys
- Youth photo contest & child drawings of favourite places/future visions

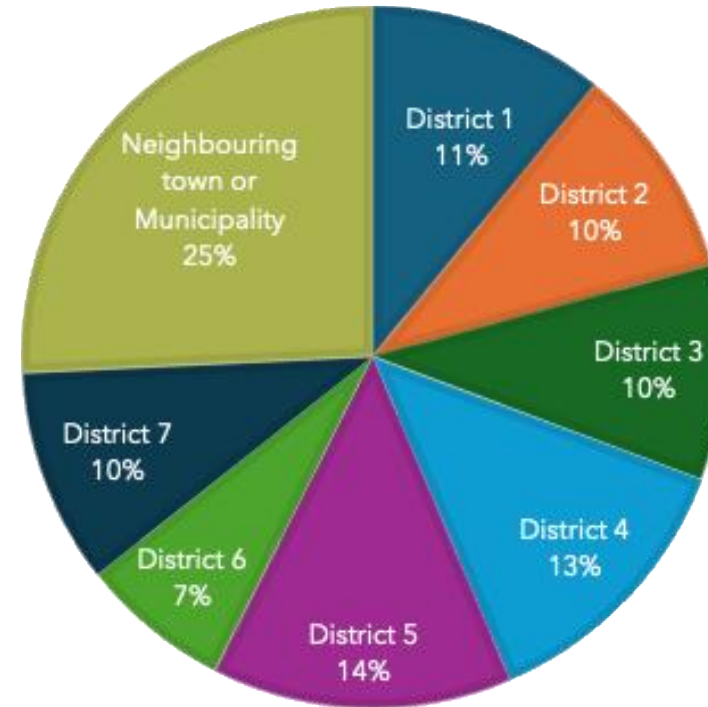
Results:

4 Sessions Held between Sept 13th – 18th

3 Locations in Shelburne and Lockeport

43 Participants Attended across the 4 sessions

79 Survey Respondents by district (see pie chart)



**The feedback summarized in this report reflects the perspectives of the individuals who chose to participate. It should not be interpreted as representative of all community members.*



What We Heard

Community's Vision

In the survey participants were asked to share their vision for the municipality. Responses ranged from economic growth, better utilization of local resources, environmental protection, safety and affordability, and an inclusive, effective governance:

A self-sufficient community, where residents don't need to leave the municipality to **shop, work, or play**. The community should be a place that offers everything needed for a **high quality of life**.

A growing economy and vibrant community that attracts **working families** and **new employers**, leverages our **ocean, land and wind**, and supports a **vibrant downtown and harbour**.

Inclusive and consolidated governance that is **accountable, and transparent**. Amalgamating smaller communities into one governing body and including **citizens in decision making** for greater results.

Balanced growth, with a focus on **preserving the charm and character, maintaining green spaces**, and ensuring the **development of infrastructure** like healthcare and recreational facilities.

A community that **values nature and the environment**, protects **living coastlines**, invests in **sustainable infrastructure**, and offers **indoor/outdoor recreation** for all ages and abilities.

A safe, inclusive, and affordable place to live with **attainable housing, comparable/lower taxes**, and a cost of living that lets **families and youth stay and thrive**.

Community's Vision

In the survey participants were asked to share their vision for the municipality. Responses ranged from economic growth, better utilization of local resources, environmental protection, safety and affordability, and an inclusive, effective governance:

A **self-sufficient community**, where residents don't need to leave the municipality to **shop, work, or play**. The community should be a place that offers everything needed for a **high quality of life**.

In the words of survey participants:

- "Self-sufficient. **Don't have to leave** the community to shop, work, play."
- "A place where people want to live and can thrive in their own community **without having to go** else where for amenities, services and goods."
- "A place where families can live comfortably and have decent jobs that allow a **decent quality of life**."
- "A place where people have **places to live, employment opportunities, and social activities and spaces**."

Community's Vision

In the survey participants were asked to share their vision for the municipality. Responses ranged from economic growth, better utilization of local resources, environmental protection, safety and affordability, and an inclusive, effective governance:

A growing economy and vibrant community that attracts working families and new employers, leverages our ocean, land and wind, and supports a vibrant downtown and harbour.

In the words of survey participants:

- "A vibrant downtown and harbour."
- "A thriving community, with job opportunities allowing for economic growth and creating an appealing environment for young families to move in and grow."
- "We need Economic Development to grow our community. Our resources need to be used, we have an Ocean , Land Wind."
- "Would be great to see a new large employers locate in the municipality that would provide employment opportunities for the future."

Community's Vision

In the survey participants were asked to share their **vision for the municipality**. Responses ranged from economic growth, better utilization of local resources, environmental protection, safety and affordability, and an inclusive, effective governance:

Inclusive and consolidated governance that is **accountable, and transparent**.
Amalgamating smaller communities into one governing body and including **citizens in decision making** for greater results.

In the words of survey participants:

- **“Council that includes citizens in decisions that affects residents.”**
- **"A well run, accountable and transparent municipality** that promotes business, tourism and community amenities that are complementary to various citizens, businesses and non-profits that help drive holistic growth."
- "Combine municipal units in **one governing body** to minimize costs and decrease taxes."
- **"Transparency within local governments and use the knowledge of the people here to provide educated science-based information."**
- A community that values **transparency and participative democracy."**
- **"Inclusive discussions with residents being included in decision making."**

Community's Vision

In the survey participants were asked to share their vision for the municipality. Responses ranged from economic growth, better utilization of local resources, environmental protection, safety and affordability, and an inclusive, effective governance:

Balanced growth, with a focus on **preserving the charm and character, maintaining green spaces**, and ensuring the **development of infrastructure** like healthcare and recreational facilities.

In the words of survey participants:

- **"More competitive grocery stores, a community center for indoor outdoor recreation and sustainable growth without losing the green spaces and welcoming community vibe."**
- **"Historic small town charm.** A safe place where young families can raise their children."
- **"Slow pace, community driven, friendly place (like it is now),** with an affordable grocery store, open ER, alternate homes acceptable, accepting of lifestyles and animal friendly."
- **"Focus on local businesses first, while continue to grow and allow for more business. More choices for things like groceries, schooling, curricular activities** for children. **Better access to healthcare."**
- **"A charming historic, tourist town with fun shops and good restaurants.** An indoor sports complex including a community pool would be very important as we **all live near the sea and swimming is essential and good for all ages and abilities."**

Community's Vision

In the survey participants were asked to share their vision for the municipality. Responses ranged from economic growth, better utilization of local resources, environmental protection, safety and affordability, and an inclusive, effective governance:

A community that **values nature and the environment**, protects **living coastlines**, invests in **sustainable infrastructure**, and offers services for **all ages and abilities**.

In the words of survey participants:

- "A community that values **nature and the environment with living coastlines that protect the coast and conserve wildlife**. A community that rejects commercial development for its own sake and the enrichment of a few individuals to focus instead on **a sustainable, healthy life for all who wish to live here.**"
- "**Protect and enhance our natural beauty** to attract people to the area."
- "A **coastal protection and climate change director** for the municipality; Enact **rigorous regulations on coastal development; education on climate change, climate resiliency, and conservation**; directly supporting solar power and creation of energy hubs or neighbourhoods; advocating with the province for minimum wage increases and guaranteed minimum income programs; **working with services and programs to directly support families at risk.**"

Community's Vision

In the survey participants were asked to share their vision for the municipality. Responses ranged from economic growth, better utilization of local resources, environmental protection, safety and affordability, and an inclusive, effective governance:

A safe, inclusive, and affordable place to live with attainable housing, comparable/lower taxes, and a cost of living that lets families and youth stay and thrive.

In the words of survey participants:

- "To have **younger people be gainfully employed** and have **accessible housing**."
- "A safe, prosperous town with enough opportunity to keep positive influences present."
- "A safe place where people can not only afford to live but to be happy overall"
- "Equality in every aspect with representation across systems whether that be law enforcement, school administrators and supports for students- how can students feel validated and supported when there is no one that looks like them anywhere in school administration or support systems?"
- "A safe affordable place to live."
- "Any future vision involving growth in the community would have to address the lack of affordability. If residents and businesses are feeling taxed to death it is hard to see a vision involving growth. Lower taxes to attract newcomers and business."

Biggest Challenges

When asked “What are the biggest challenges facing our community right now?”, survey participants shared input on a range of issues including but not listed in order of importance: economic struggles, lack of healthcare access, trust in leadership, limited infrastructure and high taxes, and a lack of activities for youth in their community.



Economic Prosperity: The lack of job opportunities, affordable housing, and growth in industry are contributing to the community's decline. People are leaving in search of work and opportunities elsewhere.

“Not enough job opportunities, leading to lower household income and as a result, low local business growth.”



Healthcare Access: Access to healthcare, including the closure of emergency rooms and a lack of family doctors, is a critical issue. There are also gaps in specialized health services, forcing residents to travel long distances for care.

“I find the lack of access to our hospital (too often closed) and doctors (and the long waitlists for specialists) a massive issue.”



Trust in Leadership: There's a pervasive feeling that local government has not been transparent or responsive to residents' needs, which undermines confidence and community engagement.

“Distrust in municipal council and decisions made behind closed doors and no community engagement.”



Infrastructure Investment: The community is grappling with high taxes and a lack of visible investment in infrastructure, which is leaving residents frustrated with the perceived inefficiency of municipal spending.

“Higher taxes and no infrastructure to show for it if there were less luncheons there would be more money in the municipality to do the work that is needed.”

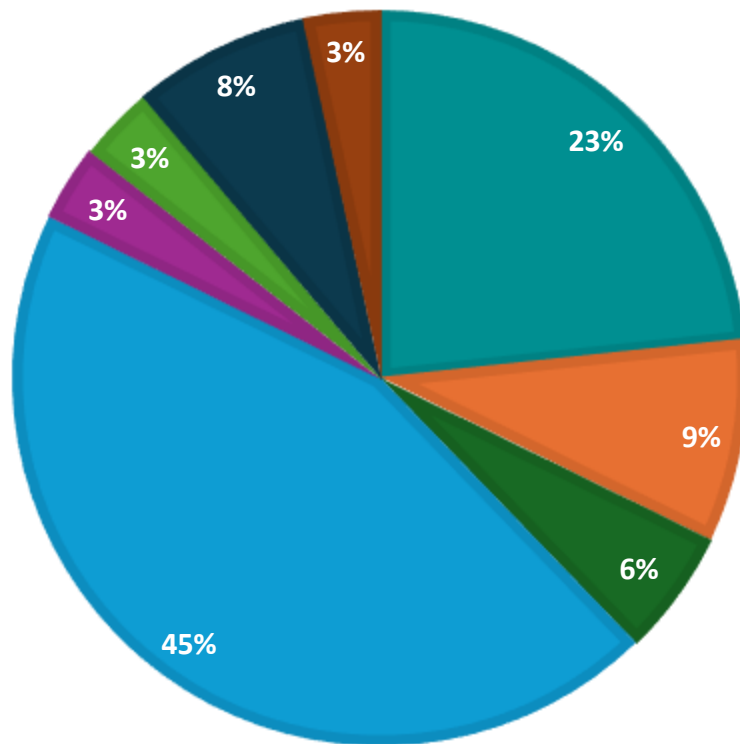


Youth Recreation: The lack of activities for children, especially in winter, and a lack of spaces for teenagers to engage in positive activities is concerning for the community's future.

“Lack of activities offered, other than skating, in the winter. It would be great to see more offered for children during the winter months. Not everyone has the financial means to join hockey or curling.”

Community Priorities

When asked “Thinking about the future of your community, what matters most to you?”, Survey Participants shared that **local healthcare access and retention of healthcare workers was most important (45%)**, with a strong local economy coming second (23%). Affordable and safe homes (9%), access to recreation (8%), and welcoming community for all (6%) were also of note. Whereas a cleaner/greener community, more accessible transportation, and smart growth/infrastructure investment tied at 3%.



- 1 Access to healthcare nearby and support to bring and keep healthcare workers
- 2 A strong local economy with more businesses, shops, and places to stay
- 3 Homes that people can afford, so everyone has a safe place to live
- 4 A place with lots of indoor and outdoor recreation options for well-being
- 5 A welcoming community that respects all cultures, identities, ages, and abilities
- 6 A cleaner, greener community with lots of nature and lower emissions
- 7 Easy to get around – with good sidewalks, public transit, and accessibility for all
- 8 Smart growth that protects nature and keeps our infrastructure strong (e.g., maintaining and improving buildings and equipment, sewage and water systems, cellphone and internet service)

The findings in the following pages are presented in the order of community priorities (from the survey). While presented separately, these topics are deeply connected, with overlap and often tension existing across them. **The findings reflect participants’ own words and notes, with care taken to limit bias or reinterpretation.**



ACCESS TO HEALTHCARE NEARBY AND SUPPORT TO BRING AND KEEP HEALTHCARE WORKERS

Many community members emphasized the importance of healthcare access in their communities, including reliable access to all acute, primary, and specialist care, as well as ensuring that healthcare spaces are safe and accessible for all.

Residents shared that there is currently a lack of resources for residents who need specialized health care, often requiring significant travel. Suggestions from residents included:

- Council advocating for local access to a 24/7 emergency room and for health care centres, hospitals, and businesses to be more physically accessible for people in wheelchairs
- Offering culturally responsive navigation supports and healthcare services (representation in the healthcare system)
- Increasing opportunities for jobs in healthcare to support economic development

NOTE: Access to healthcare and retention of healthcare workers did not have the same level of interest in the community engagement sessions as they did in the survey. However, this is likely due to the lack of a dedicated station for healthcare and related services at the event. Still, some insights on this topic were gathered indirectly through sticky notes from other stations.

“Ensure local healthcare access and more affordable grocery options to promote health and wellbeing.”

“Lack of family doctors and medical access for emergencies locally as a drive of an hour for care is unacceptable.”

“Lack of resources for citizens who need specialized health care. Its very difficult travelling hours away for appointments as well as treatments.”



#2 Economic Development

A STRONG LOCAL ECONOMY WITH MORE BUSINESSES, SHOPS, AND PLACES TO STAY

Community members emphasized the need for a sustainable and diversified economy and stressed the importance of protecting the environment and ensuring community involvement. Suggestions from residents included:

Invest in experiential and year-round tourism, including:

- Harbour tours
- Cruise ship promotion
- Docks for sailboats
- Recreational clam digging
- Cidery apples
- Festivals highlighting arts, culture, and heritage

Invest in local food options to promote food independence and wellbeing, including:

- Additional grocery store options (e.g., Costco)
- Delis and bakeries
- Vegetable production
- Green house access
- Sou'West Nova Transit with vegetable delivery

"It is essential that economic development is done with community, not for."

"I'd love to see the community grow, with more than one grocery store, more attraction from the youth."

"We need economic development to grow our community. Our resources need to be used, we have an ocean, land wind."



#2 Economic Development

Invest in local transit options, including:

- Enhancing public transit systems to improve community connectivity and support local businesses, ensuring all areas are accessible
- Leveraging Sou-West Nova Transit to connect with community

Invest in local education, including:

- Increasing scope of partnerships with universities and hospitals
- Placing greater importance on higher education opportunities
- Opening more opportunities for children in sciences
- Investing in NSCC
- Building dorms for the college
- Emphasizing trades such as plumbing, computers, and electrical

Invest in population retention and attraction, such as:

- Incentivizing young people to return to the community by investing in youth-driven industries and programs
- Ensuring that diversity is prioritized in business development and that the community remains welcoming to newcomers and different cultures
- Encouraging immigration to attract skilled labour and foster a vibrant, diverse community

Invest in the existing economy to retain and upgrade local businesses and industries, including:

- Helping declining industries transition and ensure community benefits from industrial development
- Working with local businesses and economic development committees to identify high-priority projects that could help boost the local economy
- Lowering property and commercial tax rates, removing the CAP rate, and reducing red tape to make the area more attractive to businesses
- Improving infrastructure that supports local development, such as roads, water systems, and telecommunications (e.g., high-speed internet)



#2 Economic Development

Prioritize investments on opportunities that support growth, including:

- Focusing on land acquisition to create space for new business development (e.g., acquiring land outside towns for future growth), but next time, engage with community to make decisions about land acquisition and use
- Prioritizing investments that offer the highest return on investment (ROI), ensuring funds are spent on projects that create long-term benefits for the community

Prioritize preserving the natural environment when determining economic development priorities, such as:

- Investing in green energy solutions such as solar power, geothermal, and sustainable agriculture (e.g., vegetable production, greenhouses)
- Taking coastal protection measures to ensure sustainable development and environmental preservation
- Supporting the Coastal Grove
- Making decisions through an environmental lens



#3 Housing

HOMES THAT PEOPLE CAN AFFORD, SO EVERYONE HAS A SAFE PLACE TO LIVE

Community highlighted a need for policies and practices to enable more and better housing, including:

Increase housing supply and enable community housing:

- Leveraging tiny home off-grid development to bridge the housing gap
- Changing vacant houses to housing
- Enabling the use of municipal land for more affordable housing developments
- Offering density bonuses
- Increasing tax rates for vacant houses
- Reducing the cost of development permits
- Offering grants/tax breaks for renovations
- Helping with locating pins to decrease surveying costs
- Aiming for a mix of housing (e.g., cooperative housing like the success in Bridgewater)

Increase safe, supportive and accessible housing during all seasons for:

- People with disabilities
- Seniors
- Women (experiencing family violence)
- Working families
- Youth
- People experiencing homelessness (including hidden homelessness)

Community members also suggested some key partners to support this work:

- NSCC
- Build Canada Homes

“More affordable housing available to bring incentive for people to stay and live here.”

“Make this area a place to live with similar options to urban living with recreational facilities and various types of affordable housing to increase the population.”



#4 Parks, Recreation, and Gathering Spaces

A PLACE WITH LOTS OF INDOOR AND OUTDOOR RECREATION OPTIONS FOR WELL-BEING

Community members emphasized the importance of having recreation facilities and green spaces that serve all towns equally. Residents want the council to invest in both infrastructure (e.g., trails and community centres) and experiences (e.g., events, festivals, and inclusive programming). Specific suggestions include:

Invest in trails, including:

- Extending the rail trail
- Developing ocean-side trails
- Creating ATV trails

Invest in infrastructure, for instance:

- A dog park near water
- A swimming pool
- A new accessible community centre for all populations, with multi-purpose rooms for community organizations. The centre should be open beyond 9–5 hours to increase community access
- Permanent, accessible public washrooms

Improve maintenance and upgrades to playgrounds and parks across communities, as well as some enhancements, such as:

- More care for parks and public green areas, especially in African Nova Scotian communities
- Selfie platforms at scenic lookouts (e.g., Blacks Brook Trail bridge)
- More garbage cans along trails
- Accessibility at Crescent Beach

“So many in our community plan their outings around the availability of washroom facilities. Porta-potties are no longer a solution.”

“Lack of community recreation resources i.e. an indoor pool, indoor walking track for Shelburne area residents to use. A dedicated recreation center would help boost doctor recruitment and help encourage healthy living and lifestyles.”



#4 Parks, Recreation, and Gathering Spaces

Improve accessibility to recreation programming, including:

- More affordable or free programs and spaces for all ages
- More drop-in opportunities for adults and activities for older adults
- Collaboration with local artists to provide art programming for youth
- Programs for coaching development to build local capacity for recreation
- Extra effort to engage diverse groups (e.g., people with visible and invisible disabilities)
- Engagement with community members before planning activities to ensure programs meet local needs
- More inclusive and accessible gatherings, for example, better collaboration and efforts towards relationship building with the Town of Lockeport and other municipalities

Events, festivals & culture:

- More events and programs in outdoor spaces to get people active and connected with nature. Outdoor spaces should be used more for social and community gatherings, inspired by places like Mahone Bay and Lunenburg
- Investment in festivals, tourism events, and local arts to attract visitors and strengthen community culture
- Continued municipal involvement in events residents love like the Pumpkin Regatta and want
- Interest in new ideas, such as a trail bike event
- All events and gatherings should honour the historical significance of our ANS people and communities at beginning of events

“Seniors lack accessible, comfortable, outdoor spaces. Many seniors live without air conditioning and in isolation. These spaces could help seniors mentally, physically, and socially.”

“When considering how to make programs, events, and other initiatives accessible, consider those with invisible disabilities such as neurodiversity, e.g., sensory issues, like bright lights, noisy spaces, etc. , can be a barrier.”



#4 Parks, Recreation, and Gathering Spaces

Communication & support:

- Better communication and promotion of what already exists (programs, facilities, funding opportunities)
- Improved communications about funding supports such as KidSport/Jumpstart

Finally, community members also shared initial ideas about how to implement the suggestions in the previous pages:

- Coordinate with facilities in town that can offer spaces for municipality residents to use
- Promote arena space to outside orgs. and communities
- Partner with industrial groups, such as wind farms, to have them provide recreational facilities as part of the contract

Note: *The Burnaby, BC Fortis Inc case was mentioned as an example.*



#5 Equity, Accessibility, and Anti-Racism

A welcoming community that respects all cultures, identities, ages, and abilities

Community members emphasized the importance of accessibility, anti-racism, and cultural inclusion. Specific suggestions include:

Promote accessibility:

- Advocating for local healthcare centres, hospitals, and businesses to follow recognized accessibility best practices, such as the standards promoted by the Rick Hansen Foundation
- Increasing communication about the supports and funding available for accessible upgrades for businesses
- Supporting more barrier-free, low-cost transportation (e.g., funding support for South West Nova and other medical travel options).
- Implementing more and wider sidewalks, including additional sidewalk connections (especially to the hospital/clinic).
- Improving road accessibility to safely access emergency services
- Addressing attitudinal & systemic ableism that exists in communities in municipalities

Address racism and advance environmental justice and inclusion:

- Addressing the generational trauma and harm that has happened, as well as current racism in communities
- Recognizing & honoring the legacy of African Nova Scotia communities in addition to Indigenous peoples
- Encouraging field trips to the BLHS, Indigenous activities (e.g., Keji summer solstice)
- Providing environmental racism programs for communities

“Environmental racism is racism (systemic racism).”

“(I envision) a vibrant, supportive, compassionate and cooperative community prepared for the future.”

“Embrace change and avoid NIMBYism with collaborative compromise for community development.”



#5 Equity, Accessibility, and Anti-Racism

Promote cultural awareness and inclusion:

- Advocating for culturally appropriate advocates for those who can't speak (e.g., represent in the healthcare system) and peers (someone they trust)
- Creating spaces for all residents to learn about all cultures. For instance, events in which community members share their cultures.
- Advocating for opportunities for children/youth to learn about all of the other cultures that make up their community.

In the survey, the following attitudes and perceptions on immigration and social services were found:

- Racism was mentioned as the main challenge for the municipality and some respondents advocated for more representation of other cultures in the municipality
- Some respondents noted “Supporting people from other countries” as a challenge they perceive in the municipality, with a few responses regarding desire for hiring Canadians and not immigrants
- Additionally, some respondents shared their concerns about residents who utilize the services in the area, driving taxes higher for others



#6 Environment

A cleaner, greener community with lots of nature and lower emissions

Community members are calling on the Council to invest in renewable energy and stronger protections for coastlines and ecosystems. Specific suggestions include:

Operations:

- Have a designated department/position for environment, climate change, and coastal protection in the municipality

Support clean energy:

- Offering tax incentives, retrofits, and energy efficiency programs (e.g., grants) for homeowners.
- Increasing support and investment in solar infrastructure
- Mandating solar in building codes, so builders must design and construct buildings to incorporate solar energy technology
- Promoting wind energy
- Establishing a community solar program to expand access and offer options for low- and moderate-income households
- Supporting clean grid transition- including the 2035 generation target, and an upgraded grid to handle that increased load

Protect coastal zones:

- Establish an actual sea level setback for building permits
- Educate and enforce beach protections: No ATVs on beach, dogs on leash, and pick up waste

Prevent deforestation, protect ecosystems, and conserve green areas:

- No clear-cutting

“(I envision) a community that values nature and the environment with living coastlines that protect the coast and conserve wildlife.”

“Rapid changing climate that negatively affects our traditional industries.”

Other Findings | Overview

Overview

The following slides highlight key topics from the in-person engagement sessions that relate closely to operational programs and services — including **Waste, Water and Sewers**, and **Resident Services**.

Additional Themes

- **Governance:** Identified as a key finding through both the survey and in-person sessions
- **Other Findings:** a few findings shared during the engagement sessions that stand out
- **Strategic Partnerships:** Results from this activity are also shared in this section



Waste, Water, and Sewers

When providing input about waste management, the community highlighted that:

- Both residents and businesses rely on the local dump and C&D (construction & demolition) facilities, and they are advocating for keeping them open, **at least for one year**, so there is enough time to have a plan in place
- The waste app is helpful
- They want more reliable weekly garbage pickup and they want their bins put back where they found them
- There is interest in having a single facility that can handle all types of waste, making disposal more efficient and convenient, and discouraging illegal dumping. Some participants suggested the option to:
 - Centralize services in-house to streamline operations and reduce duplication
 - Privatize the dump through local contractors

Community members highlighted a need for adequate water and sewer services for all residents. Some suggestions to achieve this included:

- A community well or water system that is gravity-fed and/or taps into aquifer (accessing a natural underground water source)
- A community space with water facilities (e.g., showers)
- Grants or credits for residents who lack functioning wells or water/sewer services
- Support to help the community cope with water shortages during periods of drought

“Keep the dump, citizens use it and need it. Also, small businesses and contractors depend on it.”

“Massive water level concern.”



Community members shared that staff interactions are excellent and highly valued. A strong desire was expressed for service delivery that is more responsive, cost-effective, and resident-focused. Community also provided the following ideas for strengthening communications:

- Explore more ways to communicate besides Facebook. For instance, bring back the local (town) paper and send more than quarterly newsletters and emails
- Create a service hub info hub that includes:
 - One-stop shopping for all municipal services with information on what services are municipal, town, provincial, or federal
 - More information on pathways to services (e.g., when to present to council)
 - A fun, informative area map about places in community

“(I envision) a community that values transparency and participative democracy.”

“Have annual meet and greet open house sessions. Where the public can come speak to staff and council and learn about what is going on. Two way communication.”



A strong desire was expressed for a municipality that is transparent, accountable, and well-run. Suggestions included:

Amalgamate municipalities:

- Consider amalgamation to streamline services, reduce operational costs, and pool resources for more effective economic development
- Enhance governance efficiency and ensure that resources are allocated strategically to meet community needs

Engagement and transparency in decision-making:

- Ensure local engagement in the decision-making process, with transparent communication of goals and measurable outcomes
- Promote partnerships between local government, business owners, and community members to drive sustainable growth
- Ensure ongoing presence and engagement from council with their residents

In addition, community members suggested:

- Make the Equity and Racism Committee a standing committee
- Ensure stronger representation from diverse communities by designating seats and encouraging more people to run for council, leadership roles, and municipal positions
- Implement diversity and equity internal policies and practices
- Make EDIA training/education mandatory for all municipal councillors & staff as part of onboarding
- Advocate for MDS communities to have an AMNA office (African NS Affairs)

“Additional public engagements after changes were made to by-laws (i.e., Land Use Bylaw).”

“One large area governed by one council, one CEO etc. with more power to get things done.”

Additional Comments



Community members shared concerns about taxes, with some residents feeling that the value they receive does not match what they pay.

They also shared some insights regarding emergency services. They suggested:

- Open comfort centres for out-of-district community members or tourists
- Reach out to businesses when there are storms to arrange accommodations

Some survey respondents shared challenges relating to perceived crime and safety in their community. They perceived that:

- Crime rates are rising
- That financial hardships creating challenges for housing, resulting in criminal activity for income
- Some shared an increased in increased RCMP presence and activity to mitigate crime

On other topics, community members suggested:

- Services with NS power
- A noise bylaw

Strategic Partnerships | Community Sessions

Approach:

- Each participant was given 3 beans, which represented their votes for the strategic partnerships that they believed the municipality should focus on.
- Participants saw several jars, each labeled with a different strategic partnership initiative.
 - They could place all 3 beans in one jar or they could spread their beans across two or three jars .
- After everyone had placed their beans, the total number of beans in each jar was counted. This revealed which partnerships were deemed most important by the community:

Results:

1. **Sou'West Nova Transit (20 beans)**
2. **Shelburne County Arena (19 beans)**
3. **Shelburne County Senior Safety & Services (18 beans)**
4. Sandy Point Lighthouse (14 beans)
5. Shelburne Community Well (13 beans)
6. Community Garden & Food Share Association (12 beans)
7. Woodland Multi-Use Trail (11 beans)
8. Barrington Ground SAR (8 beans)
9. Shelburne Curling Club (2 beans)

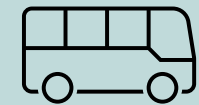
Other groups mentioned by participants: Save the Gull Rock Light House, Shelburne County Special Olympics, Shelburne Guild Hall Market



Considerations: It is important to note that while the activity approach was generally well-received, some residents highlighted the importance of transparency in selecting participating organizations, noting that other groups may have wanted to engage if they had known it was an option.



Sou'West Nova Transit



Offering door-to-door, wheelchair-accessible transportation for Shelburne County residents facing barriers to travel. Using both fleet and volunteer-driven vehicles, the service prioritizes essential trips for seniors and those with medical, mobility, or financial challenges, while remaining open to all residents.

Appendix

Appendix A | Overview of Municipal Responsibilities

In some cases, ideas shared by community members fall outside the municipality’s jurisdiction. In these situations, the municipality’s role may be limited to advocacy or collaboration with other levels of government and partners. This slide is intended to provide a high-level overview of the different responsibilities of government, by level (Federal, Provincial, Municipal).

Level of Gov.	Federal	Provincial	Municipal
Responsibilities	<ul style="list-style-type: none"> • Aboriginal Lands & Rights • Citizenship and Immigration • Criminal Law • Competition • Copyright • Employment Insurance • Foreign Policy • Income Taxes • Money and Banking (Bank of Canada) • National Defence/Military • National parks • Telecommunications and broadcasting (internet, phones & TV) • Trade and Commerce • Canada Post Office • Census 	<ul style="list-style-type: none"> • Administration of Justice • Education (including colleges and universities) • Healthcare (primarily) • Long-Term Care • Energy • Highways • Hospitals • Labour standards • Natural Resources and Environment • Prisons • Property and Civil Rights in Ontario • Provincial parks • Sales tax • Social Services • Transportation 	<ul style="list-style-type: none"> • Airports • Ambulance • Animal Control • By-laws • Arts and Culture • Building Permits • Child Care • Economic Development • Fire Services • Garbage Collection and Recycling • Electric Utilities • Library Services • Long Term Care and Senior Housing • Local Road Maintenance • Museums • Parks and Recreation • Public Transit • Planning New Community Developments and Enhancing Existing Neighbourhoods • Police Services • Property Taxes/Assessments • Provincial Offences Administration • Public Health • Sidewalks • Street Trees • Snow Removal • Social Services • Social Housing • Storm Sewers • Tax Collection • Water and Waste Water (Sewage)

Source: <https://opencouncil.ca/level-of-government-responsibilities/>