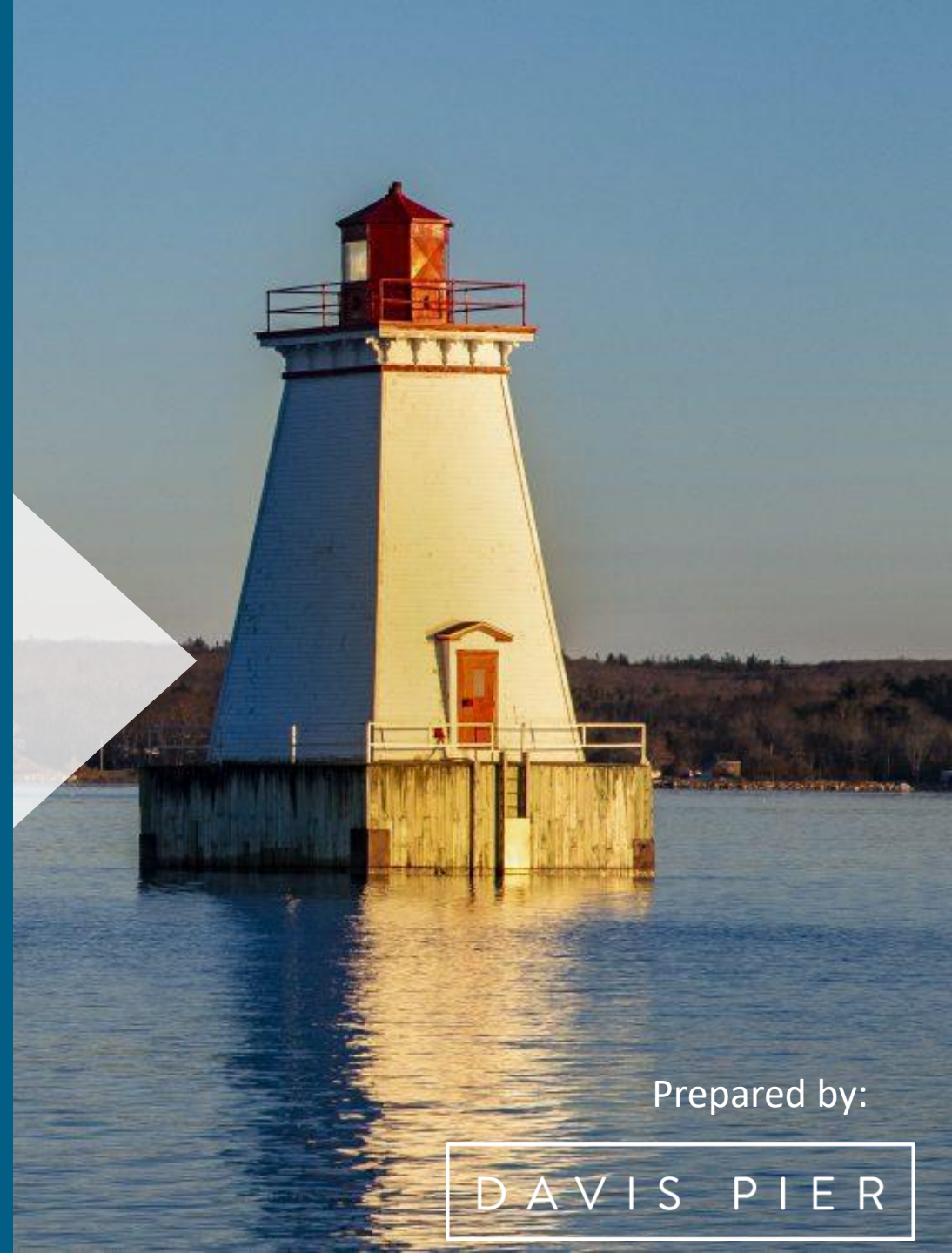
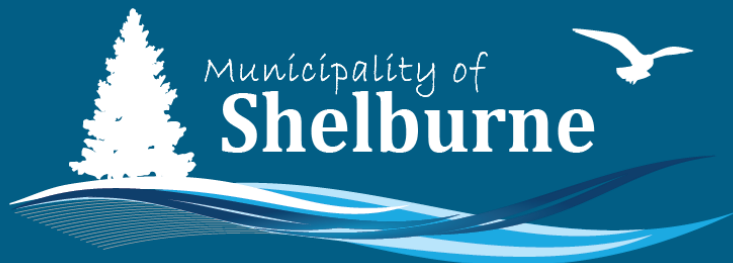


# Strategic Planning

Presentation to Council

October 29, 2025

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Prepared by:

DAVIS PIER

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# Introduction

# Project Background & Objective

**Background:** Like many municipalities in Nova Scotia, the Municipality of the District of Shelburne (MODS) is facing increasing pressure on its budgets, services, and operations. The *2025 Organizational Review* identified the need for stronger strategic direction.

**Objective:** MODS is developing a strategic plan articulating a clear vision, guiding municipal priorities and economic development for the next four years. The plan will prioritize key issues, guide decision-making, and align resources with community needs. This plan will also help Council and staff connect their daily work to the municipality's broader goals and purpose.

# About Today's Session

## Objectives:

1. Review a summary of key findings from pre-engagement activities, community sessions, and leading practice research to establish a shared foundation for the discussion.
2. Review the draft Strategic Plan and confirm Council's alignment and direction on the overall framework and key priorities to guide final revisions.

## Data Points

This document presents the Municipality of the District of Shelburne's (MODS) draft strategic plan, developed based on insights from public engagement activities and an analysis of external factors.

**The strategic plan is grounded in the organizational capacity (e.g., budget, human resources) and informed by:**

- Input from residents, council, and municipal staff;
- Influencing external factors and local context, relevant federal and provincial strategies; and
- Leading practices.



# Understanding the Context

External Factors, Local  
Realities, and Best  
Practices

# Influencing Factors and Leading Practices

A strategic plan reflects the key challenges and opportunities facing the municipality and sets clear priorities for Council and the organization over the next four years. It serves as a roadmap for decision-making, guiding financial investments and organizational focus toward the community's most important needs. Developing a realistic, well-supported, and effective strategic plan requires an understanding of the distinct roles of federal, provincial, and municipal governments, as well as the community.

**Federal Government:**

Provides funding and national priorities that guide what municipalities can do, shaping local projects without directly managing them.

**Provincial Government:**

Sets the rules, allocates funding, and outlines provincial priorities that municipalities must consider when planning and delivering services.

**Municipal Government:**

Leads the plan—setting local goals, allocating resources, and ensuring services meet community needs.

**Community:**

Offers essential input and feedback, ensuring the plan reflects local values, needs, and aspirations.



# Federal Priorities

Federal government priorities serve as an important consideration for municipal strategic planning, as they influence funding opportunities, policy direction, and regulatory frameworks that shape local decision-making. Aligning municipal objectives with federal priorities ensures that local initiatives are positioned to leverage available resources, contribute to broader national goals, and remain responsive to emerging legislative and policy shifts.

In March 2025, the federal government released its mandate outlining their seven priorities:

1. **Strengthen economic and security relationships** with the United States and trusted global allies.
2. **Build a unified national economy** by reducing interprovincial trade barriers and advancing major infrastructure projects.
3. **Reduce the cost of living** and improve economic opportunities for Canadians.
4. **Accelerate housing affordability** through public-private collaboration and skilled trades development.
5. **Enhance national defense and public safety** by reinforcing the Armed Forces, border security, and law enforcement.
6. **Attract and retain global talent** while ensuring sustainable immigration levels.
7. **Increase government efficiency** to enable greater private-sector investment and economic growth.

# Provincial Priorities – Nova Scotia Budget 2025-26

In February 2025, the Nova Scotia provincial government released its budget, focusing on driving economic growth, fostering a green and resilient economy, preparing a skilled workforce, improving affordability and housing, strengthening healthcare, and building safe, connected communities:

- **Laying the Groundwork for Long-Term Economic Growth:** Investing in key sectors (e.g., offshore wind, seafood market diversification, etc.), supporting local businesses and skilled trades, reducing small business tax rates, and fostering innovation to drive long-term economic growth.
- **Growing the Green Economy:** Advancing clean energy, climate adaptation, and sustainable practices to create green jobs and strengthen environmental resilience.
- **Preparing the Future Workforce:** Expanding education, skills training, and internship opportunities to equip Nova Scotians for high-demand careers and a changing economy.
- **Making Life More Affordable:** Reducing taxes, raising wages, and expanding social supports to ease cost-of-living pressures for families and communities.
- **Accelerating Housing Development:** Building and modernizing public and private housing, expanding rent supports, and promoting accessible housing options for all Nova Scotians.
- **Building a Healthy Population:** Investing in healthcare infrastructure, modernizing digital health systems, and expanding services for seniors, mental health, and chronic disease management.
- **Strengthening Safe and Healthy Communities:** Enhancing public safety, emergency preparedness, transportation, and community services to build resilient and connected communities.

Considering provincial budget priorities ensures municipalities can leverage funding, align local initiatives with broader economic, social, and environmental goals, and enhance the impact and sustainability of their strategic plans.

# Local Context Summary | PESTLE

Municipalities in Nova Scotia, including the Municipality of the District of Shelburne (MODS), face increasing responsibilities with limited resources, driven by population growth, aging infrastructure, and evolving service expectations. Developing a strategic plan is a best practice recommended by the Department of Municipal Affairs to help guide sustainable development, efficient service delivery, and alignment with provincial priorities. To inform this process, a PESTLE analysis was conducted to examine the political, economic, social, technological, legal, and environmental factors influencing MODS.

**Political:** As responsibilities shift from higher levels of government, the municipality faces mounting fiscal and administrative pressures. In this increasingly complex context, there are calls for amalgamation with neighbouring municipalities. While residents engage at town meetings and through voting, engagement is often issue-specific and reactive. There is a desire for greater transparency through increased meaningful engagement between the municipality and its residents.

**Economic:** The municipality depends heavily on the declining lobster fishery, with no new industries to replace it, putting the economy at risk. Small businesses struggle against global retailers, and rising costs, especially for essential services, add financial pressure. This economic strain underscores the need for strategic planning to prioritize initiatives, allocate resources effectively, and advocate for sustainable funding solutions that align with community needs.

**Social:** Population growth is driving housing demand, while an aging population requires more senior care services. Many young people leave for education and/or work and don't return, and there's uncertainty about how well newcomers feel integrated.

**Technical:** Low-quality and expensive internet access in rural areas limits economic growth, with unreliable cell service and high costs hampering technological adoption, including wind turbines.

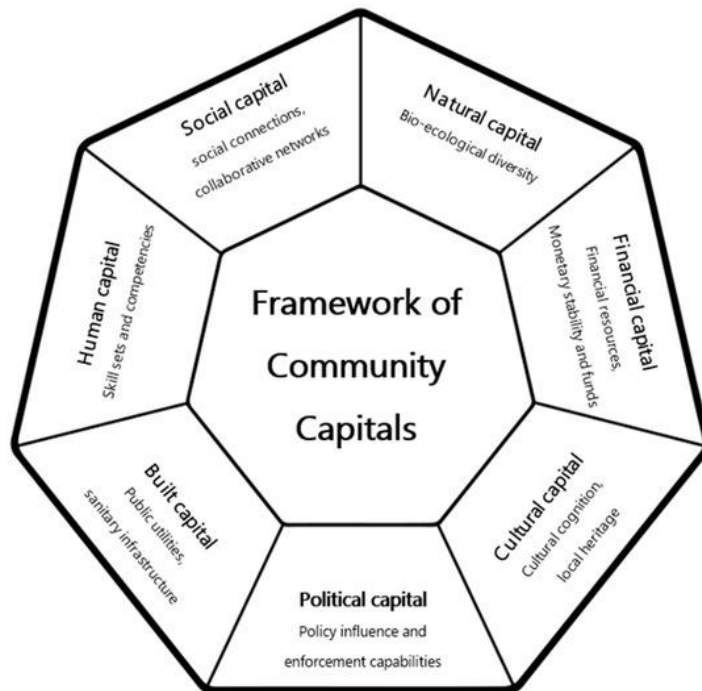
**Legislative:** Provincial policy direction and legislation set requirements for municipal operations, such as the anti-racism strategy, coastal protection act, and land use planning. These legislative requirements are substantial, particularly considering the budget and staffing limitations.

**Environmental:** Climate change has brought many challenges to preserving local natural landscapes and protecting local communities. The rising sea levels and temperature have led to extreme weather and natural disasters threatening the health and safety of Shelburne residents and infrastructures.

# The Community Capital Framework

## Overview:

The Community Capitals Framework (CCF) provides a holistic lens to view our community's strengths and opportunities, ensuring our strategic plan is coordinated, balanced, and focused on long-term well-being. The capitals outlined in this framework are a helpful lens into the interconnectedness of our local context.



## Key Learnings from the CCF:

**Holistic Approach:** Community wellbeing depends on balancing all seven types of capital: natural, cultural, human, social, political, financial, and built.

**Building Resilience:** Requires strengthening multiple forms of capital to better adapt to change and uncertainty.

**Inclusive and Sustainable Growth:** Ensures that development benefits a broad range of people, sectors, and communities.

**Collaboration Across Sectors:** Government, business, and community—is critical to achieving shared outcomes.

**Leveraging Existing Assets:** While identifying new opportunities supports long-term community prosperity it is crucial to leverage the existing resources, services, and programs in the community.

## Outcome:

The CCF has helped shape our understanding of interconnectedness across all areas of municipal action. By grounding our plan in this framework, the pillars are intentionally designed to reinforce one another, fostering a thriving, sustainable, and resilient Municipality of Shelburne.

3. Source: <https://www.mdpi.com/2071-1050/17/8/3311>

4. Source: <https://www.sciencedirect.com/science/article/pii/S0743016725000981>



# Community Input Overview

# Work Completed To-Date

Developing a meaningful and actionable strategic plan requires a strong foundation of evidence, collaboration, and community insight. Over the past year, the Municipality has undertaken a series of deliberate steps to ensure this plan reflects both organizational realities and community priorities. Together, these efforts have created a comprehensive and informed roadmap that aligns municipal capacity, community vision, and long-term sustainability.

## Re-Cap of Work Completed:

- **Strategic Planning Project Mapping:** Collaborated with Council and staff to define the scope, objectives, and requirements of the strategic planning initiative.

*Outcomes: PESTLE analysis, audience and impact assessment, pre-engagement approach, and foundational research.*

- **Pre-Engagements:** Held targeted sessions with Council, the Chamber of Commerce, community groups (e.g., Development Association), and the Department of Municipal Affairs to shape the Engagement Plan.

*Outcomes: Deeper understanding of community context and a tailored community engagement plan.*

- **Community Engagements:** Gather insights and perspectives from community members through surveys, youth photos and drawings, and in-person community sessions

*Outcomes: What We Heard report (available on the MODS website) and key findings to inform this strategic plan.*

# Engagement At A Glance

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

## Mechanisms for Input

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

*\*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.*

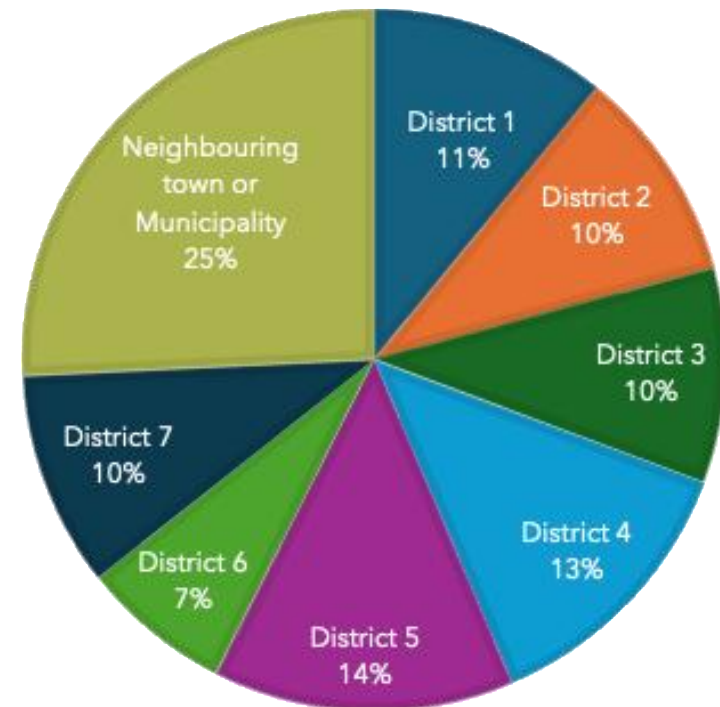
## Results:

**4 Sessions Held** between Sept 13<sup>th</sup> – 18<sup>th</sup>

**3 Locations** in Shelburne and Lockeport

**43 Participants Attended** across the 4 sessions

**60 MODS Residents Responded to the Survey** with 79 total responses (see pie chart)



# Limitations

The insights shared today reflect what we heard through community engagement, they highlight real experiences, needs, and ideas from residents. However, as with any engagement process, the findings only represent those who chose to participate.

## Key considerations:

- Engagements were designed to listen, build trust, surface diverse perspectives, and gather ideas to ground the strategic plan in lived realities.
- Topics are interconnected, with overlap and tension across themes - findings were summarized in participants' own words to limit bias or reinterpretation.
- Community feedback revealed diverse and sometimes conflicting priorities - these tensions will inform how feasible or acceptable certain initiatives may be.
- Input reflects perspectives of both town and municipal residents to reflect how interconnected these communities are. People live, work, and spend time across boundaries - most residents don't experience a clear divide between Lockeport, Shelburne, and the surrounding areas. Even with this fulsome inclusion, the number of survey and engagement participants remains low, and therefore is not a statistically representative sample.
- Not all ideas and suggestions fall within municipal jurisdiction; in some cases, the municipality's role may focus on advocacy or collaboration with others.

Community input helps *inform* direction but exists within broader budgetary, operational, and external constraints. These findings should be viewed as guidance to balance (not prescribe) and support a plan that is both grounded and achievable.

# Perceived Biggest Challenges by the Public

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. 31 total – 22 MODS residents

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



**Healthcare Support:** 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. 18 total – 15 MODS residents

*“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. 13 total – 9 MODS residents

*“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. 16 responses mentioned this

*“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.”*

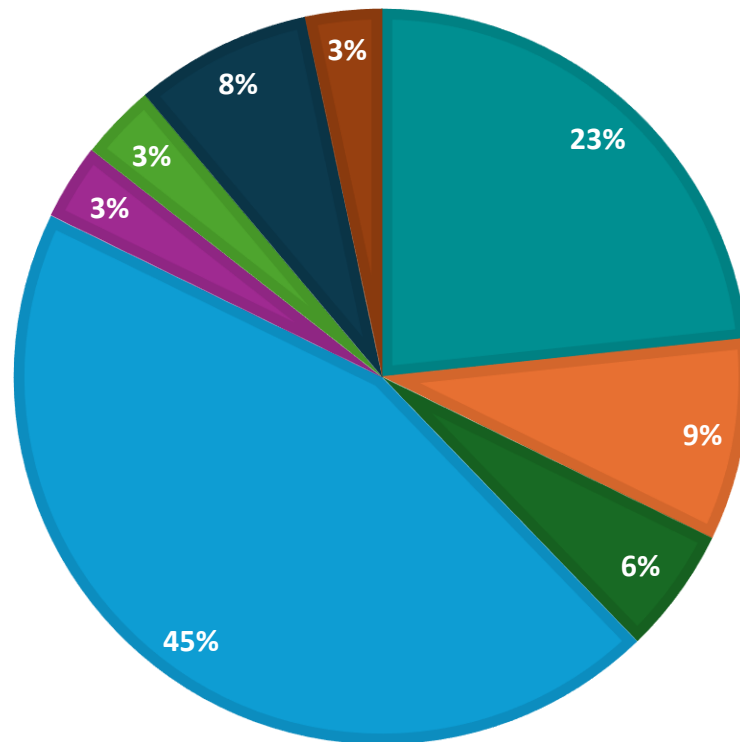


**Youth & Recreation:** The lack of activities for children, especially in winter, and a lack of spaces for teenagers to engage in positive activities is concerning for the community's future. 5 total – 4 MODS residents – the uptake of this was not as high in questions about challenges, though the need children and youth activities came up repeatedly throughout the survey

*“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 Reported by the Public

When asked “Thinking about the future of your community, what matters most to you?”, *total* survey responses showed 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%. When isolating responses from MODS residents, the ranking of community priorities remains unchanged.



- 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.
- A cleaner, greener community with lots of nature and lower emissions.
- Easy to get around – with good sidewalks, public transit, and accessibility for all.
- 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 on the following slide 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.

# Overview | Community Engagement Findings by Topic

The following list provides a high-level overview of findings from the community engagement in-person sessions and survey. This is not intended to be a full review of the findings collected, but instead a snapshot. To review the full “What We Heard” report, please visit

<https://www.municipalityofshelburne.ca/>

## **Access to healthcare nearby and support to bring and keep healthcare workers:**

- Community members highlighted the need for improved healthcare access, including 24/7 emergency services and specialized care, with a focus on making healthcare spaces more accessible, and creating more local healthcare job opportunities to support both health and economic development.

## **A strong local economy with more businesses, shops, and places to stay:**

- Community members expressed a strong desire for a sustainable, diversified economy that balances environmental preservation with community involvement, advocating for investments in tourism, local food production, education, transit, population retention, and infrastructure, while prioritizing green energy solutions and supporting existing businesses.

## **Homes that people can afford, so everyone has a safe place to live:**

- Community members emphasized the need for policies that increase the housing supply and improve affordability, while ensuring a mix of housing options that reflect the needs of the community support vulnerable groups.

## **A place with lots of indoor and outdoor recreation options for well-being:**

- Community members emphasized the need for equal access to recreation and gathering spaces, calling for investments in trails, community centers, and parks, as well as more events, festivals, and inclusive programming. Additionally, there’s a strong desire for better communication about existing programs and more inclusive engagement with diverse groups.

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

- Community members emphasized the need for greater accessibility, anti-racism efforts, and cultural inclusion. They also called for recognizing and addressing racism, particularly the generational trauma within African Nova Scotia and Indigenous communities, while promoting cultural awareness through events and educational opportunities.

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

- Community members are urging council to prioritize renewable energy and stronger environmental protections.

## **Additional Themes:**

- Waste, Water, and Sewers
- Resident Service
- Governance
- Emergency Services

# Engagement Findings | Contradictions & Tensions

From the survey responses and community engagements, the following findings were identified as conflicting with each other and must be considered as potential tensions if/when they are implemented into the strategic plan:

- **Environment vs. Economic/Tourism Growth** (E.g., Harbour/shoreline tourism, ocean-side/ATV trails <-> coastal setbacks, beach protections, living coastlines).
- **Big Investments vs. Tax Restraint** (E.g., Calls for infrastructure upgrades and clean-energy mandates <-> pressure to lower taxes, reduce red tape and concerns about value for taxes paid).
- **Centralization/Amalgamation vs. Local Voice & Representation** (E.g., Streamlining through amalgamation <-> strong desire for transparent, participatory, locally representative decision-making).
- **Growth & Attraction vs. Core Capacity (Housing/Water/Sewer)** (E.g., Population and business growth <-> current limits in affordable housing and water/sewer resilience).
- **Equitable Distribution vs. ROI-Driven Prioritization** (E.g., “Serve all towns equally” <-> focus on land acquisition and investments with highest ROI).
- **Activation & Events vs. Quiet/Accessibility Needs** (E.g., More festivals/outdoor programming to draw visitors <-> need for calm, accessible, sensory-considerate spaces, especially for seniors and neurodiverse residents).
- **Local Convenience vs. System Overhaul in Waste** (E.g., Keep local waste disposal/C&D for access <-> shift to a single, centralized multi-waste facility (incl. privatization options)).
- **Amenity Expansion on the Shoreline vs. Ecosystem Protection** (E.g., Dog park near water, selfie lookouts, heavier shoreline use <-> protections for wildlife, beaches, and green areas).



# Draft Strategic Plan

# Proposed Vision Statement

This proposed vision statement builds on the vision outlined in the MODS Municipal Planning Strategy 2025, reflecting its sentiment and aligning with the themes identified through the community engagement survey. It is designed to be concise, easy to understand, and representative of the municipality's core values.

*Proposed Vision Statement:*

***“A thriving rural community that preserves its coastal character and natural beauty while promoting sustainable growth, green energy, and local industries that create opportunities for all residents.”***

# Proposed Pillars Overview

Our strategic pillars were identified through a combination of pre-engagement and community engagement insights, a review of practices in other municipalities, and the application of the Community Capitals Framework. This approach ensures our plan is holistic, evidence-informed, and designed to foster community resilience.

Each pillar aligns with a core type of community capital: natural, cultural & social, human, political, financial, or built, and is supported by:

- 2–5 specific priorities
- Objectives for each priority area



# Proposed Pillars Overview

The pillars outlined in this plan are deeply interconnected and many priorities could easily fit under two or more areas. They've been grouped based on where they most align with current projects and departmental responsibilities. This overlap reflects the reality that communities don't operate in silos, and neither should our strategic priorities. The pillars are meant to organize our work, not to limit it. As such, ***these pillars are not listed in order of importance***, as they are deeply connected and equally essential to the Municipality's success.

## Pillar 1: Environment

- 1.1 Climate Initiatives
- 1.2 Renewable Energy
- 1.3 Emergency Management

## Pillar 2: Community

- 2.1 Community Pride
- 2.2 Accessibility & Inclusion
- 2.3 Community Resiliency

## Pillar 3: Economy

- 3.1 Economic Diversity
- 3.2 Housing Development
- 3.3 Workforce Development

## Pillar 4: Infrastructure

- 4.1 Maintenance
- 4.2 Planning & Development

## Pillar 5 : Governance

- 5.1 Sustainable Fiscal Management
- 5.2 Transparency
- 5.3 Explore Municipal Restructuring
- 5.4 Operational Efficiencies



## Environment

### 1.1 Priority: Climate Initiatives

**Objectives:**

- A. Update Climate Action Plan and map activities for implementation
- B. Explore energy efficient programs and incentives with direct benefits for both for the municipality and for residents

### 1.2 Priority: Renewable Energy

**Objectives:**

- A. Engage with NS Power to identify opportunities and challenges with existing power grid
- B. Market our community to renewable energy companies for partnership and development



## Environment

1.3

### Priority: Emergency Management

**Objectives:**

- A. Create a plan to modernize the Municipal Fire Services to increase efficiency and effectiveness
- B. Work with regional partners to create a robust Regional Emergency Management Organization (REMO), to become more responsive to environmental threats



## Community

### 2.1 Priority: Community Pride

**Objectives:**

- A. Promote and support multi-generational social and recreational opportunities
- B. Host signature events that promote inclusivity and encourage shoulder season tourism
- C. Enhance visibility of community assets through targeted marketing to drive attraction and participation

### 2.2 Priority: Accessibility and Inclusion

**Objectives:**

- A. Establish a plan to operationalize the Accessibility Plan
- B. Map key activities to implement the Equity and Anti-Racism Plan



## Community

### 2.3 Priority: Community Resiliency

#### Objectives:

- A. Support and advocate for local healthcare facilities and services
- B. Foster partnerships and build community capacity to address risks of homelessness
- C. Sustain and expand food and water security partnerships
- D. Identify strategic community partnerships to prioritize funding



## Economy

### 3.1 Economic Diversity

**Objectives:**

- A. Identify and assess underutilized or previously developed sites within the municipality that could be revitalized to support community growth and development
- B. Prepare and market municipal properties to attract investment through mapping, reviews, and targeted consulting

### 3.2 Housing Development

**Objectives:**

- A. Develop a Community Improvement Plan to support housing development through various planning tools and financial incentives
- B. Conduct a housing needs assessment to support decision making and guide land-use planning



## Economy

### 3.3 Workforce Development

**Objectives:**

- A. Work with local employers/organizations to establish educational partnerships and grants for emerging and high-need industries
- B. Conduct a workforce and community needs assessment to determine how to best support recruitment and retention of working professionals
- C. Work with strategic partners to expand cellphone/broadband and technology infrastructure that enables remote and hybrid work

# Pillar 4: Infrastructure



## Infrastructure

### 4.1 Maintenance

**Objectives:**

- A. Assess needs and develop a maintenance plan to ensure sustainability and longevity of essential amenities
- B. Determine capital, maintenance, and operational costs for recreational and essential infrastructure

### 4.2 Planning and Development

**Objectives:**

- A. Conduct a needs assessment to identify gaps in recreation facilities (parks, trails, amenities)
- B. Perform a feasibility study to assess possibility of a new multi-purpose community recreation facility
- C. Undergo built-infrastructure upgrades, including new developments and retrofits



## Governance

### 5.1 Sustainable Fiscal Management

**Objectives:**

- A. Employ sustainable fiscal management practices
- B. Maintain and update economic models to inform budget discussions

### 5.2 Transparency

**Objectives:**

- A. Promote accountability and trust by publicly reporting on progress toward key goals established in this plan
- B. Increase opportunities for meaningful collaboration and partnerships with local organizations on shared initiatives
- C. Maintain a consistent municipal voice in advocating for community priorities that fall outside the municipality's direct jurisdiction, and educate residents on government roles



## Governance

### 5.3 Municipal Restructuring

**Objectives:**

- A. Undertake a feasibility review with neighbouring municipalities to evaluate potential benefits, costs, and governance implications of amalgamation
- B. Collaborate with nearby municipalities to identify shared service opportunities and assess the potential structure and function of a joint services board

### 5.4 Operational Efficiencies

**Objectives:**

- A. Evaluate staffing needs to ensure capacity for managing the volume and complexity of new projects and programs.
- B. Continue to utilize contractors/consultants to fill gaps and ensure service efficiency
- C. Explore possibility to make operations more efficient for the benefit of residents



# Discussion

# Discussion

Reflecting on the draft strategic plan presented today, the questions below are intended to guide the discussion on how the pillars, priorities, and objectives are aligned or disconnected from Council's understanding of their community and residents.

## Guiding Questions:

### 1. Pillars

- Do the pillars reflect the Council's priorities for the municipality?
- Are there specific areas where Council feels stronger focus is needed?

### 2. Priorities

- Do the strategies under each pillar feel practical and achievable?
- Are there strategies that could be consolidated or better aligned with existing initiatives?

### 3. Objectives

- Are there any objectives that may not be feasible or do not align with Council's vision?
- Are there any objectives missing?



*Council and residents will be also given the chance to provide input via a feedback form that will open tomorrow*



# Next Steps

# Next Steps

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

Date	Item	Status
Oct 8 <sup>th</sup>	Review <i>What We Heard</i> from residents	Complete
Oct 8 <sup>th</sup> – 21 <sup>st</sup>	DP to draft the strategic plan	Complete
Oct 21 <sup>st</sup>	Workshop with Directors to identify/further refine actions under each pillar	Complete
Oct 29 <sup>th</sup>	Strategy draft presentation and feedback with council	In Progress
Oct 30 <sup>th</sup>	Feedback from public opens (closes on Nov 10 <sup>th</sup> )	Not Started
Oct 30 <sup>th</sup> – Nov 26 <sup>th</sup>	DP incorporates feedback & shared a draft with council in November	Not Started
Nov 26 <sup>th</sup>	<i>Draft #2 goes to council with the feedback from residents and councillors</i>	Not Started
Nov 26 <sup>th</sup> - Dec	DP incorporates final edits and shares final document with Warren and for final approval	Not Started

# Appendix

# References

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