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Policy & Strategy Committee Meeting Agenda

Tuesday, October 17, 2023 – 9:00 a.m.

MODL Council Chambers, 10 Allée Champlain Drive Cookville NS

1. Call to Order

1.1 Mi'kma'ki Territorial Acknowledgement

2. Announcements, Acknowledgements, Recognition

3. Public Input (15 Minutes)

4. Changes/Approval of Agenda (as circulated)

5. Approval of Minutes – September 19, 2023 (as circulated)

6. Business Arising from Minutes

7. Presentations/Scheduled Times

7.1. LaHave Coastal - Protect East Spectacle Island 9:15 a.m. 1-7

7.2. Hemlock Woolly Adelgid – Jeffrey Ogden, Provincial Forest..... 10:15 a.m. 8-13
Entomologist, Nova Scotia Department of Natural Resources & Renewables

8. Referral from Council – Nil

9. Staff Reports

9.1. Administration Department

9.1.1 Inter-Municipal Regional Anti-Racism and Diversity Agreement..... 14-19

9.1.2 IDEA Action Plan 20-33

9.2 Recreation Department

9.2.1 Adult Recreation Subsidy Program 34-41

10. Mayor's/Deputy Mayor's/Councillors' Matters

10.1. Adventure Trail Association (Mayor Bolivar-Getson) 42-43

10.2 Request for a Letter to NS Department of Public Works re Public Safety Measures.. 44-46
(Councillor Oickle)

11. Added Items

12. In Camera

12.1. Contract Negotiations under Section 22(2)(e) of the MGA

13. Adjournment



Agenda for Tuesday, October 10th @ MODL Council

1. Brief overview of LaHave Coastal
2. Unique opportunity to protect East Spectacle Island
 - Funding: **We have \$100k toward \$565k required.**
 - Timeline
3. Follow up presentation to Council on November **7th?**

Presenters:

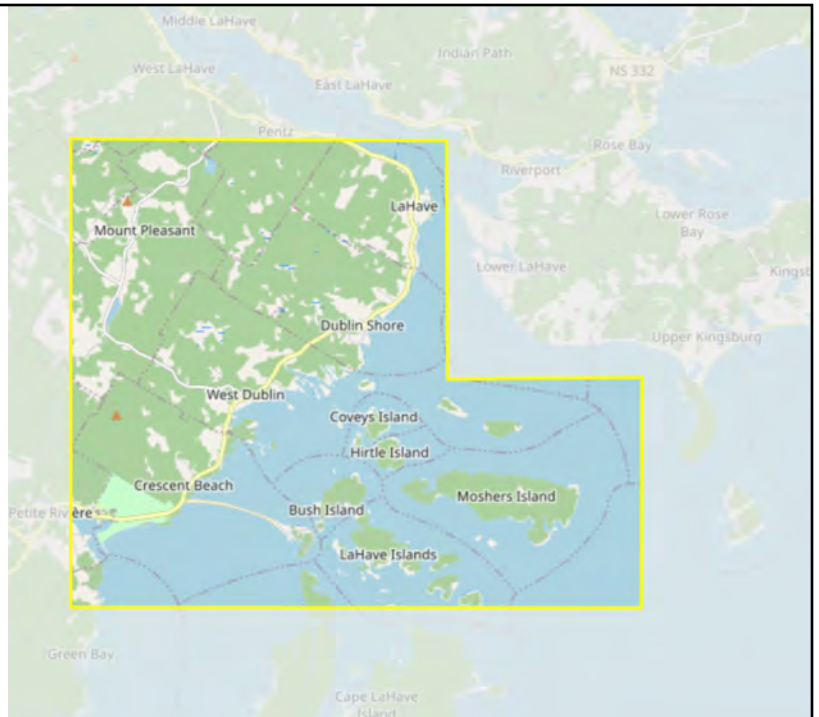
- Jim Sunderland, President
- Andrew Kimball, Counsel

About LaHave Coastal

- Charitable organization focused on local communities, including LaHave, Dublin Shore, West Dublin, Petite Riviere, Pleasantville, Conquerall Bank, Conquerall Mills, Crescent Beach and the LaHave Islands.
- Read more at lahavecoastal.ca
- Focused on habitat restoration and educating the public about caring for nature and boosting biodiversity.
- 60+ members and 100+ reading newsletter.
- 200+ acres under management: Continuing stewardship of lands that have been in families for **generations**.
- \$200,000+ raised from 40+ donors.
- Accelerating reseedling of trees makes our forests more resilient to climate change and less vulnerable to fire.
- Establishing a greenhouse to source seedlings for the **many** species unavailable from commercial nurseries.



LaHave Coastal geographic focus



Forest Restoration

Goal: boost biodiversity to pre-colonial levels based on best-practice guidance from naturalists & scientists.

We're planting native trees, like yellow birch and red oak where appropriate based on ecological surveys.

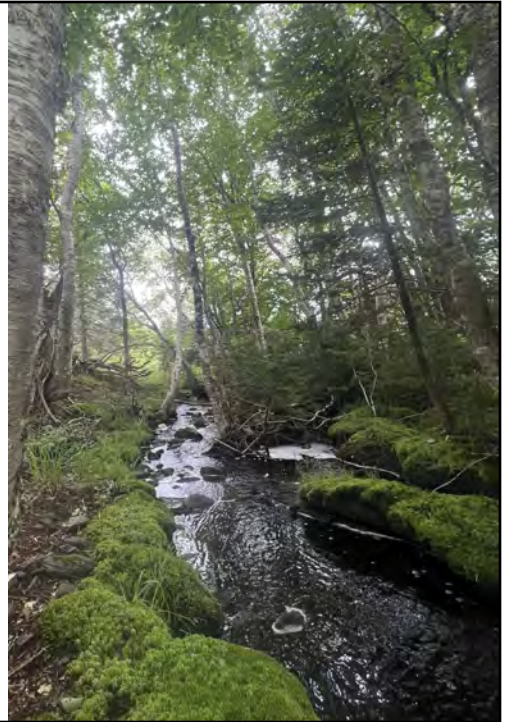
Partnering with SW NS Biosphere and Canada's Two Billion Trees Program, and gathering expert guidance from multiple advisors.



deer protection



site planning



Greenhouse Project

Underway now.

Purpose: source native seedlings for restoration, because many species are unavailable commercially.





East Spectacle Island: 47 acres, multiple habitats



East Spectacle Island: 47 acres, multiple habitats

Unique conservation opportunity:

- Unified into a single parcel (unusual).
- Central to the LaHave archipelago.
- Large enough to support many niche habitats.
- LaHave Coastal has it under agreement.
 - We wrote letters to owners and they responded.

- Closing in December, **if funds are available.**
 - Appraised FMV is \$565,000.
 - Sellers have agreed to that purchase price.
 - \$100,000 donation already committed.

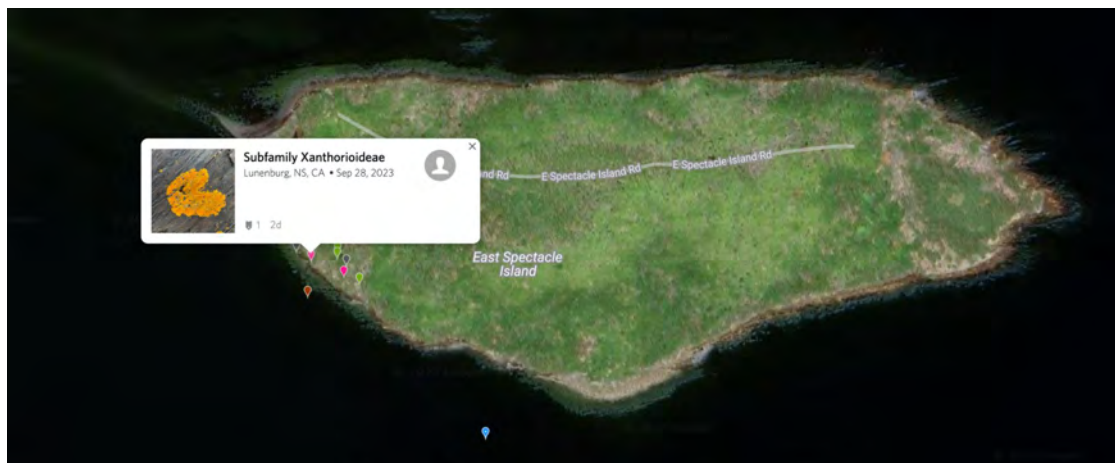
East Spectacle Island: timeline

- Outreach to donors: underway.
- Outreach to conservation granting sources: underway, seeking guidance.

- Site mapping and ecological survey scheduled for latter half of October.
 - McCallum Environmental engaged
 - Possibly including species specific surveys, like lichen; depends on time of year.
- Possible marine biology assessment, discussing with CPAWS

- **Request update meeting with MODL Council on November 7th, 2023**
- Financing decision date is December 7th, 2023.

Species Surveys Underway... update in early November



iNaturalist map. Goal: observations across the area

Many lichen
and
mushrooms



vulnerable
species
redacted



Photos by Pearl Pearce

Wetlands and Bird Habitat



Photos by John Frank & Pearl Pearce



Provincial Update - Hemlock Woolly Adelgid (HWA) in Nova Scotia



1

Hemlock Woolly Adelgid



Small
(adult less than 3 mm)



HWA laying egg

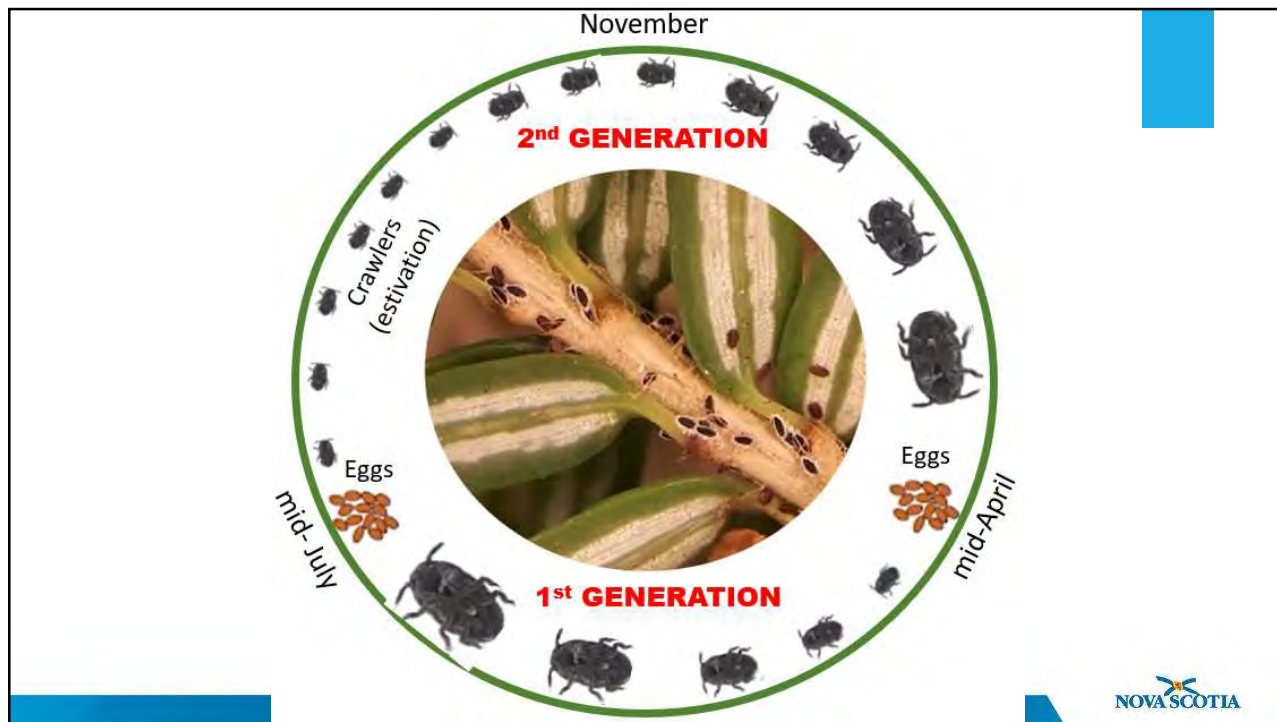


White waxy egg sacs
on twig



Feeding causes
needle loss, tree death

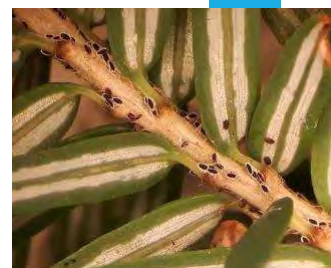
2



3

Why is HWA a threat?

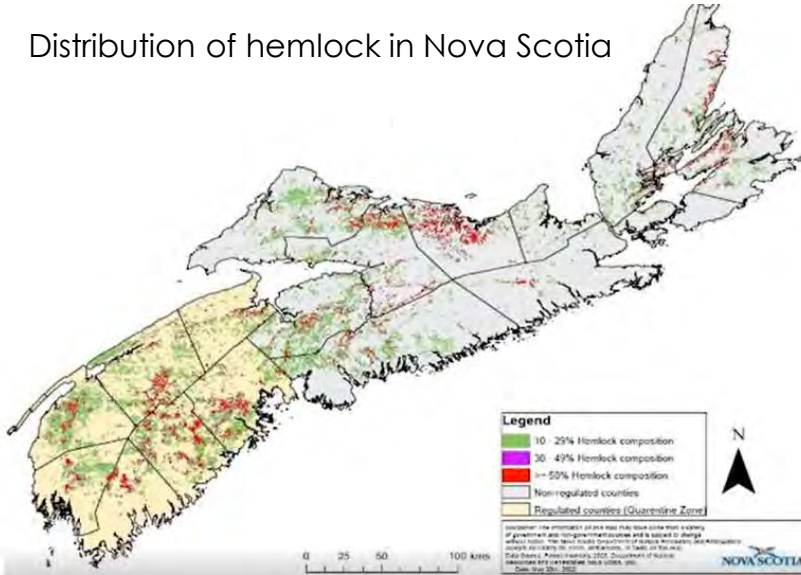
- ▶ Non-native species (few natural enemies)
- ▶ Spreading rapidly (warmer temperatures)
- ▶ Can kill hemlock after 4 to 10 years
- ▶ Very difficult to control (protected by foliage)



4

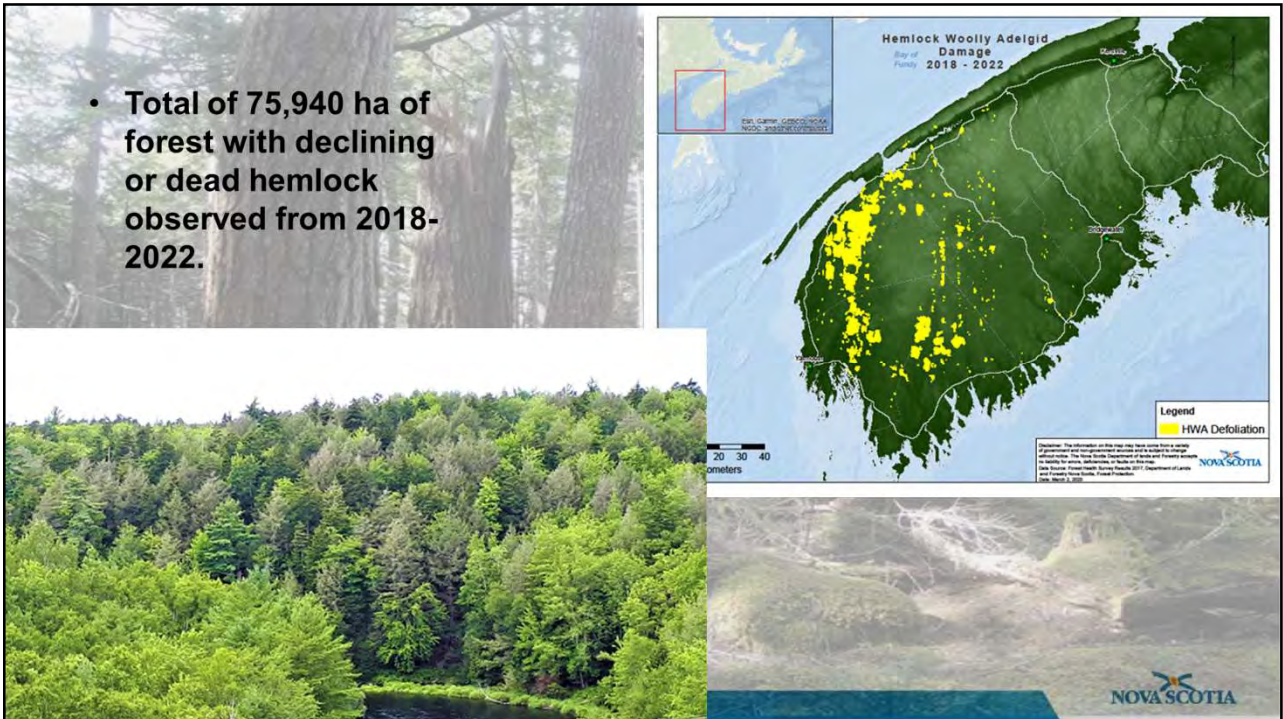
Hemlock Woolly Adelgid

Distribution of hemlock in Nova Scotia



5

- Total of 75,940 ha of forest with declining or dead hemlock observed from 2018-2022.



6

In 2022, provincial application for federal funding from Department of Environment and Climate Change Canada was successful (5yrs).

- \$5M land conservation
- \$5M protection of hemlock stands through chemical control and biocontrol

New Emergency Use Registrations for Xytect 2F and Starkle 20SG - tank mix.

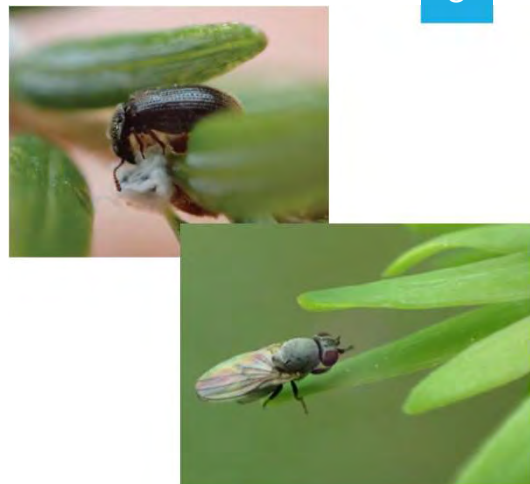


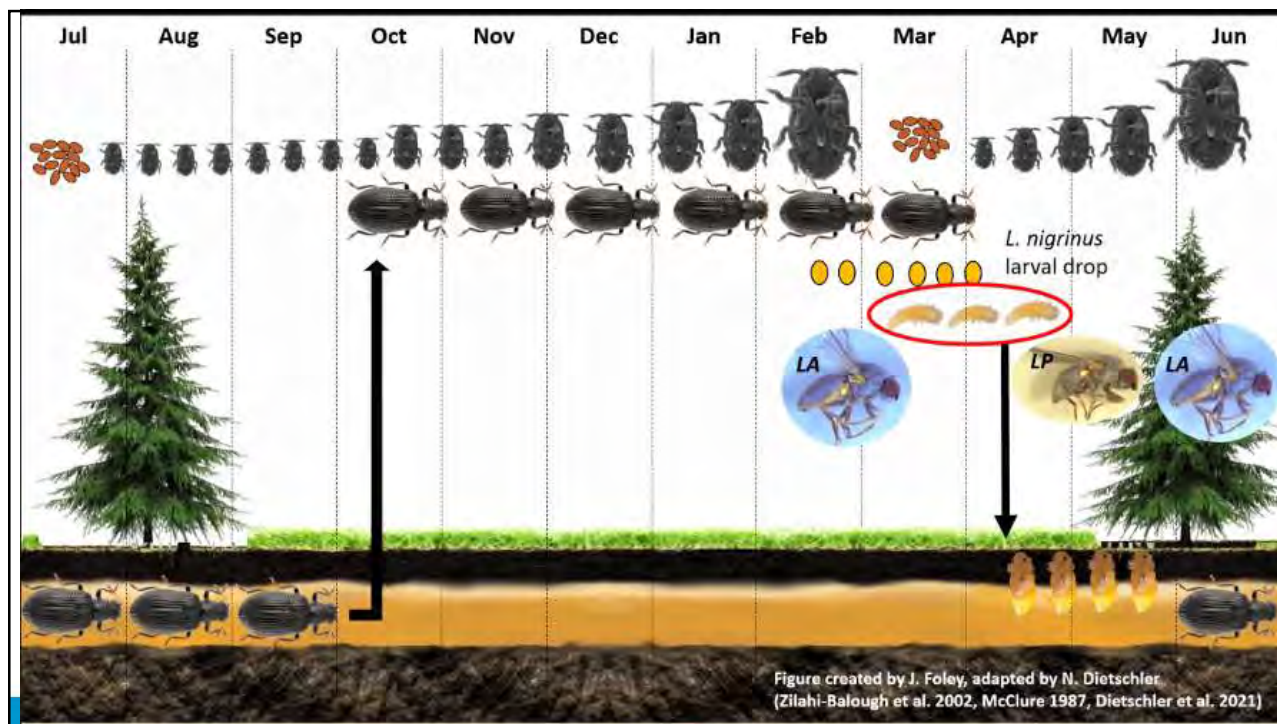
HWA Biological Control

Research continuing to examine use of biological control agents for long-term management of HWA – led by researchers from NRCan with collaboration with US researchers.

Potential release of west coast *Laricobius nigrinus* could begin as early as the fall of 2023.

Initial inquire of feasibility of a in-province rearing facility for *Leucotaraxis* spp.

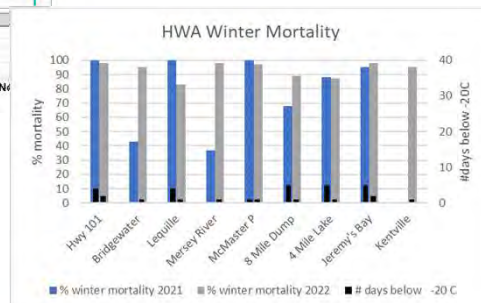
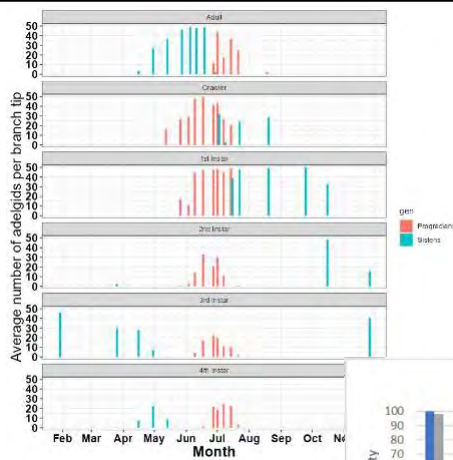




9

The province continues to monitor the health and phenology of HWA within NS.

Work is on-going to compare local populations to those in other jurisdictions.



10

NOVA SCOTIA

10

Outreach/Education continues to be an important aspect to the HWA management process.

Information sessions conducted by NRR staff and partners, including Medway Community Forest Co-operative, provide increased awareness of the threats HWA to our forests.

Field Days provide landowners information on management options and treatment equipment operational training.



Questions

If you have additional questions regarding Nova Scotia's Hemlock Woolly Adelgid program, please contact:

Mr. Jeffrey Ogden
Provincial Forest Entomologist
Jeffrey.Ogden@novascotia.ca

AN INTER-MUNICIPAL REGIONAL ANTI-RACISM AND DIVERSITY AGREEMENT

THIS AGREEMENT is made in five copies this on (DATE) _____ .

AMONG:

The **Municipality of the District of Lunenburg**, a municipal body corporate pursuant to the *Municipal Government Act*;

-and-

The **Municipality of the District of Chester**, a municipal body corporate pursuant to the *Municipal Government Act*;

- and -

The **Town of Bridgewater**, a municipal body corporate pursuant to the *Municipal Government Act*;

-and-

The **Town of Mahone Bay**, a municipal body corporate pursuant to the *Municipal Government Act*.

-and-

The **Town of Lunenburg**, a municipal body corporate pursuant to the *Municipal Government Act*.

WHEREAS the parties wish to jointly support and advance anti-racism and anti-discrimination initiatives and promote equity, diversity and inclusion initiatives to identify and address systemic racism and inequity in government policy, legislation, programs and services in Lunenburg County.

NOW THEREFORE witness in consider of the mutual promises and covenants contained herein the parties hereto agree as follows:

General

1. The Purpose of this inter-municipal services agreement, hereafter called (Agreement) is to provide for coordinated Anti-Racism and Diversity services referred to in this Agreement as the (region).

Host Municipality

2. The Municipality of the District of Chester is hereafter called the Host Municipality, and as such, will provide office space and support.
3. The Host Municipality will be responsible for all administrative functions including financial, record keeping, minute taking and reporting on behalf of the Lunenburg County Anti-Racism & Anti-

Discrimination Advisory Committee.

4. The Host Municipality will include the Anti-Racism and Diversity Coordinator, assets, and activities on their Municipality's liability insurance policy.

Anti-Racism & Anti-Discrimination Committee

5. A Lunenburg County Anti-Racism & Anti-Discrimination Advisory Committee (ARADAC) has been established and Terms of Reference agreed upon by all parties.
6. As per the TOR:
 - a. The Lunenburg County Anti-Racism & Anti-Discrimination Advisory Committee (ARADAC) is established to advise the respective administrations and elected bodies of the Town of Lunenburg, Municipality of the District of Lunenburg, Municipality of Chester, Town of Bridgewater and Town of Mahone Bay to advance, strengthen, support, and unify the five municipal units in adopting and implementing Anti-Racism and Anti-Discrimination initiatives throughout the Region.
 - b. The ARADAC works with partners and communities to help lead and support anti-racism and anti-discrimination initiatives and promote equity, diversity and inclusion initiatives. They would work to identify and address systemic racism and inequity in government policy, legislation, programs and services.
 - c. The Committee has the following responsibilities:
 - i. Provide ongoing advice, education, information and recommendations to the five Municipal Councils and staff on internal and external projects, initiatives, or policy via the Anti-Racism and Diversity Coordinator.
 - ii. Develop and recommend to municipalities a regional action plan which will provide regional-level guidance and coordinated approaches and strategies on actions to be taken by the municipalities.
 - iii. Support the Regional Coordinator for Anti-Racism and Anti-Discrimination initiatives.
 - iv. Develop and propose an annual budget to the Anti-Racism and Diversity Coordinator, to be reviewed and proposed to the five (5) Municipal Councils for consideration.
 - v. Provide advice, when requested, on projects and policies undertaken by municipalities including municipal plans, development, human resource policies and other projects.
 - vi. Remain apprised and connected to new municipal, provincial and federal directives, regulations and initiatives that impact or intersect with Anti-Racism and Anti-Discrimination or funding opportunities.
 - vii. Collaborate with the Lunenburg County Accessibility Advisory Committee and Regional Accessibility Coordinator.
 - viii. Liaise with community members through regular engagement, maintain transparency, and provide a framework and platform for reporting back to the community.
 - ix. Collaborate and build relationships with community members and organizations that address Anti-Racism and Anti-Discrimination through events, programming,

training and other forms of support.

Anti-Racism and Diversity Coordinator

1. All parties agree that an Anti-Racism and Diversity Coordinator shall be hired for a term ending March 31, 2026.
2. All parties agree that the Anti-Racism and Diversity Coordinator shall be a contractor of the Municipality of the District of Chester and shall serve as the coordinator and administrative support for the Lunenburg County Anti-Racism & Anti-Discrimination Advisory Committee (ARADAC) and shall provide support for the development of local anti-racism and diversity plans to each Municipal Unit based on additional hours purchased by each unit.
3. The Anti-Racism and Diversity Coordinator will provide anti-racism and diversity expertise and inform municipal administrators of their professional responsibilities to ensure inclusive practices at each municipal unit.
4. The Anti-Racism and Diversity Coordinator may speak on behalf of the ARADAC and provide updates to respective councils. During the first year of the initiative, the Committee shall report to Councils once per quarter and thereafter, at least twice per year.
5. Not less than quarterly, the Anti-Racism and Diversity Coordinator shall meet with the CAO, or designate, of each municipal unit to assess overall service delivery in the preceding quarter and to plan for the anticipated needs of the upcoming quarter.
6. The Host Municipality is empowered to acquire or contract for the use of equipment, facilities, and personnel necessary or advisable to carry out the responsibilities assigned to the Anti-Racism and Diversity Coordinator by this Agreement.
7. Should the position of the Anti-Racism and Diversity Coordinator become vacant, it will be the responsibility of the CAO of the Municipality of the District of Chester to fill the vacancy in accordance with the hiring policies of the Municipality of the District of Chester. The selection committee shall be determined by the CAOs of the participating municipalities.
8. The parties shall share the cost of operations of the Anti-Racism and Diversity Coordinator based on an annual budget.
 - a. The cost sharing formula will be based on the Uniform Assessment of the previous year and will be adjusted annually. For 2023-24 budget year the following formula applies:

	22-23 Uniform Assessment	%
Town of Mahone Bay	\$145,777,562	2.52%
Town of Lunenburg	\$298,368,092	5.15%
Town of Bridgewater	\$715,142,664	12.35%
Municipality of the District of Chester	\$1,741,116,861	30.08%

Municipality of the District of Lunenburg	\$2,887,963,821	49.89%
TOTAL	\$5,788,369,000	100.00%

- b. The CAOs of the participating units shall recommend to the parties of this Agreement an Operating and Capital Budget by February 1 of the fiscal year prior to the fiscal year of the recommended budget. The approving parties must represent more than half of the approved budget.
 - c. Actual dollar contribution of the Municipalities shall be based on the annual budget of the Anti-Racism and Diversity Coordinator and Lunenburg County Anti-Racism and Anti-Discrimination Committee.
 - d. The Host Municipality will invoice the other contributing Municipality(s) for their portion of the actual costs that are additional to their annual contribution. Actual expenditures will be reviewed yearly and surplus funds, if any, will be credited against the participating units' following year's contribution, based on the cost sharing formula referenced to in this section herein.
 - e. In the event Anti-Racism and Diversity Coordinator requires additional money for capital or operating purposes, any such increase shall require the approval of all parties to the agreement.
9. The fiscal year of the Anti-Racism and Diversity Coordinator shall be from April 1 to March 31 of the following year.

Termination of Agreement

- 10. This Agreement has effect commencing August 1, 2023, and ending April 1, 2026.
- 11. By motion of each Council, the term of the agreement may be extended by mutual agreement.

Indemnification

- 12. Each party shall indemnify its representatives from any liability that may arise as a result of that member.

Dispute Resolution

- 13. If any disagreement arises among the parties as to the proper interpretation of this agreement that cannot be resolved, the parties shall submit the area of disagreement to an arbitrator as provided by the *Arbitration Act*.
- 14. The parties acknowledge and agree that all headings are inserted for convenience only and do not form part of the agreement.
- 15. This Agreement is governed by the laws of Nova Scotia.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by the hands of their duly authorized officers and the affixing of their respective seals the day and year first above written (15)

Dated this ____ day of _____, _____ A.D.

Signed, sealed and delivered in the presence of;

Per: _____

Witness

Municipality of the District of Lunenburg

Per _____

Carolyn Bolivar-Getson, Mayor

Per: _____

, Deputy Mayor

Per: _____

Witness

Municipality of the District of Chester

Per _____

Allen Webber, Warden

Per: _____

Floyd Shatford, Deputy Warden

Per: _____

Witness

The Town of Bridgewater

Per _____

David Mitchell, Mayor

Per: _____

Francis Kangata, Deputy Mayor

Per: _____

Witness

The Town of Mahone Bay

Per _____

David Devenne, Mayor

Per: _____

, Deputy Mayor

Per: _____

The Town of Lunenburg

Witness

Per _____

, Mayor

Per: _____

, Deputy Mayor



Municipality of the District of Lunenburg

Report to Council

Report To: Policy & Strategy Committee
Submitted By: Sarah Kucharski, Manager, Corporate Services & Communications
Date: Tuesday, October 17, 2023
Re: Inclusion, Diversity, Equity, and Accessibility 2024-2028 Action Plan

BACKGROUND

By selecting Anti-Racism as a Strategic Priority in 2021, Council made a commitment to investing in funding and staff resources to explore anti-racism and inclusion issues in the Municipality.

The Administration Department engaged Nova Scotia's Chrysalis Human Rights Agency to support MODL in ensuring that EDI is integrated across the organization within our policies, procedures, practices, culture, and norms.

Chrysalis Human Rights Agency completed a comprehensive assessment and review of our equity, diversity, and inclusion policies and procedures, provided introductory EDI training to staff and Council, and submitted a recommended Inclusion, Diversity, Equity, and Accessibility 2023-2028 Strategic Plan.

Using the consultant's strategic plan as a guiding document, MODL staff have developed an Action Plan entitled **IDEA at MODL**.

IDEA at MODL reflects the commitment to advance inclusion, equity, diversity, and accessibility of equity-deserving groups. The plan incorporates the principles of the Accessibility for Nova Scotians Act, the Dismantling Racism and Hate Act, Count Us In: Nova Scotia's Action Plan in

Response to the International Decade for People of African Descent and the Truth and Reconciliation Calls to Action.

DISCUSSION

IDEA at MODL sets out strategic directions and senior-level accountabilities intended to empower employees and departmental units to engage and assist in the advancing of IDEA at all levels. It includes a set of proposed structures and approaches with explicitly desired outcomes that will support efforts across our community as we seek to become more inclusive, diverse, equitable and accessible.

Staff are recommending to Council that MODL Council adopt this plan, and that staff be directed to work collaboratively with the soon-to-be-hired Regional Anti-Racism Coordinator on implementing the plan. This will allow MODL to establish and affirm an inclusive, diverse, equitable and accessible workplace culture, from the grassroots to the senior-most levels.

TIMELINE

IDEA at MODL intends to generate lasting transformation for employees and residents. To this end, the Plan uses a phased approach to set the groundwork for change. It adopts a continuous improvement approach—building on successes and drawing on lessons from less successful initiatives.

2024: Year One: Foundation Building

The first phase of the Plan lays the foundation for IDEA. The foundational step includes:

- assigning a staff member with an add on responsibility for IDEA at MODL
- putting personnel policies in place,
- developing accountability and governance models,
- making connections and,
- collecting data.

The first phase involves planning and allocating resources for IDEA action items and an increased awareness in the workplace and promotion of the benefits and values of IDEA.

2025-2026: Years Two and Three: Investment and Implementation

The second phase prioritizes the investment and implementation of the Plan. This is the phase where the planned programs and activities are carried out.

2027-2028: Years Four and Five: Monitoring, Evaluating, Adapting

The Plan's final phase involves evaluating and improving the IDEA policies, procedures, and initiatives. We will build upon successes and improve areas where we fell short of reaching our goals. We will also evaluate social changes and opportunities for new approaches to the Plan.

BUDGET IMPLICATIONS

There will be an annual cost of roughly \$5,000 to develop an add on IDEA responsibility for a current staff member (similar to the Corporate Services Supervisor and Assistant Emergency Coordinator roles).

Most of the actions outlined in **IDEA at MODL** can be accomplished through the existing staff resources, with the support of the new Regional Anti-Racism Coordinator expected to join the region in 2024.

Some actions may require the services of consultants with expertise in IDEA, and these will be incorporated into the Municipality’s annual budget process.

Report Preparation	
Department	Administration
Report Prepared by	Sarah Kucharski, Manager, Corporate Services & Communications
Report Approved by	
Date Reviewed by C.A.O.	



IDEA AT MODL

(Inclusion, Diversity, Equity, and Accessibility)

2024-2028 Strategic Plan

Land Acknowledgement¹

We acknowledge that we are located in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq people, who, in 1725 first signed the Treaties of Peace and Friendship with the British Crown. Those treaties did not deal with the surrender of lands and resources, but instead recognized Mi'kmaq title and negotiated a path toward an ongoing relationship between nations. We acknowledge we carry out our daily work in Mi'kma'ki.

We convey our respect to all indigenous peoples living in this region, to the knowledge keepers, and to their brave and resilient leaders, past and present.

At the Municipality of the District Lunenburg (MODL), we recognize that the work towards creating a fairer and more just workplace for more people, and the efforts we make to recognize and ameliorate the conditions that perpetuate injustices among us, must begin by also recognizing the injustice that lies at the base of the place we live and work. And then, together, we move towards a more just world for all of us.

Introduction

MODL is committed to making our community more inclusive, diverse, equitable and accessible. **IDEA at MODL** reflects the commitment to advance inclusion, diversity, equity, and accessibility of equity-deserving groups. The plan incorporates the principles of the **Accessibility for Nova Scotians Act, the Dismantling Racism and Hate Act, Count Us In: Nova Scotia's Action Plan in Response to the International Decade for People of African Descent and the Truth and Reconciliation Calls to Action**.

Goals

The **IDEA at MODL** Plan aims to advance an environment with a fundamental shared commitment to respectful engagement and human dignity. This strategic plan seeks to establish and affirm an inclusive, diverse, equitable and accessible workplace culture, from the grassroots to the senior-most levels. It sets out strategic directions and senior-level accountabilities intended to empower employees and departmental units to engage and assist in the advancing of IDEA at all levels.

It includes a set of proposed structures and approaches with explicitly desired outcomes that will support efforts across our community as we seek to become more inclusive, diverse, equitable and accessible. However, this is not a top-down plan. Every employee has a role to

¹ A territorial or land acknowledgement involves making a statement recognizing the traditional territory of the Indigenous people(s) who called the land home before the arrival of settlers, and in many cases still do call it home. Indigenous peoples have been acknowledging the land at the start of gatherings, ceremonies, and events for time immemorial.

play in achieving our collective goals. We must take deliberate action informed by promising practice and institutional data. Working together, we can ensure IDEA thrives in our workplace and enriches the lives of all.

Timeline

IDEA at MODL intends to generate lasting transformation for employees and residents. To this end, the Plan uses a phased approach to set the groundwork for change. It adopts a continuous improvement approach – building on successes and drawing on lessons from less successful initiatives.

Year One: Foundation Building

The first phase of the Plan lays the foundation for IDEA. The foundational step includes:

- assigning a staff member with an add on responsibility for IDEA at MODL
- putting personnel policies in place,
- developing accountability and governance models,
- making connections and,
- collecting data.

The first phase involves planning and allocating resources for future IDEA investments and ongoing expenditures of new programs and initiatives. The outcome for this phase is an increased awareness in the workplace and promotion of the benefits and values of IDEA.

Year Two and Three: Investment and Implementation

The second phase prioritizes the investment and implementation of the Plan. This is the phase where the planned programs and activities are carried out (listed in the **Action Plan**).

Year Four and Five: Monitoring, Evaluating, Adapting

The Plan's final phase involves evaluating and improving the IDEA policies, procedures, and initiatives.

We will build upon successes and improve areas where we fell short of reaching our goals. We will also evaluate social changes and opportunities for new approaches to the Plan.

Vision

MODL is committed to cultivating a culture that values, supports, and promotes equity, human rights, respect, and shared accountability. Our workplace encourages and supports individual and collaborative efforts to identify and address inequities. We welcome and enable contributions of all voices as we engage with diverse ideas, knowledge, and perspectives to pursue inclusive service delivery.

Mission

MODL will work to achieve an inclusive, diverse, equitable, and accessible place to live and work. We are committed to achieving equitable access and opportunities in employment, retention, and advancement; and to a working environment free from discrimination, bullying, and harassment.

We envision—and will cultivate—a community that recognizes equity and diversity as fundamental to achieving inclusive excellence in service and community engagement. We acknowledge that this commitment requires identifying and addressing obstacles, barriers, and biases that limit equitable and accessible opportunities. We will intentionally pursue and implement system-wide equity and access initiatives and embed diversity and inclusion in all MODL structures, programs, policies, and practices. Determined to influence those formal and informal structures and mechanisms that limit access and equity, we will use principles of fairness and evidence-based policies and practices to support decision-making; collect and analyze disaggregated data; establish equity goals and benchmarks; and develop and implement policies.

Recognizing that achieving IDEA goals requires responsible and accountable leadership at all levels, we will regularly evaluate and report on progress towards achieving inclusion, diversity, equity, and accessibility.

Principles

Diversity: We commit to increasing diversity, expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socioeconomic status, language, culture, national origin, religious commitments, age, or (dis)ability status.

Equity: We commit to working actively acknowledging the systemic power and privilege and distribution of resources to enhance access and inclusive outcomes for equity-deserving groups. We will create spaces that value, celebrate, amplify our diversity. We are committed to a policy of equal opportunity for all persons.

Inclusion: We commit to pursuing deliberate efforts to ensure that our workplace embraces difference, and that every individual feels a sense of belonging. By building a critical mass of diverse groups in our workplace and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.

Accessibility: We commit to removing barriers to full and equitable access to participation in work and community life. We recognize that accessibility involves removing all obstacles and addressing social and attitudinal barriers to inclusion.

Human Rights: We are committed to promoting the dignity of all persons and taking focussed actions to prevent discrimination and hate for equity-deserving groups.

Continuous Improvement and Evaluation: We are committed to centering IDEA in all aspects of our work at MODL. We acknowledge that IDEA requires ongoing effort, reflection, and adaptation. We commit to engagement with the MODL community to ensure that our actions are meaningful in meeting our IDEA vision and goals.

IDEA at MODL Action Plan

This Action Plan is a comprehensive approach to IDEA at MODL. It includes five core categories: IDEA centered Employment practices, Leadership and Accountability, Community and Culture, Service Delivery, and Learning and Development.

We identified dimensions of IDEA under each of the broad categories and have developed activities, initiatives, and timelines to achieve long-term goals.

1. IDEA Employment

The goal for employment at MODL is to maintain equitable and inclusive recruitment and retention practices, advancement, and compensation practices which value diverse perspectives. It also cements the commitment for leaders at MODL to model and promote IDEA. We have considered dimensions of recruitment, candidate selection, onboarding and orientation, assessment and advancement, personnel review committee plan and workplace policies.

1.1 IDEA Personnel

- 1.1.1 MODL will hire a .2 FTE IDEA Coordinator, responsible for overseeing the implementation of the plan, advise leadership, and plan champions. This will be an add-on responsibility for a current MODL employee.
- 1.1.2 Enrol MODL staff member responsible for IDEA in EDI Certificate at Dalhousie University.

1.2 Workplace Census

- 1.2.1 Research best practices and respectful terminology (Employment Equity Act) to create baseline workplace census.
- 1.2.2 MODL will regularly administer workplace census.
- 1.2.3 MODL will use the results of the census to create a responsive recruitment plan to attract employees from equity-deserving groups.

1.3 Recruitment

- 1.3.1 Review job descriptions to identify on the job training versus skills the candidates must already possess.
- 1.3.2 Develop employment equity statement and include on all job postings. Encourage applicants to self-identify and provide designated groups first consideration for roles.
- 1.3.3 Develop list of community partners that can assist in recruiting from designated groups.
- 1.3.4 Share all new job postings with community partners from equity-deserving communities. Provide partners with information to assist candidates to successfully apply and demonstrate key competencies.
- 1.3.5 Identify new markets to advertise employment at MODL.

1.4 Candidate Selection

- 1.4.1 Develop standard interview questions and consistent scoring to ensure applicants are measured based on the same criteria. Circulate interview questions prior to enable candidates prepare answers.

1.5 Onboarding and Orientation

- 1.5.1 Continue to engage in social onboarding (e.g., assign a buddy outside training and management staff, welcome from management and staff).
- 1.5.2 Continue to schedule new employee orientations to assist employees in completing tax and benefits documentation, provide overview of corporate policies and introduce departmental leads and management team.

1.6 Employee Assessment and Advancement

- 1.6.1 Ensure employees are aware of the skills that will be measured, the performance standard and enable self-measurement opportunities.
- 1.6.2 Review career pathways to advancement at MODL to identify and remove identity related barriers.
- 1.6.3 Explore ways to prioritize advancement to equity-deserving candidates in middle and upper management.
- 1.6.4 Ensure external recruitment of senior leadership positions prioritize finding candidates from equity-deserving groups.

1.7 Social Equity Policy Review

- 1.7.1 Develop Social Equity Policy Review framework which considers who is impacted by each policy and potential risks to inequitable application.
- 1.7.2 Prioritize policy review according to their impact on IDEA at MODL. Develop a schedule for review and amendments to policies, and schedule for routine reviews of policies.
- 1.7.3 Based on results of review, internal IDEA committee will recommend amendments to and introduction of IDEA personnel policies.

2 Leadership and Accountability

Transparency and accountability are important levers to drive IDEA. Accountability towards IDEA ensures ownership and defines answerability, liability, and reporting. MODL will develop monitoring systems to hold leadership accountable for meeting IDEA commitments.

Inclusive leadership and accountability are crucial to achieving the IDEA goals and targets. This section focuses on three critical dimensions of this category: leadership commitment and business case, consensus building, committees, and reporting structure.

2.1 Leadership Commitment and Business Case

- 2.1.1 Leadership will draft a statement of commitment to achieving the goals set forth in IDEA at MODL.
- 2.1.2 Leaders will demonstrate their commitment to IDEA by sponsoring initiatives, participating in events, inviting IDEA conversations, and articulating how they are advancing IDEA at the departmental level with accountabilities with the Champion of IDEA at MODL.
- 2.1.3 Leaders and decision makers will include IDEA targets in their departmental business plans and projections through the Annual Budget document.

2.2 Consensus Building

- 2.2.1 Develop internal and external communications plan restating commitment and encourage employees and residents to participate in achieving IDEA goals.
- 2.2.2 Establish a variety of methods to collect disaggregated data of the MODL staff complement and external community. Disaggregated data is information that has been broken down by detailed sub-categories, for example by marginalised group, gender, region or level of education.
- 2.2.3 Use results from data collection to address the concerns and issues identified. Plans may include education and awareness campaigns, communications plan that addresses and discredits common myths about IDEA and creating welcoming communities.

2.3 Committees and Reporting Structure

- 2.3.1 Ensure recruitment plan for Accessibility Committee (NS Accessibility Legislation requirement) is intersectional to attract representations from diverse equity-deserving communities.
- 2.3.2 Establish internal IDEA committee to collaboratively identify steps towards creating an inclusive and welcoming MODL.
- 2.3.3 Departmental managers will provide regular updates to IDEA initiatives and targets. Leadership performance evaluations include metrics of IDEA.

3 Community and Culture

We aim to embed IDEA within MODL policies, practices, and formal and informal gatherings. MODL will systemically involve community involvement in decision-making and prioritize initiatives that promote IDEA and sustainability.

3.1 IDEA Branding

- 3.1.1 Identify successful IDEA brand campaigns, consult with graphic designers, and gather community feedback that highlights key components of IDEA.

- 3.1.2 Create an accessible design that highlights aspirational elements of IDEA in MODL (e.g., eye catching logo, easy to read promotion materials, fact sheets).
- 3.1.3 Ensure that IDEA logo and "more information" links are included in all communications and publications, featuring IDEA logo and information on promotional material including tourism guides.

3.2 Community Outreach and Partner Engagement

- 3.2.1 Create more opportunities for solutions-based community gatherings with question-based agendas (e.g., ask residents, "What can we do to improve housing equity in MODL?")
- 3.2.2 Identify community leaders within equity-deserving communities and plan opportunities for consultation/engagement (e.g., a series of townhalls, round tables and one on one meetings) to seek feedback and build consensus for MODL IDEA initiatives.
- 3.2.3 Create awareness of IDEA at Council and invite presentations from equity-deserving groups and organizations. Reserve time on agenda for IDEA-specific presentations.
- 3.2.4 Raise Mi'kmaq, African Nova Scotia, Rainbow, and Trans Flags. Ensure diverse and respectful representation in décor, statues, and tributaries, etc.

3.3 IDEA Workplace Culture and Employee Engagement

- 3.3.1 Continue to provide regular opportunities to enable employees to interact socially (e.g., monthly lunch or potluck, games and sports, group wellness activities).
- 3.3.2 Co-create annual calendar of cultural observances/days of significance and recognize holidays or significant dates through a variety of ways (e.g., host celebrations to commemorate holidays and significant dates and serve culturally appropriate foods sourced from local vendors).
- 3.3.3 Develop a policy for Land Acknowledgement, Equitable and Accessible Meeting Practices, IDEA sourced refreshments and gifts.

3.4 Truth and Reconciliation

- 3.4.1 Plan to implement the Truth and Reconciliation Commission of Canada's Calls to Action with focus on Professional Development and Training for Public Servants.

4 Service Delivery

MODL aims to create IDEA policies and practices to equitably serve an increasingly diverse community.

4.1 Policies and Procedures

- 4.1.1 MODL will become a signatory in the Recreation Nova Scotia Anti-Racism Charter.

- 4.1.2 Create outcomes-based decision making/risk assessment model when developing services and initiatives (e.g., ask “what are the possible implications for the populations served?”).
- 4.1.3 Contact customers/residents/organizations that have identified poor service delivery to understand what went wrong and how can we do better.
- 4.1.4 Update the Customer Complaints Handling Policy 092 to include citizens rights to be treated fairly, free from discrimination and to produce equitable outcomes. This document will outline expectations for citizens to refrain from abusive or offensive behaviours, and potential consequences from violations. It should allow customers to report incidents of discrimination, bias, or unequal outcomes. Develop process to address incident (e.g., complainant directed approach), examine what conditions needed to prevent similar incidents (e.g., education, policy changes).

4.2 Accessibility

- 4.2.1 Invest in initiatives that promote equitable access to working and living at MODL. Make accessibility a standing agenda item for Senior Management Team meetings.

4.3 Safer Spaces

- 4.3.1 MODL will create guidelines for MODL staff posting on public forums.
- 4.3.2 Review signage, online information, physical spaces, for ease of understanding, variety of formats, use of images and symbols, ensure language is not out-dated or offensive.

5 Learning and Development

MODL will provide ongoing learning and development resources to employees and prioritize ongoing collective awareness and growth on IDEA related topics. MODL is committed to provide opportunities for employees to learn and grow together.

5.1 Onboarding Education

- 5.1.1 All employees are provided with information about IDEA policies and goals and are required to routinely review and acknowledge they have reviewed and understand the policies.
- 5.1.2 Employees are routinely provided with engaging education to describe key IDEA concepts and expectations for inclusive behaviours in the workplace.

5.2 Employee Development

- 5.2.1 Research educational suppliers, internal resources, speakers, workshops, seminars, and the resources needed to acquire/develop learning tools.

- 5.2.2 Job-relevant learnings (managers, customer service); mandatory education, incentivized opportunities to participate in external IDEA education. Employee training and education review schedule to ensure training consistent with best practices.
- 5.2.3 Develop framework for managers and employees to identify learning resources that will improve their IDEA awareness and skills. Create policy to ensure employees have paid time to attend self-identified and performance related educational programs.

Summary

We recognize that making MODL a more inclusive, diverse, equitable, and inclusive community will require participation and engagement from leaders, employees, residents and local organizations and businesses. We would like to thank the significant contribution of employees and residents in creating this plan and their IDEA efforts in everyday life. Although we acknowledge there is much left to be done, we are excited to begin the journey towards **IDEA at MODL**, together.



District of Lunenburg Municipal Council

Adult Recreation Subsidy Program

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Today's Objectives



- **Develop Adult Recreation Subsidy Program guidelines**
- **Discussion Points:**
 - Concept Overview
 - Definitions
 - Community Demographics
 - Benefits
 - Strategic Priority
 - Best Practices
 - Eligibility
 - Procedure
 - Next Steps



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Adult Recreation Subsidy Program Concept



- In line with PRO Kids, an adult subsidy program will provide residents of the Municipality of the District of Lunenburg aged 19+ funding assistance to participate in recreation, culture, and physical activity opportunities.



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Definitions



Access: Understanding the ways people interact with their environment and recognizing the barriers that prevent equitable participation in active living.

Barrier: Something that makes it harder for some people to participate. Nova Scotia's Accessibility Act defines a barrier as "anything that hinders or challenges the full and effective participation in society of persons with disabilities, including a physical barrier, an architectural barrier, an information or communications barrier, an attitudinal barrier, a technological barrier, a policy, or a practice."

Equity: A commitment to fairness. Equitable access is different from equal access. Equality means everybody is treated the same; equity means everybody is treated fairly, based on their needs and abilities. Equity recognizes and values differences, removing systemic barriers and accommodating individual differences, as needed.

**Source: MODL Active Living Strategy*



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Community Demographics



- MODL Population: 25,545, +2.7% since 2016
- MODL Population Ages 19+: 19,245
- MODL Median Age of the Population: 53.6
- MODL Median Total Income: \$34,800
- MODL Unemployment Rate: 10.9%
- Nova Scotia Unemployment Rate: 5.7%
- MODL Prevalence of low income based on the low-income measure, after tax: 33.3%

**Statistics Canada Census 2021*



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Benefits of Adult Recreation Subsidy Program



- Reduce barriers
- Improve accessibility
- Equitable opportunities
- Healthy communities
- Increase engagement
- Positive role modeling
- Increase individual physical, social, mental, and emotional health
- Support local non-profit organizations



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Strategic Priority Links



Active Living Survey

- Goal: Accessible and inclusive opportunities for active living that provide opportunities for social connection within MODL.
- **4.2 Reduce barriers to participation in active living and daily movement to help ensure equitable access**
 - Support low-income populations by offering free and subsidized opportunities, and assist with funding opportunities (e.g., PRO Kids, Equipment Loan, Free/Subsidized Programming)

MODL Value

- Equity and Inclusion: We take action to change and grow to be a truly diverse, equitable, and inclusive municipality.



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Best Practices



- Town of Kentville – Spike Fund
- Halifax Regional Municipality – Recreation Funding Access Program
- Municipality of East Hants – RecAccess Program
- YMCA Lunenburg County – Financial Assistance Program



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MODL Property Tax Rebate Program



- MODL has an existing financial assistance program in place for homeowners.
- Homeowners with household incomes under \$40,700 are eligible to receive up to \$570 relief from their property tax bill, based on their household income.
- The budget for this program is \$213,400. Staff have the authority to spend 10% over this budget, allowing for \$234,740 to be awarded.
- An additional \$20,000 was approved by Council this fiscal, bringing the budget to \$254,740.



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Planning and Development Services

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Eligibility



- Residents of the Municipality of the District of Lunenburg
- Ages 19+
- Experiencing financial need to participate in organized recreation activities



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Procedure



- Applicant will complete application and submit to MODL
- Program Administrator will review and check reference
- Applicant will be notified of approval/denial
- Staff will process approval/denial accordingly
- Staff will manage tracking of applications
- Prepare annual report for Council



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Possible Funding Partners



- United Way of Lunenburg County
- Province of Nova Scotia



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Budget Implications



- **Proposed budget for pilot: \$5,000 (currently in PRO Kids budget)**
- **Donations will be sought from individuals and organizations**
- **Once the funding from all sources is gone, applications will be denied**



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Next Steps



- **Draft policy**
- **Develop application form and formal procedure**
- **Bring back to Council for policy approval: November 2023**
- **Promote program to community**
- **Anticipated Launch: December 2023**



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Recommended Motion



- That the Policy and Strategy Committee recommend to Council that staff pursue the Adult Recreation Subsidy Program, as presented, and develop a policy to outline the criteria of the program; and further that \$5,000 of the 2023/2024 recreation budget be allocated to funding the program.



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Thank You

Tissy Bolivar

tissy.bolivar@modl.ca

(902) 541-1335

Municipality of District of Lunenburg
10 Allee Champlain Drive
Cookville, NS B4V 9E4



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Adventure Trail Association:

Claudette Garland, Chair

320 Aulenback Point, Sweetland, BOJ 1E0

hgarland@ns.sympatico.ca

September 28, 2023

Honourable Susan Corkum-Greek
97 Kaulbach Street, Suite 201
P.O. Box 220
Lunenburg, NS
BOJ 2C0

Dear Susan Corkum-Greek, MLA Lunenburg

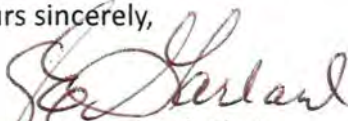
I am writing on behalf of the Board of the Adventure Trail Association and would like to take this opportunity to bring a serious safety concern to your attention.

Our trail crosses the busy Highway 324/Cornwall Road in Blockhouse, close to the 4-way stop (please see the enclosed map). This is a high-traffic trail section, regularly used by ATVs, cyclists, walkers and even horse riders; we also know that the local Waldorf School regularly takes groups of children on this part of the trail. All trail users need to use extreme caution when crossing the road. We have clear signage on the trail to indicate there is an upcoming road crossing and that users must stop, but strongly feel that motorists on Highway 324 should also be made aware of the trail crossing, before a serious injury or death occurs.

We acknowledge that the speed limit in this area is already 50kms and that traffic nearing and crossing the 4-way stop is travelling at a relatively slow speed, but traffic heading towards Highway 103 is accelerating, traffic coming from Highway 103 may still be in "highway mode" around the trail crossing, and traffic travelling from Mahone Bay uses a slipway when heading towards Highway 103 and is not required to stop at the 4-way, therefore potentially travelling faster and not concentrating on looking ahead to where the trail crossing is, but over their shoulder to check it is safe for them to enter Highway 324/Cornwall Road.

We are requesting "Trail Crossing Ahead" signs be installed on the approaches to the trail on Highway 324 and are asking for your help in moving this forward with Nova Scotia Public Works.

Yours sincerely,

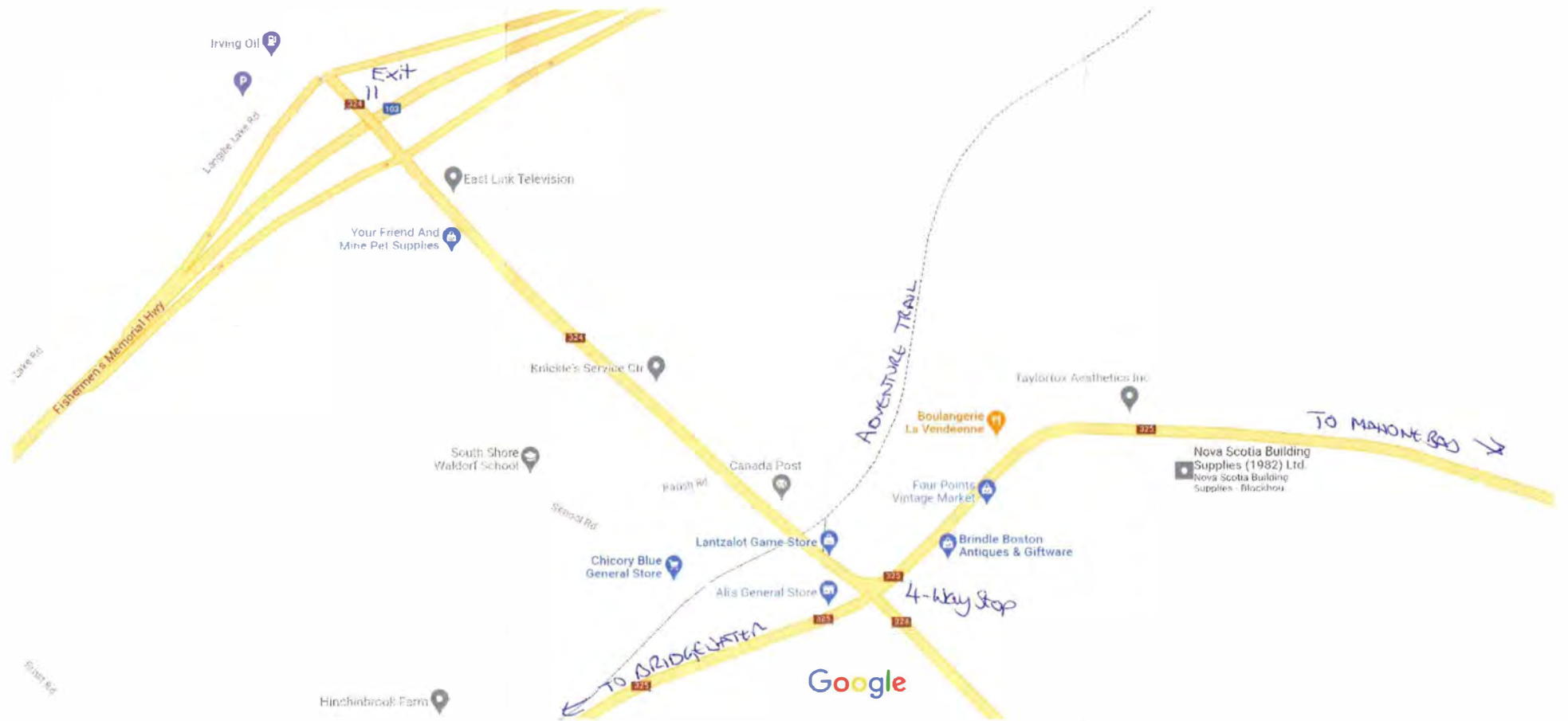


Claudette Garland, Chair
Adventure Trail Association

Copies to:

Mitchell Conrad, Area Manager, Nova Scotia Department of Public Works

Mayor Bolivar-Getson, Municipality of the District of Lunenburg



Map data ©2023 100 m

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

TO: Chief Administrative Officer
FROM: Wendy Oickle
DATE: Oct 7/2023

1. Agenda Item
Councillors' Matters Request for a letter to DPW
By Council

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

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. Photo

4. What is its relevance to Council or the committee?
To help with the safety of residents and emergency
vehicles during a major rain or flood event in the Fancys
lake area.

5. What outcome(s) are you seeking?
To have the Committee recommend to Council
to request the Mayor to write a letter to Provincial
DPW asking them to assist in Public Safety by cleaning out ditches, replacing
undersized & damaged culverts, add new culverts where
the land topography creates excessive water over the road, specifically
in the Fancys Lake area.

Councillor's Signature

Date Oct 7/2023

Approval for agenda: Yes No

Reason for Denial:

Mayor or Chair of Committee

Date



