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# **1. INTRODUCTION**

## **1.1 Planning for Sustainability**

In 2005, the Federal Government and Province of Nova Scotia entered into an agreement where funds equivalent to a portion of the federal excise tax on municipalities would be transferred to municipalities to help fund capital projects related to sustainability. One condition of the Gas Tax Agreement is that each municipality prepares an Integrated Community Sustainability Plan (ICSP). An Integrated Community Sustainability Plan is a long term plan, developed in consultation with community members, which provides direction for the community to realize sustainability objectives it has for the cultural, economic, environmental and social dimensions of its identity. This Plan expresses Council's long term vision for the development of Richmond County in the next 20-30 years. The sustainability objectives are expressed through a series of long range goals which relate to one or more of the pillars of sustainability (cultural, economic, environmental and social) and these are implemented by actions relating to the goals which allow the Municipality to work towards achieving these objectives.

Sustainability as a term has different meanings depending on perspective, but one classic definition, derived from the *Brundtland Commission* of 1987 (*Our Common Future: the World Commission on Development and the Environment*) addresses how Richmond County sees sustainability in the context of its own municipal development:

**“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”**

It is this principle that guides the development of the Richmond County Integrated Community Sustainability Plan, recognizing that as the County evolves, be it demographically, economically or through environmental changes, that the County be proactive and prepared to meet these changes, while ensuring that a high quality of life for residents is sustained and the integrity of the natural environment protected. This ICSP endeavors to build on the many strengths of Richmond County but also anticipate the challenges that may arise in the future, to maintain the cultural, economic, environmental and social sustainability of the community.

## **1.2 Community Profile**

The Municipality of the County of Richmond is a largely rural municipality located on the south-eastern corner of Nova Scotia's Cape Breton Island. It is bounded by the Bras D'Or Lake and Cape Breton Regional Municipality to the north, the Atlantic Ocean to the east, Chedabucto Bay to the south and Inverness County to the west. The land area is divided roughly evenly by the St. Peter's Canal, which connects the Bras d'Or Lake to St. Peters Bay and the Atlantic Ocean. Isle Madame is a large island to the southwest of mainland Richmond County which contains about a third of the County's population and is connected by bridge to the mainland. The total land area of Richmond County is 1,244 square kilometers.

Despite a relatively small population (just under 10,000 according to the last Census in 2006), Richmond County has a long settlement history. Europeans first settled the region in the 1930's when the French built a fort near what is now St. Peters, and a fur trade was established with the native Mi'kmaq people. Subsequently French (and Acadian), Scottish, English and Irish settlers moved into the region establishing their own communities. Most population was (and still is) based along the coast, and many of these villages depended on fishing, boatbuilding and maritime trade. To this day, roughly one quarter of residents list French as their mother tongue and over a third are bilingual. This adds a unique element to Richmond County's cultural mosaic. In recent years people from many places, including Germany, the United States and elsewhere in Canada have taken advantage of the coastal beauty to build summer homes in Richmond County or move here permanently.

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Almost all of the County is within 10 kilometres of the Bras d'Or Lakes or Atlantic coast, a fact which has shaped its landscape and cultural history. The County as a whole is heavily forested, with little agriculture. Regarding topography, Richmond County is generally flatter than other municipalities on Cape Breton Island, with most of the County consisting of coastal lowland, including many bays, coves and islands. Nonetheless, there are some upland regions in Richmond County, including Sporting Mountain facing the Bras d'Or Lake as well as the northern part of the County near Loch Lomond. Since the decline of boatbuilding in the 19<sup>th</sup> Century, the economy ebbed and flowed with the rise and fall of the north Atlantic fishery. Today the fishery is still an important part of the Richmond County economy, particularly in Isle Madame and some eastern parts of the County. The 1955 completion of the Canso Causeway resulted in the creation of a deep ice free harbour, which spurred extensive industrial development at Point Tupper in the west end of the County, which to this day provides a substantial portion of Richmond County's tax base. Tourism development has also emerged as a significant pillar of Richmond County's economy, particularly cultural, eco and adventure tourism. Government services (particularly the Strait-Richmond Hospital and four schools) also employ a large portion of the County's labour force.

The most recent census data for Richmond County lists the population as 9,740. Most of this population is concentrated on the western half of the County, with 3,455 living on Isle Madame (whose largest communities are Arichat, West Arichat, Petit de Grat and D'Escousse) and 4,072 living on the mainland west of the St. Peters Canal with the largest communities being St. Peters, Louisdale and Evanston-Whiteside. 1,769 residents live east of the St. Peters Canal, with the largest communities being Red Islands, L'Ardoise and Fourchu. Like many rural counties in Nova Scotia, Richmond's population has been declining over the past number of decades (from a high of over 12,000 in the 1980's) and the median age of the population in 2006 was 47, which is approximately five years older than the provincial average. The population decline and aging partly results from the trend of smaller family sizes, which has been occurring throughout Canada, and particularly in Richmond County, the migration of younger residents from the County for employment and education purposes. The aging trend is expected to continue. While there has been some increased subdivision activity and new home construction in some parts of the County (particularly along the Highway 104 corridor between Evanston and St. Peters), continued depopulation in other areas may eventually lead to a demographic crunch where it becomes hard to provide basic services to residents while maintaining a reasonable tax rate.

The County is governed by a Council of 10 members (including the Warden) and provides a wide range of municipal services. Councillors are elected to four year terms and represent geographic districts. The St. Peter's Village Commission operates as a sub-municipal unit within Richmond County and is responsible for many of the items which the County is responsible for elsewhere. St. Peter's residents are represented by the Village Commission and a County Councillor. Planning and development services for Richmond County are the responsibility of the Eastern District Planning Commission. Land use planning has been established as needed in different sections of the County at various times. At present, the West Richmond, Central Richmond, Shannon Lake, Sporting Mountain, Isle Madame and St. Peters municipal plans regulate development (or certain types of development, as determined by Council) for the majority of the population of the County. There are plans to extend land use planning regulations to the Louisdale area at some point in the future. The Chapel Island First Nation has a population of approximately 500 and is located about 10 kilometres northeast of St. Peter's, and while it is located entirely within the borders of Richmond County, it is governed separately and is not part of this Plan.

### **1.3 Process**

In February of 2009, Richmond County Council decided that the Municipality would develop an Integrated Community Sustainability Plan, with the intention of establishing a coherent vision for the County taking into account the four main pillars of sustainability. As Richmond County has several local municipal plans but no overriding County-wide planning

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strategy, it was decided that the County would adopt a stand-alone plan conforming to Template # 3 of Service Nova Scotia's ICSP Guidelines.

In March 2009, an ICSP Advisory Committee was formed, consisting of municipal Council, Staff and Staff of the Eastern District Planning Commission. A work plan was created to guide the research, consultations and writing necessary to develop the Plan, and the Committee would provide support and feedback at the meetings, which were held on a regular basis throughout the spring. It was noted that in recent years, a large number of plans and reports addressing specific issues have been prepared for Richmond County or the Strait Area in general. These often underwent extensive community consultation processes and addressed one or more of the pillars of sustainability. By reviewing these reports and extracting ideas, recommendations and other pertinent information from them, a general collection of issues and goals relating to cultural, economic, environmental and social sustainability in Richmond County emerged. Given evolving social, political and economic trends in the region, this information was reviewed by the ICSP Committee to determine which ideas remained relevant today in the development of a long term plan, and which elements required further revision. The proceeds of these reports and the input and suggestions of the Committee led to the outlining of strategic issues and goals relating to community sustainability principles, which formed a large part of the background work for this Plan.

In June, 2009, using information and recommendations obtained from various reports and consultations with Municipal Staff and Councillors, a draft outline for the ICSP was created, which outlined a series of issues, goals and implementing actions related to the four pillars of sustainability. The ICSP Advisory Committee initiated the public consultation process in July where these issues, goals and proposed actions would be subject to public feedback. Three public consultations were held in Louisdale, St. Peters and Arichat. These were each advertised in the local paper (*The Reporter*) and in addition to inviting any interested members of the public to attend, specific community groups and economic development associations were targeted and invited. A wide variety of feedback was received at these meetings, including a great deal of local insight into sustainability issues. In August and September, comments and suggestions from these sessions were reviewed, and the draft outline was re-drafted to accommodate those. In September 2009, this revised outline was presented to Council at their Committee of the Whole meeting and the plan was approved as a draft to be submitted to the Province, subject to a few final revisions, which have been incorporated into this document.

On February 8, 2010, the Province provided comment on the draft ICSP document that was submitted in September 2009. Provincial Staff indicated that the document meets with the requirements of the Federal Gas Tax Agreement.

At the March 29, 2010 meeting of Richmond Municipal Council, the following resolutions related to the ICSP were passed:

*"Moved by Councillor Beaton, seconded by Councillor Boucher that the Integrated Community Sustainability Plan (ICSP) document that was submitted by municipal staff to the Province on September 30, 2009 and which was subsequently reviewed and commented upon by provincial staff on February 8, 2010 is accepted and adopted. Be it further resolved that municipal staff is authorized to submit this ICSP document to the Province by March 31, 2010 as the final submission and as required by the Federal Gas Tax Agreement. Motion carried."*

*"Moved by Deputy Warden MacNeil, seconded by Councillor David that the Richmond Integrated Community Sustainability Plan (ICSP) Advisory Committee be reactivated and function in accordance with the related Terms of Reference for this Committee dated March 22, 2010 to review and recommend amendments to the Richmond ICSP on an annual basis. Motion carried."*

### **1.4 Community Sustainability Vision**

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The sustainability objectives described in this plan can be summarized into a community vision statement. A vision is a description of a preferred future state and is a powerful tool in guiding future decision making towards specific objectives designed to achieve it. The community vision statement for Richmond County seeks to ask the question of what the County will be in 20 years and was developed in consultation with community members and stakeholders.

*Richmond County is an attractive rural, coastal municipality with a rich heritage and vibrant future. While preserving its diverse values and traditions, the Municipality sustains itself through viable tourism, sustainable industry and support of physically and socially active lifestyles for its residents. Excellent transportation and communication networks, reliable water supply and treatment systems, proper wastewater management systems, state-of-the-art solid waste management, greenhouse gas reduction initiatives as well as progressive social, cultural and economic initiatives have contributed to the viability of each of its communities, which residents and local businesses are proud to call home.*

A vision is an important part of the sustainability planning process and forms the desired end result to where the outcomes expressed in goals and actions collectively lead. These goals relate to each of the four “pillars” of sustainability, and are addressed by actions that will implement the goals. The actions form a part of this Integrated Community Sustainability Plan and are addressed in the proceeding sections.

### Provincial Statements of Interest

The Province of Nova Scotia has also identified areas of sustainability which need particular attention. These are described in the *Municipal Government Act* as statements of Provincial Interest and recognize the importance of land and water resources in Nova Scotia Communities. The five Statements address:

- **Drinking water** (*protection of supplies*);
- **Flood risk areas** (*restricting development of floodplains*);
- **Agricultural land** (*protection of land*);
- **Infrastructure** (*efficient use of water and wastewater systems*); and
- **Housing** (*addressing needs of all residents*).

These Statements are intended to serve as guiding principles to help municipalities and individuals make decisions regarding land use. While they are general in nature and provide guidance rather than rigid standards, the *Act* specifies that policies implemented and development undertaken by the Municipality or Province should be reasonably consistent with the intents of the Statements. While Richmond County has negligible land used for agriculture, and the Town does not fall under any of the flood plain areas specified in the Statement regarding flood risk areas, the goals and actions addressed in this Plan are intended to align with the statements of Provincial Interest in all other matters.

## **2. CULTURAL SUSTAINABILITY**

*The preservation and promotion of Richmond County’s cultural heritage is an important component in ensuring the long term sustainability of the County and the many communities which comprise it. Richmond County’s unique culture is a reflection of the diverse roots of its people, including the Mi’kmaq First Nations, French Acadian settlers, Scottish and Irish Celts, the English and more recently migrants from all over Canada and the world. The culture is expressed in Richmond County’s built heritage, cultural heritage (including its museums and cultural centres) and spoken and written traditions. Richmond County is committed to preserving this culture, not only in the context of securing and preserving the historical artifacts, but also maintaining it as an integral part of the fabric of the community today and moving forward.*

### **2.1. Preserving Richmond’s Built Heritage**

Richmond County’s diverse heritage is displayed in its built form. For nearly 400 years Europeans, and Mi’kmaq before them, have been settling Richmond County, building small towns and villages and largely depending on the sea. As transportation between these communities was difficult before the modern highway system was built in the 20<sup>th</sup> Century, each of these villages served an important role for their surrounding areas, and contained churches, shops and many homes, whose architecture reflected its residents’ heritage. Many of these structures remain intact to this day, and unfortunately some have faced neglect and deterioration. In 2001, Richmond Council approved a Heritage By-law, protecting from demolition or significant alteration those buildings, streetscapes and areas which have been registered. Richmond County intends to preserve this built heritage, and in order to do so, a fuller understanding of what is there is crucial. Once an inventory of heritage structures in Richmond County, both registered and un-registered has been completed, Council will have a better basis to consider the role they can play in preserving these buildings of historical significance, and ensuring the long term survival of Richmond County’s characteristic streetscapes and architecture.

**Goal: The architectural and cultural integrity of Richmond’s many heritage buildings are protected**

<b>ACTION:</b> <i>The Municipality will conduct an inventory of heritage properties in Richmond County to better plan their protection</i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond County Department of Tourism, Culture and Recreation

### **2.2. Preserving Richmond’s Cultural Heritage**

Richmond County’s heritage is also expressed through its cultural institutions, languages and performing arts. These components are what make Richmond County unique, and Council is interested in protecting and promoting them, so that they are not just relics of the past but important elements of the day to day life of the County and its residents today and into the future.

There are a variety of museums and cultural institutions throughout Richmond County today. Some of them, particularly those in the larger communities and along main transportation routes are fairly well known and get decent exposure for

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residents and tourists, such as the Nicolas Denys Museum in St. Peter's and the LeNoir Forge in Arichat. Other museums, in smaller more 'out of the way' communities are less known and often staffed by volunteers on a seasonal basis and often face significant financial or operational challenges. Some museums tend to operate on a theme (such as music) while others present the history and heritage of an area or a people, and preserve and display artifacts, which might otherwise be lost. The continued operation and promotion of cultural facilities in all parts of the County are important for Richmond's cultural sustainability and there is a need to promote the rich culture in these outlying areas. These centres present tremendous opportunities for tourism (as discussed in the Economic Sustainability chapter), and their mandates can be promoted (and expanded where necessary) to emphasize the cultural and natural heritage of the area. Efforts to complement the heritage of each community in Richmond should be well coordinated and each community, rather than a bold "reinventing of the wheel", should simply be defining its own niche, so as to avoid inter-regional competition. The Municipality has a role to help with this and ensure that a County-wide focus on tourism does not dilute specific identities of certain areas. The municipality can partner with heritage groups on Cape Breton Island and Richmond County, including the Iona Connection Heritage Co-op, to facilitate the promotion of the cultural heritage of the County.

While there can be a variety of ownership or operating models for these facilities, a sustainable path for heritage in the region requires quality programs and services at the facility level, adequate human and financial resources in addition to a coordinated delivery of heritage at the regional level. It is important that the Municipality in general and Department of Tourism, Culture and Recreation specifically have an inventory of museums and cultural centres in Richmond County and be aware of which ones need assistance with marketing, staff training or web development. There are a few organizations, such as Enterprise Cape Breton Corp's E-Commerce program and the Tourism Industry Association of Nova Scotia who assist in marketing and promotion, and the Municipality can assist in connecting the museums with these organizations. Also, given the financial constraints of many cultural institutions in Richmond County, the Municipality can partner with these institutions and outside groups such as the Iona Connection Heritage Co-op to facilitate resource and labour sharing to allow museums to hire permanent staff (managers, interpreters, etc) who can work between different museums on a more permanent basis, rather than training new staff every summer.

Aside from the bricks and mortar of museums, Richmond's cultural heritage is also demonstrated through the languages spoken by its residents and the written and performing arts of the community. Historically, the largest settlement groups in Richmond County have been the English, Celts (mostly Scots and Irish), Acadians and Mi'kmaq. While English is spoken as a first language by about two thirds of the population of the County (according to the latest Census figures) followed by French, there is concern that that fewer and fewer young people are becoming fluent in French, as well as Gaelic and Mi'kmaq. The Municipality recognizes the importance of these languages to the cultural sustainability of Richmond County and is very interested in ensuring their legacy continues.

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**Goal: That museums and other centres that express Richmond County's cultural heritage have the human, financial and technological resources to sustain themselves**

<i><b>ACTION:</b> The Municipality will conduct an inventory of museums in Richmond County. Within this inventory, agencies that do not have web capabilities shall be identified with the aim of linking them to agencies in the Province who can help them build, upgrade and maintain their websites.<sup>1</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond County Department of Tourism, Culture and Recreation/Richmond Tourism Coordinator
<i><b>ACTION:</b> The Municipality will encourage museums to look at resource sharing to allow the hiring of permanent staff so as not to need to train new staff every year.<sup>1</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond County Department of Tourism, Culture and Recreation/Richmond Tourism Coordinator

**Goal: That the culture of Richmond County continues to be expressed and enhanced by the visual, literary and performing arts of music, dance and drama**

<i><b>ACTION:</b> The Municipality will continue to work with the local artistic community to ensure that resources and facilities are available to them to support their ongoing work.</i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond County Department of Tourism, Culture and Recreation

**Goal: That the historic languages of Richmond County are passed on to future generations and continue to be a part of the County's cultural fabric**

<i><b>ACTION:</b> The Municipality will work with cultural groups and other levels of government to provide widely accessible opportunities for residents to learn English, French, Gaelic, Mi'kmaq and other languages spoken in Richmond.</i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond County Department of Tourism, Culture and Recreation/Richmond Recreation Program Coordinator

**Goal: That Richmond's diverse cultures are fostered through active and engaged cultural organizations**

**ACTION:** *The Municipality will co-ordinate opportunities for Richmond County's cultural organizations to meet each other for the purposes of learning, planning and product development.*

**Timeframe:**

Ongoing

**Champion:**

Richmond County Department of Tourism, Culture and Recreation

### **2.3. Population Retention**

Building on the themes of cultural heritage, a stable and vital population is important for the cultural sustainability of any community, as it allows traditions to be continued and passed on. Congruent to Richmond County's continuous overall population decline, the potential pool of people to work at parks and museums, to participate in or support the arts and otherwise maintain the cultural heritage of the community shrinks. This is especially an acute issue for the Acadian community, as the most significant population decline has been occurring in the historic Acadian regions of Isle Madame and the L'Ardoise area, resulting in a significant decline in the number of French speakers over the last few decades. Many of those who leave are young residents, either leaving after graduating high school for post-secondary alternatives elsewhere and those who are unable to find adequate employment in their home community and are forced to move elsewhere.

Any population retention strategy for Richmond County should include encouraging those who are "from" there to remain, as well as recruiting new residents from elsewhere. There is a desire in the community to enhance the living experience such that more people will want to move here, including enticing retirees who were originally from this area and want to move back, as is an increasing trend in recent years. Richmond County has many assets which are attractive for new and current residents, including relatively inexpensive land, a very attractive and largely intact natural environment, as well as safe and welcoming communities. It is these strengths which should be highlighted. Richmond County should not attempt to compete with the services and amenities available in urban areas. It is the Municipality's intention to work with local economic development agencies both on a County-wide basis, as well as in each of the local communities, to co-ordinate marketing and promote employment and real estate opportunities throughout the County to encourage new residential growth.

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**Goal: Richmond County's population base stabilizes as young people stay, former residents return and new people arrive**

<i><b>ACTION:</b> The Municipality will work with local economic development agencies to develop a website for the Richmond County as a whole or for specific communities to promote the area as a place to live and succeed<sup>2</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond County Department of Tourism, Culture and Recreation/ Richmond Tourism Coordinator
<i><b>ACTION:</b> The Municipality will work with local economic development agencies to target and attract youth to the community by presenting housing options, promoting IT and entrepreneur opportunities and promoting success stories about living and working here, to help increase local population. This can be done online or at career or recruitment fairs elsewhere.<sup>2</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will work with local economic development agencies to initiate a welcome wagon/community information package for new and prospective residents.<sup>2</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond County Department of Tourism, Culture and Recreation/ Richmond Recreation Program Coordinator
<i><b>ACTION:</b> The Municipality will continue to work with schools, social agencies and economic development agencies with the intention of promoting Richmond County as an attractive place to live at the conclusion of high school.</i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development

### **3. ECONOMIC SUSTAINABILITY**

*Richmond County is a large rural municipality with a relatively small population and a very diverse economy. The County will take advantage of its natural and coastal setting as well as its resourceful people to develop sustainable rural communities, which are built on local and regional resources, cultural amenities and community initiative. Conflict between sectors will be minimized as the Municipality recognizes that a job gained in one sector should not cost a job in a different sector. While industry is now the largest single sector in Richmond's economy, tourism is seen as having exceptional growth potential into the future and will benefit communities across the County. The green economy is expected to grow in Richmond County, tapping into the increased local and global market for energy efficient construction, renovation and renewable energy. Existing and longstanding segments of Richmond's economy such as fishing and fish processing as well small scale village commercial continue to employ many residents, and are essential to Richmond's economic sustainability. New growth will be encouraged by the Municipality and supported by a number of economic development agencies who are there to provide internet, marketing and other skills to entrepreneurs, be they new campgrounds, local shops or cottage industries taking advantage of the spread of broadband internet access throughout the County, enhancing local communities.*

#### **3.1 Developing a Tourist Infrastructure**

Richmond County's spectacular natural coastal setting, untouched outdoor spaces and unique cultural heritage greatly enhance its tourism potential. With the decline of resource based industries over the last several decades, the County has identified tourism as a priority and is committed to its long term growth and development, which can provide jobs and revenue throughout the entire County. While Richmond County is not as well known a tourist destination compared to the Cape Breton Highlands and Cabot Trail, much work has been done in the last number of years to position Richmond County as a viable tourist destination in its own right and the County has been partnering with other organizations to emphasize its assets and build its tourist infrastructure.

Much of this has been done over the last few years through the Cape Breton's Heritage Coast initiative which promotes, through a website and various promotional materials, the scenic drives, natural features and cultural amenities of Richmond County and, recognizing that a common marketing theme crosses municipal boundaries, the Town of Port Hawkesbury and eastern part of the CBRM. Much of this ties into themes of cultural heritage, recognizing Richmond's unique cultural milieu. Cape Breton's Heritage Coast is managed through the Richmond County Department of Tourism, Culture and Recreation and is linked directly from the County's website. Some of the challenges facing tourism in Richmond County include its relatively seasonal nature and location fairly far from the major North American population centres, which make it more vulnerable to demand swings that are beyond local control (although studies show the majority of tourism trips on Cape Breton Island originate in Nova Scotia), as well as the perception that Highway 105 is a better route to travel than the 104, given the quality of the road, the Cabot Trail and other attractions in that corridor. The best approach for Richmond County is to continue a county-wide focus on tourism. This helps develop and promote a critical mass of attractions which would be marketed in a unified county-wide voice.

The longer term action to address the necessity for a unified voice is the building of a new Visitor Information Centre in St. Peters, which would serve as a "discovery centre" for the Cape Breton's Heritage Coast theme and provide a central location to provide visitors the relevant information to lure them to explore the entire region. In the more immediate term, heritage should continue to be promoted through the internet. This can be done through the existing website, and also through equipping individual museums and amenities with the web development skills to market and promote themselves as best they can. This ties into the cultural sustainability aspect as described earlier, but is important because now that tourists tend to plan their trips before they come, the website is the most important tool in drawing people in. Co-

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operation between hotels (and other accommodations) and museums is essential, and the County should encourage packaging opportunities between different operators. Niche tourism is increasingly becoming popular, where people travel with specific interests in mind, such as genealogy, and marketing should gear towards certain specific interests. An effective program pushes web surfing potential tourists from their original destination to investigate other avenues and interests (so individuals interested in hiking end up looking up information and attractions related to genealogy, for example) and ultimately be tempted to ‘stay the extra day’. Festivals, events and attractions should also be promoted to local residents through local media to expand the potential visitor base and make up for potential market fluctuations. Winter events especially should be targeted to local audiences given the shortage of winter accommodations in Richmond County.

It is also important that the county-wide focus on tourism does not dilute the specific identities of Richmond County’s cultural regions, given that the cultural heritage of the County is a significant selling point. The Cape Breton Heritage Coast Centre Feasibility Study proposed a ‘hub and spoke’ model where specific areas in Richmond County be promoted based on their cultural heritage, so accommodations, festivals, services and amenities can be promoted in a consistent fashion. Increased way finding signage and information kiosks provided throughout the County will also direct tourists to amenities and possibly introduce them to attractions they may not have previously been aware of. In February 2009, the Communication Design Group developed a signage and interpretive strategy for St. Peter’s whereby nautical themed signage was suggested for welcome signs, interpretive and way finding signs and banners in strategic locations throughout the community. Much of this was installed over the course of the 2009 building season, and a similar strategy can be investigated for other communities or the County as a whole.

Any tourism development should be conscious of protecting the natural environment, including the Bras d’Or Lakes and other sensitive areas especially given the County’s natural beauty and large amounts of undeveloped spaces. Ecological and adventure tourism are tremendous growth opportunities in the tourism sector in Richmond County. Hills Lake Falls, near Oban, Sporting Mountain and Point Michaud Beach have been identified as spots with significant tourism potential, and doubtlessly there are many others in the County. These ‘hidden gems’ should be identified and in consultation with local communities, promoted and tourism infrastructure installed or upgraded where appropriate. Old railroad and logging roads throughout the County present opportunities for trail development, including provisions for winter recreation, and scenic areas of the County could have bicycle trails incorporated into future road upgrades. In the public consultations for this Plan, it was widely stated that the condition of provincial roads in the County needs to be improved dramatically. Although most of the roads in Richmond are owned and maintained by the Province, it was suggested that the Municipality should develop ways to lobby the Province to repair and upgrade deteriorated roads, to present a better image of Richmond County to visitors.

The lack of accommodations in Richmond County, particularly campgrounds, was identified in the public consultations as another weakness to be addressed pertaining to the long term sustainability of the tourism industry. There are few campgrounds in Richmond County, and none on Isle Madame, despite its cultural amenities and natural beauty. The Municipality is interested in working with the business sector to develop campground accommodations, particularly in underserved areas. Campground accommodations should also include sites suitable for recreational vehicles, which is a growing segment of the tourist market, and lack of appropriate facilities for them, including dumping stations and other accessory uses has been identified as a need. With an increase in the number of organized tours and other visitors in the “shoulder season” (spring and fall), campgrounds, hotels, motels and cottages should be encouraged to extend their months of operation to accommodate this trend.

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**Goal: Tourism in Richmond County be promoted in a single County-wide voice**

<i><b>ACTION:</b> The Municipality will continue to support a unified county-wide tourism promotion program.<sup>3</sup></i>		
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator	
<i><b>ACTION:</b> The Municipality will utilize residents with local, cultural, genealogical and outdoor knowledge to participate in “Welcome to Richmond County” program and develop a button campaign so that visitors may identify such person.<sup>3</sup></i>		
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator	
<i><b>ACTION:</b> The Municipality will support the construction of a 6,600 foot visitor information centre (VIC) in St. Peter’s which would include an interpretive centre as well as some office space and exist as hub for the Cape Breton Heritage Coast marketing theme<sup>4</sup></i>		
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator	<b>Capital Project</b> \$3,125,000

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**Goal: Events and attractions are promoted in as efficient a manner as possible to maximize the benefits of each one**

<i><b>ACTION:</b> The Municipality will partner with tourism operators to develop packaging opportunities to assess cross-promotion and marketing opportunities. This can include packaging attractions at unique areas or common cultural experiences.<sup>3</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator
<i><b>ACTION:</b> The Municipality will partner with tourism operators to coordinate festivals and event timing to avoid duplication and encourage local attendance by boosting communication between operators.<sup>3</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator
<i><b>ACTION:</b> The Municipality will continue to work with museums, heritage groups and community associations to encourage local communities to better coordinate heritage promotion and develop tourism around individual niches, to avoid competition between communities.<sup>3</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator

**Goal: Key strategic locations in Richmond County are identified And developed to meet full tourism potential**

<i><b>ACTION:</b> The Municipality will partner with Parks Canada to develop land-based opportunities at St. Peter's Canal site.<sup>3</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator
<i><b>ACTION:</b> The Municipality will work with the local community association to develop and promote additional tourism amenities for Point Michaud Beach.<sup>5</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator
<i><b>ACTION:</b> The Municipality will identify and work with local community associations to develop and promote local "hidden gems" such as Hills Lake Falls.<sup>5</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator

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**Goal: A wide variety of accommodations are available to meet the needs of tourists throughout the year**

<i><b>ACTION:</b> The Municipality will work with local businesses to explore opportunities to develop campgrounds (including Isle Madame where there is a shortage of camping facilities).<sup>3</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator
<i><b>ACTION:</b> The Municipality will support the development of a recreational vehicle park and associated amenities in Richmond County to attract and better accommodate that growing segment of the tourist market.<sup>5</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator
<i><b>ACTION:</b> The Municipality will work with the local hospitality sector and campgrounds to encourage them to remain open later in the Fall to provide accommodations for the increasing autumn tourist trade.<sup>5</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator

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**Goal: Richmond County is considered an integral part of the Cape Breton experience and tourists want to 'stay the extra day'**

<i><b>ACTION:</b> The Municipality will continue to work with Destination Cape Breton Association to project a unified picture of Cape Breton to the tourist world and allow easy web access to Richmond County destinations in a greater Cape Breton context.<sup>4</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator
<i><b>ACTION:</b> As a matter of policy, the Municipality will continue to support the Cape Breton's Heritage Coast concept as a marketing theme.<sup>4</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator
<i><b>ACTION:</b> The Municipality will continue to support community dances in halls throughout the County, and investigate the possibility of holding dinner/dance events in larger venues such as the Richmond Arena. These events should be marketed to tourists in addition to local residents to provide entertainment options in the evening.<sup>6</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator
<i><b>ACTION:</b> The Municipality will investigate the feasibility of providing wireless internet hotspots in key locations in Richmond County such as the Municipal Administration Building and the existing or any new Visitor Information Centre in St. Peters to provide a service to tourists and a means to research tourist attractions.<sup>5</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator

**Goal: That Richmond County's many cultural attractions have the personnel training and capacity to maximize tourist potential and visitor experiences**

<p><b>ACTION:</b> The Municipality will support more historical documentation of places or attractions which should be available at the existing or any future Visitor Information Centres to give people some local context and provide a more complete picture of Richmond County's cultural tapestry and give people additional reasons to visit these communities. This documentation can be prepared and targeted to certain niche markets such as genealogy.<sup>1</sup></p>	
<p><b>Timeframe:</b> 2010-15</p>	<p><b>Champion:</b> Richmond Department of Tourism Culture and Recreation</p>
<p><b>ACTION:</b> The Municipality will seek ways to provide opportunities for industry operators and seasonal staff to be trained in the off-season in customer service, telephone skills, product knowledge and other essential skills in the tourism industry.<sup>3</sup></p>	
<p><b>Timeframe:</b> 2009-10</p>	<p><b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator</p>
<p><b>ACTION:</b> The Municipality will partner with other levels of governments and local tourist operators to encourage attractions to offer a more interactive experience (opportunities to open locks, make items) so that the tourism experience goes beyond a sign or plaque.<sup>1</sup></p>	
<p><b>Timeframe:</b> 2009-10</p>	<p><b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator</p>

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**Goal: That Richmond County takes advantage of its spectacular Natural beauty to encourage eco and adventure tourism**

<i><b>ACTION:</b> The Municipality will identify strategic locations and viewsheds throughout the County where look-off points can be developed. These locations can be developed to also include information kiosks or picnic areas.<sup>3</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator
<i><b>ACTION:</b> The Municipality (or St. Peter's Tourism Association) will promote the nature trail along St Peter's Bay towards River Tillard as a viable tourist attraction.<sup>7</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator
<i><b>ACTION:</b> The Municipality will work with land owners to support land purchases or policies that promote coastal access through trails or other uses to ensure a reasonable amount of coastal frontage is preserved for public use.<sup>8</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator/Richmond Vested Property Clerk
<i><b>ACTION:</b> The Municipality will investigate the feasibility of developing winter recreation infrastructure where appropriate in Richmond County, with the intention of promoting activities such as cross country skiing and snowmobiling.</i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator
<i><b>ACTION:</b> The Municipality will investigate developing the network of old lumber trails around Sporting Mountain for recreation, including connecting to strategic amenities such as Hill's Lake Falls.<sup>5</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator

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**Goal: That tourists to Richmond County are impressed with the cleanliness and attractiveness of the community and countryside**

<i><b>ACTION:</b> The Municipality will work to conduct an inventory of publicly accessible trails and beaches and identify and repair damaged or inadequate signage. The Municipality will use this information to investigate upgrading existing trails and beaches to meet industry standards (and install trash receptacles at more beaches) and in the future to develop bike trails where useful and look to standardizing tourist signs. <sup>3</sup></i>		
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator	
<i><b>ACTION:</b> The Municipality will work to install attractive and coordinated directional and wayfinding signage throughout Richmond County to market tourist attractions and amenities. <sup>4</sup></i>		
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator	<b>Capital Project</b> <b>\$100,000</b>
<i><b>ACTION:</b> The Municipality will investigate installing or updating community welcome signs where appropriate. <sup>2</sup></i>		
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator	
<i><b>ACTION:</b> The Municipality will continue to support the St. Peter's Façade Program and implementation of the Signage and Interpretive Program. <sup>9</sup></i>		
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/ Richmond Tourism Coordinator	
<i><b>ACTION:</b> The Municipality will continue to lobby the Department of Transportation and Infrastructure Renewal to upgrade and maintain deteriorating roads. <sup>5</sup></i>		
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Public Works	
<i><b>ACTION:</b> The Municipality will work with the Department of Transportation and Infrastructure Renewal to investigate the addition of bike lanes and trails in strategic locations when rebuilding roads. <sup>5</sup></i>		
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Public Works/Richmond Physical Activity Coordinator	

**Goal: Local residents are aware of and visit local tourist attractions**

<i><b>ACTION:</b> The Municipality will work to direct advertising to events and locations, through the media or County publications, to local residents to make up for lack of accommodations in winter and encourage locals to visit attractions or festivals in their own communities.<sup>1</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation
<i><b>ACTION:</b> The Municipality will seek to coordinate open house at existing or proposed new Visitor Information Centres to promote events for local residents.<sup>2</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation

### **3.2 Point Tupper and Heavy Industry**

Despite growth in tourism, Richmond County’s biggest individual economic sector remains industry and its vitality is essential to Richmond County’s economic sustainability. Point Tupper’s Newpage pulp and paper mill accounts for roughly one third of Richmond County’s tax base, and it is surrounded by a number of other heavy industrial facilities such as the Nova Scotia Power Plant (coal), Statia Terminals (hydrocarbon storage) and the SOEP Gas Fractionation Plant (natural gas storage and processing), among others. The industrially designated lands of the Point Tupper area encompass approximately 2,900 hectares, with 13 kilometres of water frontage. The opening of the Canso Causeway in 1955 effectively ended the ferry based industry in the Strait of Canso (until then Port Hawkesbury and Mulgrave grew around the ferry between them as coal and steel products from the mines and mills of Sydney, Glace Bay and environs were transferred from rail cars in Cape Breton, across the strait to rail cars in Mulgrave and connecting to the North American rail network). The Causeway did however act to block off the cold water currents from the Gulf of St. Lawrence (which typically froze the Strait out past Isle Madame), thus creating what amounted to be one of Eastern North America’s largest and deepest ice free harbours. Local governments of the area immediately noted the industrial potential of this area and encouraged heavy industries to locate to Point Tupper, taking advantage of large amounts of inexpensive undeveloped land and easy access to major shipping routes. Pulp and paper and several other industries soon moved in, spurring rapid population growth in Port Hawkesbury through the 1960’s and 70’s. While businesses have come and gone over the last few decades, and the industrial base never did grow as large as once anticipated, at present over 1000 people work in the industrial park, and Richmond County recognizes the importance of this sector to the local and regional economy.

Richmond County intends to support the industrial sector at Point Tupper through three separate approaches: infrastructure improvements, an effective marketing and promotional campaign and through co-operation with other municipalities, agencies and institutions in the Strait of Canso area. It is the Municipality’s intention that infrastructure or land constraints in the Point Tupper area (which include Bear Head and Port Malcolm) do not prevent the expansion of existing businesses or potential addition of new industries to the park. While there is currently a large amount of room for business expansion, in the medium to long term that may not always be the case, particularly with the anticipated development of the Canso Superport in Guysborough County. Two studies over the last decade have identified road, wharf and infrastructure improvements which should be done as required to address potential growth and make the Point Tupper district an attractive location for new industries. The Municipality will have to work with the Province and Federal Government to implement some of the recommendations, given jurisdictional issues around roads and wharves.

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An effective and wide reaching marketing campaign will also serve to bring Point Tupper and its many advantages to the attention of investors and multi-national companies who may be looking to locate on Canada's East Coast. A strong brand identity for Point Tupper should be established. Promoting the area as an "International Energy Gateway" addresses its prime targeted audience, given the natural gas, oil and coal processing and shipping occurring in the Strait Area, and likely accelerating with additional industrial developments in Guysborough County and offshore. Given the regional nature of much of the economic growth occurring, each Strait Area municipality benefits from co-operation and bringing a stronger unified voice to other levels of governments and the industrial sector. This could also serve to help address one of the growing concerns relating to industrial growth, which is a shortage of skilled and unskilled labour, given the ongoing out-migration of young people from the region. Some businesses have indicated that it is hard to find or retain good workers, which makes it harder to deliver on promises of abundant labour, which used to be easier. Richmond County intends to address this by working with local post secondary institutions and the industrial sector to better match industrial labour requirements with the programming available at the schools. Richmond Council believes that given local employment opportunities matching the skills and interests of students and graduates, more young people would prefer to remain in the Strait Area.

Attracting industrial growth should also not be limited to large multinational companies. In anticipating future growth small industries should be targeted as well, as the economy can also be successfully grown '20-30 jobs at a time'. Richmond County should work with the Town of Port Hawkesbury to develop the Joint Industrial Park when demand warrants it, as well as investigate the feasibility of developing an incubator facility for businesses new to the area. While the incubator mall concept has been tried in the past in Nova Scotia with mixed results, an approach where large companies are provided a quickly accessible base of operations while awaiting the completion of a more permanent facility could be very attractive to new industries.

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**Goal: That the land and amenities at the Point Tupper, Bear Head and Port Malcolm areas make western Richmond County an attractive location for existing businesses to expand and for new businesses to locate**

<i><b>ACTION:</b> The Municipality will continue to support a fully developed port at the Strait of Canso as central to the future of the regional economy.<sup>10</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will conduct land swaps and clarify ownerships so that it owns as much of the undeveloped land in the Port Malcolm area as is needed to make it easier to encourage industrial growth.<sup>11</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will investigate the reconnecting of the Little River Water Supply (rebuild the pipeline that was there in the 1980's, including reconstructing existing pumping stations) to increase the capacity by 40 million litres per day if required<sup>11</sup></i>	
<b>Timeframe:</b> Beyond 2015	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will support the 3 kilometer upgrade of the road from Statia to Port Malcolm to make it easier for industries to locate there and improve transportation<sup>11</sup></i>	
<b>Timeframe:</b> Beyond 2015	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will investigate the siting and development of a common user wharf in the Point Tupper Business Park to attract a range of industrial users, including smaller scale ones. Locations to consider could include the area between Madden and Peebles points (between Newpage and NSPI sites) and the area near Ship Point.<sup>11/12</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will investigate the feasibility of developing an incubator facility either at Point Tupper or jointly with the Town of Port Hawkesbury in the Joint Business Park. This will provide industries new to the area with space and infrastructure to establish themselves.<sup>11</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will encourage the Province to give priority to deep moorage dependent uses when selling Bear Head lands with direct access to the Strait of Canso so those industries have access to sufficient land to locate their facilities in the region.<sup>12</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development

**Goal: Point Tupper is marketed widely and effectively and is universally seen as a desirable location for local, regional and international industries to expand**

<i><b>ACTION:</b> The Municipality will support the branding of Point Tupper as an “International Energy Gateway” to emphasize and encourage expansion of industries in this sector. In addition to marketing initiatives, gateway signs should be installed at key locations. <sup>12</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will assist with the promotion of Point Tupper with a more aggressive marketing pitch, including logo, brochure, website and booths at trade shows, especially those focusing on natural gas related developments. <sup>11</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Economic Development

**Goal: The Point Tupper area is a source of pride for residents of Richmond County through its combination of economic output and functional landscaping that creates a visual signature for the area and generates positive aesthetic layout to attract the interest of residents and visitors**

<i><b>ACTION:</b> The Municipality will partner with businesses in the area to develop landscape guidelines for the treatment of industrial areas. <sup>12</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will conduct a survey of tree stands on either side of the access roads and at potential vista points, and assess possibilities for selective clearing to open up vistas as well as adding parking or interpretive boards (outlining the history of the area, for example) where appropriate. <sup>12</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Economic Development

**Goal: The Point Tupper industrial park benefits from inter-municipal and regional cooperation in the Strait Area, where industrial development is encouraged and promoted in cooperation with other potential industrial projects in the Strait of Canso area**

<i><b>ACTION:</b> The Municipality will support the creation of an Atlantic Gateway Committee, which will include the Cape Breton Regional Municipality and other Strait Area municipalities as well as the Strait-Highlands Regional Development Agency, to promote inter-municipal co-operation regarding the regionally significant port developments proposed in Guysborough County. <sup>12</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will seek to create a marketing partnership with Guysborough County (tax sharing arrangement, etc) to avoid competition and allow the area to be promoted with one voice. <sup>12</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will facilitate dialogue between St. Francis Xavier, Cape Breton University, the Nova Scotia Community College and local industries, with the aim to generate academic, industrial and commercial activity in the region. <sup>12</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development

### 3.3 Richmond County Fishery

Much of Richmond County’s history is tied to the sea. While boatbuilding has declined as a main industry in Richmond County, fishing has remained, and continues to be a significant source of employment, particularly on Isle Madame and the southeastern coast of the County (especially from L’Ardoise to Little Harbour). Depending on the season, dozens of fishing boats ply the inshore waters off Richmond County catching lobster, crab, cod, mackerel and others. Many of these fish are processed in plants within Richmond County, providing additional jobs in the communities, particularly Isle Madame. The fishing industry is a long standing tradition in many parts of the County, and it is a job that often gets passed down from generation to generation. Most current fishermen were introduced to the profession by older relatives, and relatively few are the first in their family to take up the profession. While many fishermen have diversified from fishing only one species, fishing incomes can vary throughout the year due to fluctuating market prices. Recognizing the cultural value of the industry as well as the jobs and incomes generated, the Municipality is committed to ensuring the long term sustainability of the Richmond County fishery.

While market prices and income support mechanisms are beyond the range of municipal responsibility, and much of the fishing infrastructure such as wharves are in federal jurisdiction, there are some areas where the Municipality can still support the industry. Infrastructure improvements, such as extending 3-phase power to the Little Harbour Wharf to improve the operation of that facility (which is crucial to the economy of the L’Ardoise area) and working with local harbour authorities and federal agencies to improve coordination and cooperation between harbours are initiatives which would help ensure the long term sustainability of the industry. Harbour authorities can also supplement their incomes through investigating diversified uses of wharves and docks such as including festivals, museums and encouraging

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recreational boating. Additionally, the market for fish products can be improved through the development and promotion of fish markets and wharfside selling to tourists, which provides fishermen an additional source of revenue.

**Goal: The fishing industry remains an integral part of Richmond County's economy and is supported by all levels of government**

<i><b>ACTION:</b> The Municipality will work with other levels of government to assist in installing 3-phase power to assist the Little Harbour Wharf, given that at present, it is the only designated “core harbour” in the County.<sup>5</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will work with local fishermen to promote fish markets and wharfside selling operations in Richmond County to tourists.</i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will lobby the federal government to ensure repairs and maintenance to small craft harbours occur as needed so that fishermen have usable facilities to load and unload their catch.<sup>13</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will partner with local harbour authorities and other government agencies to improve cooperation and coordination between harbour authorities regarding maintenance, capacity building and diversified uses.<sup>13</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development

### 3.4 Green Economy

It is well known that the benefits of energy efficiency, renewable energy and other green initiatives extends beyond simply the environmental impacts of reduced greenhouse gas emissions and cleaner air, water and soil. In recent years, companies have started up throughout Canada who specialize in energy efficient retrofits and renewable energies, including the making and selling of wind turbines and solar panels. The recommendations contained in this section help address Richmond County’s environmental sustainability as their implementation results in reduced greenhouse gas emissions in the County, and they also address the County’s economic sustainability as the emerging green industry sector helps create jobs in the County. There are already companies in the County specializing in wind turbine installation, and by encouraging others to locate here, it creates jobs and helps diversify the economy, reducing the reliance on the existing industrial sector.

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**Goal: A local green industry has emerged in Richmond County to address the increased emphasis on energy efficiency and renewable energy in the public and private sector, creating jobs and investment in the community**

<b><i>ACTION:</i></b> The Municipality will support the retrofitting of municipal buildings for energy efficiency and the use of renewable energy technology to save money and reduce greenhouse gas emissions. <sup>14</sup>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Public Works/Municipal Sustainability Coordinator
<b><i>ACTION:</i></b> The Municipality will support local industries to install heat recovery equipment at the coal power plant and/or pulp and paper mill, and use the generated heat to heat greenhouses, serve as a potentially new source of revenue or as a new energy source to attract local businesses to Point Tupper <sup>14</sup>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Economic Development/Municipal Sustainability Coordinator
<b><i>ACTION:</i></b> The Municipality will develop a county-wide policy addressing wind turbine development for small and large scale turbines recognizing the benefits they bring to the community and encouraging the development of small scale green industries in the County.	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Eastern District Planning Commission/Municipal Sustainability Coordinator

### 3.5 St. Peter’s Village Commercial

St. Peter's is one of the largest communities in Richmond County by population, and the only one within the Municipality with “village” status, meaning under the *Municipal Government Act*, its Village Commission is authorized to pass certain by-laws and provide some municipal services. As Highway 4 passes directly through the village, it is also a main commercial hub for Richmond County and the key stopping point between Port Hawkesbury and Sydney. St. Peter’s contains the greatest concentration of shops and services in Richmond County, and the Municipality is intent on ensuring the village remains a viable location for existing businesses and an attractive one for newcomers. It has been mentioned in community consultations that there is not enough space in the downtown core for new commercial establishments and with few infill opportunities at present, that could act to constrain future growth. In order to ensure that commercial growth is not unduly constrained, land use policies in the St. Peter’s Municipal Planning Strategy and Land Use By-law should be reviewed on an ongoing basis to ensure that commercial growth can occur on a sustainable fashion. These reviews should also happen in other plan areas in the event that there is a need for expanded commercial development in other communities. There also are certain infrastructure and policy improvements that can be implemented in downtown St. Peter’s to support the existing commercial core, including parking enhancements ensuring sufficient parking for potential customers as well as encouraging locals and employees to park in rear parking spaces, freeing up spaces for customers and tourists. As discussed earlier in this section, the façade improvement and streetscape programs are intended to make St. Peter’s a more attractive place for tourists.

**Goal: That land use policies allow the expansion of commercial development where appropriate**

<i><b>ACTION:</b> Recognizing the suitability of the St. Peter's area for commercial development, the Municipality will support extending the commercial designation up Corbett's Road in St. Peters with the extension of municipal services.<sup>7</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Eastern District Planning Commission
<i><b>ACTION:</b> The Municipality will review local Municipal Planning Strategies as needed to ensure land use planning regulations are not constricting local commercial interests.</i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Eastern District Planning Commission

**Goal: Residents and tourists find shopping in Richmond County to be easy and convenient as local businesses are easily accessible through adequate parking**

<i><b>ACTION:</b> The Municipality will work with St. Peters Village Commission to investigate ways to improve parking in St. Peter's village core. This can be done with the Main Street Project to increase total parking spaces and more efficient use of parking spaces.<sup>2</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Economic Development

**3.6 Community Economic Development**

Richmond County is a large municipality consisting of many small communities and much of the future economic activity of the County will be at the local community level, be it tourism-related, small scale industry or local commercial. Each community in Richmond County has a unique role within the economic fabric of the community. Some like St. Peter's are more urban in nature, some, like Sporting Mountain fundamentally rural, some, like Arichat are local service centres and others are built around a specific industry such as tourism in Dundee or heavy industry in Point Tupper. Community economic development involves identifying objectives for development in particular communities as well as determining the means for achieving the objectives and instituting a framework for review. The Municipality needs to co-operate with community groups to determine opportunities for economic development and community growth. Beyond providing physical and land use planning support to community commercial uses in core villages as discussed in the last section, there are several agencies and programs available to provide support to entrepreneurs, developers and local businesses. These agencies include the Strait-Highlands Regional Development Agency which focuses on community development by developing partnerships with development organizations and providing advisory support, Nova Scotia Business Inc. assists local companies and attracts international companies to the Province, Enterprise Cape Breton Corp assists and coordinates efforts to generate wealth and create sustainable jobs and InRich, a Community Business Development Corporation assists businesses in starting up and expanding through seed capital, business counseling and other financial assistance. These organizations, in working with municipalities and the business sector, are meant to provide operational

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support to entrepreneurs and help give them the skills necessary to grow and market their business and navigate the bureaucracy. Internet and broadband expansion to rural areas is a significant opportunity for community economic development in Richmond County as it becomes easier for musicians, artisans and small scale local manufacturers to market their goods regionally, nationally and internationally. The Municipality should work to promote E-commerce throughout Richmond County.

Community economic development also involves retaining residents and attracting newcomers to Richmond County. In anticipation of possible future residential growth resulting from industrial expansion at Point Tupper, or in any other growth in the County, the Municipality will plan for this possibility and direct growth to suitable areas. The responsible development community does not object to regulations so long as they are clearly stated and fairly enforced. The Municipality will also work with local economic development organizations such as Development Isle Madame Association, St. Peter’s Economic Development Organization, L’Ardoise Association for Economic Development and others to develop strategies to promote their communities as attractive places to live, including providing easy to find information on job opportunities, housing and services available. These strategies are discussed in greater detail in Section 2.3 of this Plan. The economic and social organizations of these communities, as well as the community at large must help integrate newcomers into the community so they feel included in the day to day life, which will help encourage them to remain in Richmond County.

**Goal: Entrepreneurs find Richmond County an attractive place to establish and remotely market cottage industries and small scale businesses**

<i><b>ACTION:</b> The Municipality will continue to support the expansion of broadband internet services throughout the County</i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will partner with S-HRDA, Enterprise Cape Breton, Nova Scotia Business Inc. and others to offer support for small businesses in areas such as e-commerce, web design, developing business plans and navigating the bureaucracy.<sup>10</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development

**Goal: Industry and commerce in Richmond County and the Strait Area are encouraged through sector partnerships and an integrated marketing approach**

<i><b>ACTION:</b> The Municipality will work, possibly with neighbouring municipalities, to create a regional professional services group to share expertise on development as the need arises.<sup>15</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will continue to support the S-HRDA on its focus on small businesses, community enterprise and economic development, forging partnerships and coordinating activities of agencies and organizations.<sup>10</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will encourage each of the economic development agencies [NSBI, S-HRDA, ECBC, etc] working in Richmond County to clarify their roles and mandates to avoid duplication of services and maximize the efficiency of the services they provide.<sup>10</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Economic Development

**Goal: Richmond County offers an attractive rural setting for new residents moving into the region**

<i><b>ACTION:</b> In anticipation of future growth, the Municipality will work to define residential opportunities within a 10-20 kilometre radius of Point Tupper and investigate how to best accommodate this future potential growth.<sup>11</sup></i>	
<b>Timeframe:</b> Beyond 2015	<b>Champion:</b> Richmond Department of Public Works
<i><b>ACTION:</b> In conjunction with the above strategy, the Municipality will investigate providing passive (trails) and active (new playground) recreation infrastructure in the Evanston area to create community space and encourage people to move there as a result of possible Point Tupper industrial expansion.<sup>11</sup></i>	
<b>Timeframe:</b> Beyond 2015	<b>Champion:</b> Richmond Department of Public Works

### **3.7 Transportation Networks**

An efficient and well maintained transportation network is essential to Richmond County's economic sustainability. This includes road, rail and air connections within the County and outside its borders. Highway 104/4 is Richmond County's transportation backbone, extending from Inverness County at one end to the Cape Breton Regional Municipality at the other. It is one of the main transportation routes between the Canso Causeway and Greater Sydney and brings tourists and trade through the County. Most paved and unpaved roads in the County are managed and maintained by the Nova Scotia Department of Transportation and Infrastructure Renewal.

Point Tupper is served by the Cape Breton and Central Nova Scotia Railway (CBCNSR), which connects the industrial park to Sydney and mainland Nova Scotia. An old rail line connected St. Peters to the CBCNSR line which is now abandoned, and the future of the CBCNSR rail line itself to Sydney is uncertain given the decline in industrial activity in the CBRM in the last few decades. While there are no major airports in Richmond County, scheduled passenger service occurs from the J.A. Douglas McCurdy Sydney Airport and the Port Hawkesbury Airport, located just outside Richmond County, serves charters, businesses, and increasingly tourist flights. The Port Hawkesbury Airport serves an important function for the Point Tupper industrial park, and Richmond County provides financial assistance for its continued operation. Public transportation in Richmond County is provided by the Strait Transit Co-operative, which connects several rural communities with the regional services at the Strait Richmond Hospital and in the Town of Port Hawkesbury. It provides a crucial transportation option for those unable to drive and is also an asset that makes Richmond County a more desirable place to live.

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**Goal: That Richmond County is linked to an integrated and well maintained transportation network allows people and goods to move quickly and efficiently into, outside of and throughout the County.**

<i><b>ACTION:</b> The Municipality will work with neighbouring municipalities to ensure the construction of the Port Hawkesbury Highway 104 By-pass. The Municipality should also encourage the alignment of the proposed highway such that further access to the industrial areas to the east of Landrie Lake is available. <sup>11</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will continue to work with other municipalities and agencies to ensure that the Port Hawkesbury Airport continues to operate on a year round basis and should explore the possibility of an industrial sector contribution to maintaining its continued winter operation. <sup>12</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will work with Department of Transportation to investigate upgrades to Highway 4 through St. Peters, to improve the general condition of the road and remove dangerous curves to make it safer for pedestrians, cars and the large number of trucks which pass through the village. The long term goal could be looking at extending the 104 to by-pass St. Peter's and ending in Barra Head. <sup>7</sup></i>	
<b>Timeframe:</b> Beyond 2015	<b>Champion:</b> Richmond Department of Public Works
<i><b>ACTION:</b> In the event of a Highway 104 By-pass around St. Peters being constructed, the Municipality will support an impact study to assess the opportunities and threats which may be presented by this development. <sup>2</sup></i>	
<b>Timeframe:</b> Beyond 2015	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will continue to support the Strait Area Transit initiative, recognizing the benefits it provides to residents in cost savings in transportation (given the expected increase in fuel prices) as well as providing additional transportation options, allowing more people the opportunities to work and shop in the region.</i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will work with the Cape Breton Regional Municipality to encourage additional rail traffic in Cape Breton and present the business case for rail on the Island given the rumoured closure of the Cape Breton and Central Nova Scotia railway. <sup>12</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development

**3.8 Land Resources and Development**

Richmond County’s municipally owned land is potentially a very valuable asset from an economic development perspective. It is believed that the Municipality owns a variety of properties throughout the County, some of which are unused and having the potential to be sold or used for development purposes. The identification and inventory of these lands is a useful first step in maximizing the potential economic benefit which could be accrued from such lands.

**Goal: That all of Richmond County’s owned land is identified and available for economic development projects where opportunities arise.**

***ACTION: The Municipality will conduct an internal inventory of municipal lands within Richmond County.***

**Timeframe:**  
2009-10

**Champion:**  
Richmond County Department of Finance/Richmond  
Vested Property Clerk

## **4. ENVIRONMENTAL SUSTAINABILITY**

*Richmond County is enhanced by its beautiful natural setting. With a relatively small population, the County features large tracts of clean undeveloped land and a diverse tremendous coastal ecosystem, including islands, coves, beaches and marshes. In recent years in Canada, protection of the environment has emerged as a public policy priority and Richmond County is no different, as threats both within and outside its control need to be monitored and addressed. Management of the coastal zone is important, as sea level rise threatens ecosystems and infrastructure. While Richmond County's contribution to the global greenhouse gas emissions that are said to cause much of the sea level rise (among other things) are minute, there is much the County can do to show municipal leadership in doing its share reduce its own emissions. The Municipality has greater control over its own water and wastewater treatment systems, and recognizes the importance of their working well to the preservation of Richmond's ecological integrity. While most developers prefer serviced lots, they are becoming sparse, which has an impact on environmental and economic sustainability as incoming residents either move elsewhere or are forced to establish onsite servicing. Richmond County intends to work with residents with private well and septic systems to maximize the efficiency of these systems while protecting the environment. Richmond County strives to do its part to ensure clean air, water and soil for its residents and ecosystems.*

### **4.1 Coastal Management Issues**

As virtually all of Richmond County lies within 10 kilometres of tidal waters, the entire County fits into the concept of a coastal zone. Richmond County has an extensive coastline on the Strait of Canso, Atlantic Ocean and the Bras d'Or Lake. As such, management of coastal issues, particularly in light of anticipated sea level increases in coming decades is a very important to Richmond's environmental sustainability.

Richmond County has a variable coastline. While there are sandy beaches, most of the coastline consists of rocky shores, with many bays and coves. Salt marshes are prevalent in the River Inhabitants basin and western Isle Madame. These are ecologically valuable in that they are highly productive year round and a big factor in the food chain. They provide great habitat to many organisms, as well as acting as a natural processor of waste and a buffer against storm surges and floods. Over the last century, Nova Scotia has been impacted by an increase in the overall sea level of about 30 centimetres (caused by a combination of climate change and general regional land subsidence). The impact of this is currently being studied by the Ocean Management Research Network of the University of Ottawa, working with the Municipality and the Development Isle Madame Association. In the next Century, according to the State of Nova Scotia's Coast Report, sea level rise is expected to accelerate to range of 70-140cm. While there remains some debate as to the overall extent of the human cause of this trend, there is little doubt that sea levels will continue to rise in the foreseeable future. This would have an impact on people, properties, infrastructure, wildlife and ecosystems. The most immediate of these impacts occur during storm surges, usually during extra-tropical storms in the fall and winter, but periodically (and occasionally very destructively) when tropical cyclones in the summer and fall approach shore. A definite challenge to integrated coastal management planning is the complex intergovernmental framework that exists between different municipalities as well as provincial and federal agencies who are each responsible for certain components of the coastal zone.

Water quality has also become an issue in some coastal areas. An increase in the amount of land based effluent discharges for instance has resulted in the closure of the entire River Inhabitants basin for shellfish harvesting. Several other harbour areas in Richmond County are also closed to shellfish harvesting. While there is limited commercial shellfish harvesting in this part of Nova Scotia, water quality concerns should be addressed in matters of land use planning and other areas where the Municipality has jurisdiction, including wastewater treatment, which will be addressed later in this chapter.

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The Bras d’Or lakes system is a different situation from the open ocean, being an inland salty sea (although the salt content of 22 parts per thousand is only about two thirds of the 35 parts per thousand in the Atlantic) so not as susceptible to storm surges but containing a more contained ecosystem. As there are only two natural outflows of the Lakes (excluding the St. Peter’s Canal), both at the north end, there is a low rate of water circulation (typically between 2 and 40 years, depending on location). As such, the Lakes are more vulnerable to impacts from development and due to its unique history and ecology, have been nominated as a UNESCO Biosphere Reserve. At this point, the Lakes are fairly clean and the overall human impact is modest, although some areas close to shore are influenced by pressures related to resource use and shoreline development, including coliform pollution, sedimentation and some decrease in biodiversity. Richmond County recognizes the value of the protection of the Lakes and would like to ensure that development in its vicinity not have a negative impact on the marine and shoreline ecosystem.

**Goal: Richmond County is able to mitigate potential impacts of sea level rise along its coasts and direct future development accordingly**

<i><b>ACTION:</b> The Municipality will work with other governmental and non governmental agencies to identify environmentally sensitive areas in Richmond County, particularly in relation to the coastal zone. This could eventually lead into addressing the issue of sea level rise.<sup>15</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond County Department of Public Works/Municipal Sustainability Coordinator

**Goal: Land use planning policies within Richmond County are able to adequately reflect coastal and shoreline issues and concerns**

<i><b>ACTION:</b> The Municipality will establish development standards for the Bras d’Or Lakes watershed recognizing its sensitive ecological position and addressing issues raised by the Bras d’Or Lakes Collaborative Environmental Planning Initiative.<sup>23</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Eastern District Planning Commission
<i><b>ACTION:</b> In planned areas of Richmond County, the proximity to and protection of coastlines will be considered by the Municipality in evaluating developments.<sup>16</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Eastern District Planning Commission
<i><b>ACTION:</b> The Municipality will work with Eastern District Planning Commission to review local municipal planning strategies to take into account coastal issues, including sea level rise and concerns of water quality.</i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Eastern District Planning Commission

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### **4.2 Drinking Water Supply and Treatment**

Richmond County's drinking water supply is a mix of private wells tapping into aquifers and municipally treated water, tapping into lakes or wells. Standards for drinking water are set by the Province of Nova Scotia, and the protection of drinking water supplies, including aquifers, is considered a provincial interest. Currently in Richmond County, municipal water distribution systems are available in the communities of Arichat and Petit de Grat (tapping into Babin's Lake just north of Arichat), as well Louisdale, Evanston and Whiteside (tapping into two wells near Shannon Lake). St. Peter's system is managed by the St. Peter's Village Commission. CBCL Consulting Engineers recently completed an evaluation of Richmond County's other municipal water treatment facilities. While the report concluded that both the Isle Madame and the Louisdale/Evanston/Whiteside systems are in relatively good condition, there are some concerns with elevated levels of iron and manganese in the Louisdale system as well as low water pressure in some locations and leaky pipes. This has caused some inefficiencies in the water distribution network that should be addressed to enhance the security of the system. The Municipality is also in the process of reviewing watershed boundaries to ensure that land use planning controls are compatible with water supply areas, to address the Statement of Provincial Interest. Land use planning policies in the County will continue to restrict development in watershed areas to ensure that no development which might pose a hazard to the water supply be permitted.

Richmond County also sits on top of several aquifers, which provide water to residents in rural areas through the use of private wells. The Municipality is interested in maintaining a safe and viable water supply for residents, including investing in capital improvements for water delivery systems in un-serviced areas as well as identifying additional aquifer protection measures.

**Goal: Protect the long term integrity of municipal water treatment facilities**

**ACTION:** *The Municipality will proceed with pre-design work related to construction of a water treatment plant for the Louisdale/Evanston/Whiteside Water System to address high levels of iron and manganese in the water<sup>17</sup>*

<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Public Works	<b>Capital Project</b> \$25,000
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**Goal: Protect the long term integrity of municipal drinking water supplies**

<p><i><b>ACTION:</b> The Municipality will work to implement the key recommendations contained in the Source Water Protection Plan for Richmond including purchase of land in the Louisdale/Evanston/Whiteside Water Supply Area (\$150,000), re-establishing the boundaries of the Water Supply Zone O-3 for the Arichat/Petit de Grat Water Supply (\$20,000) and pursuit of Public Water Supply Designations for both water supplies (\$5,000).</i></p>		
<p><b>Timeframe:</b> 2010-15</p>	<p><b>Champion:</b> Richmond Department of Public Works</p>	<p><b>Capital Project</b> Total implementation cost: \$175,000</p>
<p><i><b>ACTION:</b> The Municipality will proceed with a comprehensive leak detection and repair program for the Richmond Water Utility</i></p>		
<p><b>Timeframe:</b> 2010-15</p>	<p><b>Champion:</b> Richmond Department of Public Works</p>	<p><b>Capital Project</b> \$150,000</p>

**Goal: Richmond County's aquifers are protected and are a viable and sustainable source of drinking water for residents.**

<p><i><b>ACTION:</b> The Municipality will conduct an inventory of underground aquifers within the County with an aim to developing appropriate protection measures.<sup>5</sup></i></p>	
<p><b>Timeframe:</b> 2010-15</p>	<p><b>Champion:</b> Richmond Department of Public Works</p>

**Goal: Assist un-serviced areas of Richmond with the development of municipal drinking water supply systems.**

<p><i><b>ACTION:</b> The Municipality will continue to invest funds in the development of proper drinking water supply and delivery systems for unserved areas of Richmond. These funds should support both feasibility and pre-design study work as well as capital construction.<sup>5</sup></i></p>	
<p><b>Timeframe:</b> Ongoing</p>	<p><b>Champion:</b> Richmond Department of Public Works</p>

### **4.3 Wastewater Management**

Clean water is a key component of environmental sustainability, and the Municipality is intent that the water treatment systems are up to date and meet the needs of residents while preserving the integrity of the natural environment, including tidal and fresh waterbodies. Wastewater treatment in Richmond County occurs in more densely developed areas through municipal sewers leading to wastewater treatment plants in Arichat, Petit de Grat, Louisdale and Evanston. The St. Peter's wastewater treatment system is managed by their Village Commission. The more rural parts of the County usually have their wastewater treated on site by septic systems. The efficient use of municipal water supply and wastewater disposal systems are a provincial interest, and the Municipality is committed to ensuring that any new development maximizes the use of existing municipal servicing and new development requiring the extension of services is done in a way that minimizes servicing costs for the Municipality.

Each of the four wastewater treatment plants were built in the 1970's. There have been complaints in recent years that parts of these systems are failing and in need of costly repairs. In early 2009, CBCL Consulting Engineers evaluated Richmond County's water and wastewater systems (excluding St. Peter's) and identified a number of improvements that should be made to bring the systems up to date and ensure they continue to work. These capital projects, summarized below, include upgrading pumping stations in Arichat, replacing the aging and virtually inoperable wastewater treatment plant in Evanston and various smaller projects to upgrade the piping and distribution systems. The improvements would result in cleaner water at the point of the outflows, thus helping protect the environment and are also beneficial from an environmental perspective given the increased ability to direct new residential development to municipally serviced lots, reducing the strain on the environment. Given the urgency and benefits of these recommended projects, they have been identified as funding priorities under the Gas Tax Agreement. To ensure cleaner water outcomes outside the currently municipally serviced areas, the Municipality will continue to work with residents to investigate the implementation and construction of wastewater management systems where feasible.

**Goal: Protect the natural environment by ensuring the long term integrity of existing municipal wastewater collection and treatment systems**

<i><b>ACTION:</b> The Municipality will work to upgrade or replace each sewage pumping station in the Arichat Sewage Collection System to increase pumping capacity and reduce sewage overflow<sup>17</sup></i>		
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Public Works	<b>Capital Project</b> \$750,000
<i><b>ACTION:</b> The Municipality will conduct and inflow/infiltration study in the Petit de Grat Sewage Collection System to assess condition of piping, manholes and pumping stations</i>		
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Public Works	<b>Capital Project</b> \$90,000
<i><b>ACTION:</b> The Municipality will replace the Evanston Wastewater Treatment Plant because the existing plant has reached the end of its useful life<sup>17</sup></i>		
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Public Works	<b>Capital Project</b> \$2,250,000
<i><b>ACTION:</b> The Municipality will conduct a manhole inspection and rehabilitation program to reduce levels of extraneous water entering all four municipal wastewater collection systems<sup>17</sup></i>		
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Public Works	<b>Capital Project</b> \$250,000
<i><b>ACTION:</b> The Municipality will conduct risk assessment studies for each of the four municipal wastewater treatment plants to ensure compliance with future Canadian Council of Ministers of the Environment Strategy for Municipal Wastewater Effluent.<sup>17</sup></i>		
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Public Works	<b>Champion:</b> \$50,000 per plant (\$200,000 total)
<i><b>ACTION:</b> The Municipality will continue to support land use planning policies that maximize the use of existing infrastructure and where new municipal servicing is required, that such extensions are directed to areas where servicing costs are minimized.</i>		
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Eastern District Planning Commission	

**Goal: Assist un-serviced areas of Richmond with the development of municipal wastewater management systems.**

<b>ACTION:</b> <i>The Municipality will proceed with pre-design work for the District 4 Wastewater Collection and Treatment System</i>		
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Public Works	<b>Capital Project</b> \$35,000
<b>ACTION:</b> <i>The Municipality will work to assist with a Wastewater Control Study for the communities of District 3 - D'Escousse and Area.</i>		
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Public Works	<b>Capital Project</b> \$40,000
<b>ACTION:</b> <i>The Municipality will continue to invest funds in the development of proper wastewater management systems for unserviced areas of Richmond. These funds should support both feasibility and pre-design study work as well as capital construction.</i>		
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Public Works	

#### **4.4 Solid Waste Management**

Richmond County provides weekly curbside collection of waste and recyclables from all properties fronting on public roads and private roads which have been incorporated into collection routes. Since 2003, Richmond County has required (the first municipality in Nova Scotia to do so) that all waste placed at the curbside be in a clear transparent bag, to allow collection staff to ensure that compostable material and recyclables were not being directed to the landfill. In 2005, the Municipality hired a full time staff person to carry out roadside inspection of waste, direct waste diversion education programs and participate in community cleanups. The Municipality also instituted a backyard composting program. As a result, by 2006-07, 51% of waste produced by residents and in the institutional, commercial and industrial sector was diverted from the landfill, either by way of recycling or composting, the highest rate of waste diversion in the Province. Richmond County intends to continue its waste management education program through compliance certificates for businesses, continued curbside inspections and school classroom visits and lectures. Through the influencing of behaviour, the Municipality intends to build on its successes of waste diversion.

Illegal dumping is one challenge faced by the Municipality in its efforts to provide a clean environment. Over the last number of years the Solid Waste By-law Enforcement Officer has been keeping detailed records of the location, quantity and types of waste being placed at illicit dumpsites throughout the County. While illegal dumping has occurred throughout Richmond County, most of it is close to secondary highways, with a greater concentration of known sites in the River Inhabitants area and Grand River. Illegal dumpsites are unsightly and pose contamination risks to the surrounding environment. Municipal Staff intend to continue patrolling for illegal dumping, responding to complaints about it, cleaning up the sites and where appropriate, pressing charges against offenders.

**Goal: Richmond County builds on and expands its excellent provincially recognized waste diversion program**

<b>ACTION:</b> <i>The Municipality will continue to devote Municipal Staff resources toward education programs to encourage compliance with regulations and praise responsible individuals or companies.<sup>18</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Public Works/Recycling & Composting Assistant

**Goal: The number of illegal dumpsites throughout Richmond County is reduced drastically**

<b>ACTION:</b> <i>The Municipality will continue to devote Municipal Staff resources to respond to complaints of illegal dumping in Richmond County, including the possibility of pressing charges against offenders.<sup>18</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Public Works/By-law Enforcement Officer

**4.5 Climate Protection and Greenhouse Gas Reduction**

Clean air and reduction of greenhouse gas emissions are important objectives in the environmental sustainability of Richmond County. As discussed earlier in this chapter, the impacts of climate change are already being felt in some coastal areas of the County with increases in sea levels. While Richmond County’s impact on overall climate change is tiny, there is opportunity for the Municipality to show leadership and do its share to improve its environmental practices, both as a corporate entity, and by encouraging its residents to follow suit. In December 2008, the Strait Highlands Green Action: Partners for Climate Protection report was prepared for the Strait-Highlands Regional Development Agency outlining dozens of recommendations for reducing greenhouse gas emissions in the Counties of Richmond, Inverness and the Town of Port Hawkesbury, as well as implementation strategies to accomplish these.

While the environmental recommendations are too numerous to list individually in this Plan, it is recommended that the Municipality investigate the hiring of a Municipal Sustainability Coordinator, possibly in co-operation with other Strait Area municipalities, to investigate which policies are feasible and desirable in Richmond County, and coordinate their implementation. The ultimate goal of this is to reduce greenhouse gas emissions in Richmond County by 20% from 2005 levels. Municipal initiatives include refitting and retrofitting municipal buildings, purchasing energy efficient vehicles and incorporating energy efficient policies into planning documents. The Municipality can also work with the community to encourage residents to retrofit their homes to enhance energy efficiency, encourage carpooling and local food production and to implement a public education and awareness campaign on energy efficiency and conservation. Governments should lead by example where possible through demonstration projects and getting their own house in order and demonstrate municipal leadership. As some people can be suspicious of government intervention, where possible, implementation of environmental initiatives in the community should be done while working with community groups and

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the messaging must emphasize community well-being. As discussed in the Economic chapter, while actions to reduce greenhouse gas emissions have significant environmental benefits, they also bring obvious economic benefits to the community in the form of green industries, where new jobs are created through home and business retrofitting and renovations, initiation of new agricultural practices and local food production and installation and servicing of renewable energy technologies (including biomass as an energy source in Point Tupper industrial Park). Federal and provincial government agencies offer many incentives and rebates to residents interested increasing energy efficiency around the house or investing in renewable energy.

Increased reliance on renewable energy is another key indicator of increased environmental sustainability. The Government of Nova Scotia has set a goal for Nova Scotia Power to produce 25% of its energy from renewable sources by 2015. While the overwhelming majority of Nova Scotia’s electricity today results from coal generation, wind, solar and tidal generators are coming online throughout the Province, including some in Richmond County. Wind mapping done for the Province has indicated that several areas of the County are ideally situated for large scale wind turbine development. These areas include Isle Madame and the sparsely populated Point Tupper area, where there is already one large scale turbine operating, with several more planned. Richmond County intends to actively tap into this emerging renewable energy market and bring some of this investment into the County for the benefit of residents. Local companies are already building, selling and installing small turbines throughout Cape Breton Island. To ensure large scale wind turbine development is done responsibly and not negatively impact the quality of life of residents, as well as regulate small scale turbines, the Municipality is currently in the process of developing a comprehensive wind turbine policy for Richmond County. The Municipality will also continue to investigate the potential of other renewable energy sources in Richmond County and enact policies to encourage and where appropriate, regulate them.

**Goal: The Municipality takes a leadership role with the use of renewable energy and energy efficiency initiatives**

<i><b>ACTION:</b> The Municipality will investigate the feasibility of hiring a Municipal Sustainability Coordinator to spearhead the numerous initiatives suggested in the Partners for Climate Protection Milestone 3 Report (\$60,000 per year) <sup>14</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Chief Administrative Officer
<i><b>ACTION:</b> The Municipality will encourage energy efficient land use planning policies or development guidelines where feasible. These would address issues such as lot and road design, and incorporating passive solar design features or different construction materials. <sup>14</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Eastern District Planning Commission
<i><b>ACTION:</b> The Municipality will continue to support the Strait Area Transit initiative to encourage more people to find transportation options other than the personal vehicle, which will help to ultimately reduce greenhouse gas emissions.</i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Municipal Sustainability Coordinator

**Goal: Renewable energy is increasingly viewed as a viable power source both domestically and commercially**

<i><b>ACTION:</b> The Municipality will develop a county-wide policy addressing wind turbine development for small and large scale turbines recognizing the benefits they bring to the community and establishing regulations to protect neighbouring properties.</i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Eastern District Planning Commission
<i><b>ACTION:</b> On an ongoing basis, the Municipality will assess the need for policies to encourage or regulate other forms of renewable energy within the Municipality, with the intention of setting a benchmark for local energy production.</i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Municipal Sustainability Coordinator

## **5. SOCIAL SUSTAINABILITY**

*Richmond County is committed to the health and well being of its residents and will work with other levels of government, community groups and residents to ensure the social sustainability of the County. While low population density constrains the efficient provision of social services, there are many ways in which the Municipality can play an engaged and positive role. Richmond County strives to provide residents with a comprehensive array of recreation programming opportunities throughout the County for residents of all ages, with the intention of promoting an active healthy lifestyle but also serving to build a sense of community among residents. Richmond County residents will also benefit from an expanded network of trails and development of passive recreation opportunities. For the County to remain a socially sustainable community, actions taken by the Municipality at present and into the future will also need to take into account demographic changes, including a rapidly aging population. While this applies to recreation programs, it also applies to a full range of social issues, including healthcare, continuing education, enhanced transportation options and housing. These last issues in particular involve the Municipality taking an active role in working with the provincial government. Richmond County's many volunteers also take it upon themselves to improve and protect the communities they call home, a valuable asset, and the Municipality intends to continue supporting these individuals and groups for the betterment of Richmond County.*

### **5.1 Physical Activity and Recreation**

Richmond County is dedicated to the promotion of healthy activities for its residents, and wishes to implement a full range of activities and programs to encourage an active lifestyle for its residents, either through informal passive recreation opportunities (such as well maintained trails) and through organized programs, including sports, youth and senior programming. Physical activity outside the home promotes community cohesion in bringing people together, and the health benefits to participants are well documented. An abundance of recreational activities also help make Richmond County an attractive place to live. Generally, organized physical recreation programs operate under the Richmond Department of Tourism, Culture and Recreation. Most indoor sports use school gymnasiums, with some other programs operating out of community halls and fire halls. Richmond County's one arena, Richmond Arena, is located in Louisdale and offers skating, hockey and ringette during the fall and winter months.

Richmond County is currently in the process of developing a Physical Activity Strategy with the goal of increasing over the next five years the “number of Richmond County residents incorporating active living into their daily lives.” In order to accomplish this, physical activity programs must be accessible to all residents, and include programming for residents of different age groups and families. The draft Strategy included a number of recommendations, some of which are included in this section. Young people need to be targeted through education and programs geared towards youth, with the intention of developing healthy habits which will hopefully last through their life. Likewise the Municipality will need to work with employers and local government to implement wellness strategies as well as installing bike racks and making it easier for employees to bike and walk to work. This acts to reduce greenhouse gas emissions, but also a healthier active workforce reduces employee absenteeism. Activities geared towards older residents are important given that healthy active seniors are more likely to live independently and less at risk from falls and hip fractures and in the future, recreation programming is definitely going to need to take into account the growing number of seniors in the community.

The Municipality needs continue to work with other community organizations to increase the recreation services offered to residents. The seniors club in L'Ardoise is currently working to expand their community centre to provide additional space for physical activities for seniors in the area. Richmond Arena is run a volunteer association and is a major recreational facility in the County, which though well maintained for its age (35 years old in 2010) has recently been faced

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with declining usage and fundraising income, at least partially attributable to demographic changes (especially a decrease in the number of young people- the arena's primary users). An operational review conducted by CJMac Engineers in 2006 suggested the facility be reconfigured with a mandate beyond an ice arena to become a "Community Centre" offering a wider range of programming, particularly outside of the winter months, including those geared towards seniors, and that management be more integrated with Municipal programs. Programming could include additional winter sports at off-peak times, such as broomball and curling, if feasible. Richmond Arena is a tremendous asset to the County, especially the western end, though its convenient location near Highway 104 makes it easily accessible to most residents.

A comprehensive physical activity and recreation strategy also needs to take into account unorganized or informal recreation, including both 'drop-in' programs at community centres or passive recreation facilities such as trails and bike paths. As mentioned in the Tourism section of this Plan, there already exist a number of trails in Richmond County, with the potential for several more. Existing trails are said to be generally good quality and well maintained, but they are largely not connected to each other. While developing infrastructure for walking, biking and other sports creates jobs in the community and attracts visitors and tourists, it also promotes a healthier lifestyle. Some residents have also mentioned that the waterfront is an underutilized recreational asset in Richmond County, and the Municipality would be well served to build on that potential, by working with harbour authorities and other groups, particularly given that many coastal villages already have extensive maritime infrastructure such as wharves or public docks and marinas.

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**Goal: Residents of all ages have access to and knowledge of physical recreation opportunities throughout Richmond County.**

<i><b>ACTION:</b> The Municipality will work with Richmond County’s community organizations to develop additional recreational programs in area.<sup>19</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator
<i><b>ACTION:</b> The Municipality will investigate the development of a Community Gardening Program. This can be linked to the St. Ann’s Resident’s Therapeutic Garden which is in a development stage.<sup>20</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator
<i><b>ACTION:</b> In the interests of providing a greater variety of recreational opportunities for the growing seniors cohort, the Municipality will investigate the feasibility of implementing a Seniors racquet sports program (ie: Pickle ball, easy tennis, badminton, table tennis, etc)<sup>20</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator
<i><b>ACTION:</b> The Municipality will schedule concurrent physical activity opportunities to allow families to participate together or at the same time (for example: an adult program running concurrent to a children’s program) to ease the transportation burden on parents.<sup>20</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator
<i><b>ACTION:</b> The Municipality will increase the number of certified tumblebugs leaders, trainers and programs in Richmond County and continue to facilitate tumblebug training for parents, early childhood professionals, etc.<sup>20</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator
<i><b>ACTION:</b> The Municipality will work with the Strait Regional School Board to investigate holding an annual “Active Healthy Living Fair” for all schools in Richmond County, enabling students to sample a variety of physical activities and promote a healthier lifestyle.<sup>20</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator
<i><b>ACTION:</b> The Municipality will work with the Board of the Richmond Arena to reconfigure the facility as a Community Centre with a mandate beyond the ice arena. The shift to this concept will require arena management to be more integrated with municipal programs and also allow the more aggressive marketing of the expanded function of the facility.<sup>5</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator

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<b>ACTION:</b> <i>The Municipality will work with the Board of the Richmond Arena to broaden the Arena’s winter offerings to appeal to different interest and age groups and assess the feasibility of including programming such as curling or broomball during or outside of peak usage hours.<sup>5</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator
<b>ACTION:</b> <i>The Municipality will work with the Board of the Richmond Arena to investigate expanding delivery of programs at the Arena to be all-season and more inclusive of the changing demographics of users and potential users.<sup>5</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator

<p><b>Goal: There are ample opportunities in Richmond County for spontaneous, unstructured physical activity for residents of all ages and abilities</b></p>
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<b>ACTION:</b> <i>The Municipality will identify and promote physical activity opportunities that do not require registration, advanced skills or other commitments (eg. drop in programs such as Ladies Ringette).<sup>20</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator
<b>ACTION:</b> <i>Concurrent to the above strategy, the Municipality will investigate hiring adult activity supervisors or recruit volunteer activity supervisors to oversee “drop in” activities.<sup>20</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator

<p><b>Goal: Richmond County’s businesses and local government see the value in and are encouraged to incorporate employee wellness into their mission and values</b></p>
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<p><b>ACTION:</b> <i>The Municipality will work with local businesses to encourage the installation of bike racks or other infrastructure at these places of work to encourage physical activity.<sup>20</sup></i></p>	
<p><b>Timeframe:</b> Ongoing</p>	<p><b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator</p>
<p><b>ACTION:</b> <i>The Municipality will review and where possible revise their current policies to support physical activity initiatives.<sup>20</sup></i></p>	
<p><b>Timeframe:</b> 2009-10</p>	<p><b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator</p>

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**Goal: There is adequate provision of passive recreation opportunities throughout the County**

<i><b>ACTION:</b> The Municipality will work with the St. Peters Economic Development Organization to expand the St. Peters trail network (especially along the Bras d'Or waterfront) and linking all public destinations in the town such as the downtown core, schools, museum and marina.<sup>9</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator
<i><b>ACTION:</b> The Municipality will promote walking and running clubs in Richmond County Schools, linked to Walkabout and Doctors Nova Scotia. These can also be connected with the Martell Richard Mini Memorial Marathon and Cape Breton Fiddlers Run.<sup>20</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator
<i><b>ACTION:</b> The Municipality will investigate the development of a Nature Education Program which can be linked to Provincial and local trails.<sup>20</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator
<i><b>ACTION:</b> The Municipality will work to develop an updated Richmond County Outdoor Recreation Map to encourage self guided outdoor pursuits for residents and tourists.<sup>20</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator

**Goal: Richmond County maximizes the use and benefits of its waterfront and coastal areas**

<i><b>ACTION:</b> The Municipality will work with local economic development agencies and community groups to encourage and support waterfront activities such as races or regattas to showcase and promote aquatic outdoor activities as well as increase the usage of waterfront facilities in the County.<sup>2</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator
<i><b>ACTION:</b> The Municipality will support land purchases or policies that promote coastal access through trails or other uses that ensure a reasonable amount of coastal frontage is preserved for public use.<sup>8</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Physical Activity Coordinator/Richmond Vested Property Clerk

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### **5.2 Community Well-being**

Richmond County's intention is that its community infrastructure meets present and future needs of its residents. Richmond County has a population that is diverse both culturally and economically and is also aging. As such there is a continuing need for social programs to allow people to live comfortably and remain healthy in their communities, needs which may change as the demographics of the County evolve.

The main provider of health care in Richmond County is the Strait-Richmond Hospital, located in Evanston, which also serves Port Hawkesbury and southern parts of Inverness County. While there are other medical professionals in Richmond County, including the Dr. Kingston Memorial Clinic in L'Ardoise, which has been lauded for its health promotion model, there remains in Richmond County, as in many rural areas, a shortage of doctors, which the Municipality is committed to address. The Strait-Richmond Hospital is a crucial asset for Richmond County, both in terms of employment and especially in the services it provides. While the hospital's operation is under provincial jurisdiction, it is also responsible for providing a substantial portion of its budget annually through fundraising. If the hospital is not able to sustain that portion of its funding to maintain its services, the Municipality would likely be responsible to assist.

Education is another Provincial responsibility whose influence is very local. The Strait Regional School Board operates four schools in Richmond County: one primary, one middle, one kindergarten to Grade 8 and one secondary school. While it is often said that the ability of a community to sustain a school is essential for its long term viability, given that it attracts and keeps young families who send their children there, education is also a lifelong venture, and it is important that adult education and literacy programs are available to all residents. While health and education are areas of provincial jurisdiction, and the Municipality has little control over the operational aspects of the institutions, the County intends to work with other organizations or groups such as health clinics and literacy councils to ensure these measures of community well being are addressed. Volunteerism is one component of Richmond's community fabric that cannot be downplayed. Richmond County residents are known for their open and community-minded nature, and with declining and aging populations, volunteers will become ever more crucial in the social sustainability of the County, and their continued dedication to their community is a tremendous asset that benefits everyone. Where possible, the Municipality intends to work with the volunteer sector to assist in the important community benefits they provide.

While the Chapel Island First Nation falls outside the jurisdiction of Richmond County and many social services are provided on the reserve, by the simple reality of geography there is much integration between residents of the two jurisdictions. Residents of Chapel Island go to St. Peter's to shop, and the Strait Area Transit Co-op is investigating establishing regular bus service to Chapel Island to connect it to the rest of Richmond County and Port Hawkesbury. Richmond County is committed to working with the Chapel Island Band Administration to investigate the sharing of services and inter-municipal co-operation for residents of both jurisdictions.

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**Goal: Community services and amenities are present throughout the region and tailored to address the changing demographic profile of the County.**

<i><b>ACTION:</b> In the event that a new Visitor Information Centre is built in St. Peters, the Municipality will investigate the feasibility of incorporating a new public library for the community into the facility.<sup>4</sup></i>	
<b>Timeframe:</b> Beyond 2015	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation
<i><b>ACTION:</b> The Municipality will work with local health care providers and other levels of government to develop a strategy to recruit and retain physicians and other health care professionals in Richmond County.</i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Chief Administrative Officer
<i><b>ACTION:</b> Given its importance to the region and to ensure its continued operation, the Municipality will assist the Strait Richmond Hospital's fundraising when necessary.<sup>5</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Chief Administrative Officer
<i><b>ACTION:</b> The Municipality will investigate a partnership with the Strait Regional School Board and other agencies to provide and promote expanded and accessible adult education and literacy programs in Richmond County.<sup>5</sup></i>	
<b>Timeframe:</b> 2010-15	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Recreation Program Coordinator

**Goal: That all residents of Richmond County have the services and transportation available to enable them to participate in the community**

<i><b>ACTION:</b> The Municipality will initiate and develop a strategy to identify vulnerable groups such as seniors, persons with disabilities and the economically challenged and seek ways or programs to allow their continued participation in their community.<sup>4</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Tourism Culture and Recreation/Richmond Recreation Program Coordinator
<i><b>ACTION:</b> The Municipality will continue to support Strait Area Transit and encourage its expansion to underserved areas such as Chapel Island and Samsonville.<sup>21</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Department of Economic Development
<i><b>ACTION:</b> The Municipality will investigate the creation of a centralized carpool registration system to allow interested participants to contact one another, and establish a 'carpool culture' in Richmond County and the Strait Area<sup>14</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Department of Economic Development

**Goal: The Municipality of the County of Richmond and the Chapel Island First Nation have a cooperative and productive relationship which enhances the quality of life for residents of both jurisdictions.**

<i><b>ACTION:</b> The Municipality will investigate the feasibility of working with and sharing certain services with the Chapel Island First nation for the benefit of all residents.</i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Chief Administrative Officer

**5.3 Housing**

According to the latest Census data, approximately 84% of Richmond County’s residents live in single family homes, 6% in semi detached or duplex homes, 4% in apartments and about 6% in other arrangements, which include mini homes. Richmond County is committed to providing housing opportunities to meet the needs of all of its residents. Housing is a provincial interest under the *Municipal Government Act* and Richmond County recognizes that adequate shelter is a requirement for all residents and that a wide range of housing types is necessary to meet the needs of residents.

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Concern has been raised that there is an inadequate supply of affordable and social housing in the County, an issue that is more acute in some areas such as the Northside of Isle Madame. As Richmond County’s population continues to age, there will likely be an increase in the number of residents who wish to remain in the community but are no longer able to maintain a single family dwelling. While some seniors housing has been built in recent years, it is unclear what, and where the demand for it will be over the next 20 years. With the possibility of new industries moving into Point Tupper, there may be additional future housing demand in the western end of the County. While Port Hawkesbury might be expected to absorb much of the new housing demand, it can be expected that Richmond County will be a destination of choice for some new residents, including those working in construction who may require temporary or rental housing. Given that Council is intent that the housing supply meets the diverse needs of its residents into the future, including those of seniors, temporary residents and low income residents, the County will work to assess demand in the present and into the future, and endeavor to address potential shortcomings.

**Goal: The housing supply in Richmond County meets the diverse needs of its residents**

<i><b>ACTION:</b> The Municipality will continue to require that all planning documents in Richmond County contain provisions for affordable housing, special needs housing, manufactured housing and rental accommodation. Measures that will be considered in planning documents include enabling higher densities, smaller lot sizes and reduced yard requirements which will encourage a greater range of housing types.</i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Eastern District Planning Commission
<i><b>ACTION:</b> The Municipality will initiate a housing options study to determine if there is a need for diversified housing options, including affordable and temporary housing and how to address this need.<sup>2</sup></i>	
<b>Timeframe:</b> 2009-10	<b>Champion:</b> Richmond Chief Administrative Officer
<i><b>ACTION:</b> The Municipality will partner with other government and non-government agencies to provide assisted housing in Richmond County where the demand is highest.<sup>5</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Chief Administrative Officer

### 5.4 Community Safety

A socially sustainable community is one where residents can live, work and play safely. Occasionally, infrastructure and highway improvements need to be made to improve the safety of the community for pedestrians, cyclists and drivers. The Highway 4 corridor through St. Peter’s has been identified as one such area. The Municipality is committed to working with other communities to identify and address other such areas.

Richmond County is also committed to ensuring that protective services are well supported and accessible to all residents of the County. The Royal Canadian Mounted Police are responsible for policing in the County. Richmond County is also served by nine volunteer fire departments (Red Islands, Framboise-Fourchu, Grand River, Isle Madame, L’Ardoise, Loch Lomond, Louisdale, St. Peter’s and West Bay Road), and the Port Hawkesbury Volunteer Fire Department is also under contract to serve the Point Tupper industrial park as required. Large fires or other incidents are often attended to by members of multiple departments. These fire departments are often also designated as first responders in medical emergencies, as, due to travel times, their members can often arrive on a scene before an ambulance. The Municipality is committed to working with these departments to ensure their manpower, training and equipment requirements are

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adequate to protect residents of Richmond County. There has also been concern raised by residents of more remote locations that telephone services are not available in the event of power outages. This can be very dangerous in the event of an emergency situation, and the Municipality will work with the Emergency Management Office of Nova Scotia to ensure that emergency communications are available to all parts of the County at all times.

**Goal: Richmond County remains a safe place for residents to live, work, walk and play.**

<i><b>ACTION:</b> The Municipality will support upgrades to Highway 4 through the Village of St. Peter’s, to improve the general condition of the road and remove dangerous curves to make it safer for pedestrians, cars and the large number of trucks which pass through the village.<sup>6</sup></i>	
<b>Timeframe:</b> Beyond 2015	<b>Champion:</b> Richmond Department of Public Works

**Goal: Community protection services have adequate support to operate effectively**

<i><b>ACTION:</b> The Municipality will continue to work with the Royal Canadian Mounted Police to ensure the continued police protection for residents of the County.<sup>22</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Chief Administrative Officer
<i><b>ACTION:</b> The Municipality will continue to work with and support the operation of the various volunteer fire departments in Richmond County.<sup>22</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Chief Administrative Officer
<i><b>ACTION:</b> The Municipality will work with and lobby the Emergency Management Office of Nova Scotia that to ensure that emergency communications are available in all parts of Richmond County regardless of whether there is a power outage.<sup>5</sup></i>	
<b>Timeframe:</b> Ongoing	<b>Champion:</b> Richmond Chief Administrative Officer

## **6. IMPLEMENTATION**

### **6.1 Building Partnerships and Capacity**

This Integrated Community Sustainability Plan expresses a vision for an ideal future state for Richmond County and outlines a series of issues, actions and implementation strategies which work to achieve this vision. This Plan is meant to guide the decisions of Richmond County Council to that effect, while ensuring community sustainability principles are upheld. Section 6.2 of this Plan summarizes the sustainability strategies the Municipality wishes to undertake in Richmond County over the next 20 years, subject to regular review by Municipal Council. While Council maintains ultimate ownership of these actions, responsibility for their implementation in many cases will be delegated to County Staff in various Departments and other agencies reporting to Council.

While directed studies, land use planning policies, infrastructure improvements, capital projects and other tangible products and benefits are the desired outcomes of this Plan, Council recognizes that many of these positive outcomes cannot be addressed to the most complete level by municipal resources and staff alone. There are many agencies and community groups in and around Richmond County, both representing specific geographic communities as well as representing particular interests such as the environment or economy, often from a regional perspective. Some of these have been mentioned specifically in the Plan, but there are many more. The mandates of these groups often match specific goals within this Plan, and Council recognizes these groups are a valuable resource to the community. A crucial component to sustainability planning is building capacity and by collaborating with and forming relationships with these groups, Richmond County will be able to better implement the actions and strategies outlined in this Plan, and to address any others as they may arise in the future.



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## **6.2 Sustainability Timeline**

To guide the implementation of the community sustainability strategies which will work to ensure the cultural, economic, environmental and social sustainability of Richmond County, the following table lists all action strategies addressed in this plan, sorted by target year for their implementation and referencing pillar(s) of sustainability impacted as well as the municipal agencies responsible for their completion. The timelines have been categorized into three windows; 2009-10 which indicates short term strategies that are ready for immediate or near immediate implementation, 2010-15 which indicates medium term strategies where Council has some flexibility to implement according to need and resources available and beyond 2015, referring to long term strategies that should be initiated once an identified need for them emerges. Ongoing strategies refers to actions that should be undertaken on a continuous basis and which do not have a time-specific component attached.

<b>Implement'n Target</b>	<b>Action/Strategy</b>	<b>Main Pillar</b>	<b>Other Pillar(s)</b>	<b>Ownership</b>
2009-10	Encourage museums to resource share, including staff and managers where appropriate.	Cultural	Economic	Dept. Tou/Cul/Rec., Tourism Co-ordinator
2009-10	Develop website for communities to promote specific areas (business, etc)	Cultural	Economic	Dept. Tou/Cul/Rec., Tourism Co-ordinator
2009-10	Work with hospitality sector to encourage campgrounds/hotels to remain open into Fall	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator
2009-10	Support events in community halls and Richmond Arena and market to tourists	Economic	Cultural	Dept. Tou/Cul/Rec., Tourism Co-ordinator
2009-10	Provide training for tourist operators (web, customer service, etc)	Economic	Cultural	Dept. Tou/Cul/Rec., Tourism Co-ordinator
2009-10	Encourage more interactive experience at attractions	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator
2009-10	Inventory public trails & beaches, identify damaged facilities for future repair	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator
2009-10	Install welcome signs around communities	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator
2009-10	Support St. Peter's Façade and Signage & Interpretive program	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator
2009-10	Promote fish markets, wharfside selling of fish	Economic		Dept. Econ. Developm't
2009-10	Clarify roles of each of the economic development agencies	Economic		Dept. Econ. Developm't
2009-10	Identify & inventory all Municipally owned land for development purposes	Economic		Dept. Finance/Prop. Clerk
2009-10	Pre-design work for WTP for Louisdale/Evanston/Whiteside	Environ'tl		Dept. Public Works
2009-10	Pre-design work for District 4 Wastewater collection/treatment system	Environ'tl		Dept. Public Works
2009-10	Develop County-wide wind turbine policy addressing small and large scale projects	Environ'tl	Economic	Eastern Dist. Planning Commission
2009-10	Investigate development of community gardening program	Social		Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
2009-10	Investigate implementing more rec. opportunities for seniors	Social		Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
2009-10	To help families, schedule concurrent phys. activity programs to ease transportation burden on families	Social		Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
2009-10	Increase # certified tumblebug leaders, trainers and programs	Social		Dept. Tou/Cul/Rec.,

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				Phys. Activity Co-ord.
2009-10	Work with School Board to investigate “Active Healthy Living Fair” to promote healthier lifestyle	Social		Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
2009-10	Broaden Arena’s winter offerings to include different age groups and interests (curling, broomball, etc) outside peak hours	Social		Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
2009-10	Promote drop in sports and physical activity programs not requiring registration or extensive commitments	Social		Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
2009-10	Hire supervisors or volunteers to oversee drop in recreational activities	Social		Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
2009-10	Review and revise where possible municipal policies to support physical activity initiatives	Social		Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
2009-10	Promote walking and running clubs in County schools	Social		Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
2009-10	Develop Nature Education Program which can be linked to local trails	Social	Environ’tl	Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
2009-10	Develop upgraded Richmond County Outdoor Recreation Map to encourage self guided outdoor pursuits	Social	Economic	Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
2009-10	Work to promote waterfront activities (races, regattas, etc) to promote aquatic outdoor activities and waterfront	Social	Economic	Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
2009-10	Develop strategy to identify vulnerable groups and seek ways or programs to allow continued participation in community	Social	Economic	Dept. Tou/Cul/Rec., Rec. Program Co-ord.
2009-10	Develop centralized carpool registration system	Social	Environ’tl	Dept. Econ. Develop’nt
2009-10	Initiate housing options study to determine and address need	Social		Richmond CAO
2010-15	Inventory of heritage properties in Richmond County	Cultural	Economic	Dept. Tou/Cul/Rec.
2010-15	Inventory of museums, identify those needing tech support, link them to agencies who can help with that	Cultural	Economic	Dept. Tou/Cul/Rec., Tourism Co-ordinator
2010-15	Initiate welcome wagon/information package for new residents	Cultural	Economic	Dept. Tou/Cul/Rec., Rec. Prog. Co-ordinator
2010-15	ID and utilize residents with local cultural, genealogical, outdoor knowledge to participate in “Welcome to R.C.” program	Economic	Cultural	Dept. Tou/Cul/Rec., Tourism Co-ordinator
2010-15	Construct 6,600 sq.ft. visitor information centre in St. Peters to be the hub of the Cape Breton’s Heritage Coast initiative	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator
2010-15	Work with groups to encourage development of niches rather than competing between communities	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator
2010-15	Work with Parks Canada to develop land based opportunities at St. Peter’s Canal site	Economic	Cultural	Dept. Tou/Cul/Rec., Tourism Co-ordinator
2010-15	Work with local associations to develop and promote additional tourism amenities for Point Michaud Beach	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator
2010-15	Work with local associations to develop and promote where appropriate local “hidden gems”	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator
2010-15	Work to develop additional campgrounds, especially on Isle Madame	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator
2010-15	Support development of RV Park to market to that segment of tourist market	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator
2010-15	Investigate feasibility of providing wireless hotspots in key locations with aim of encouraging tourism	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator
2010-15	Increase amount of historical documentation available at VIC’s	Economic	Cultural	Dept. Tour/Cult/Rec.
2010-15	Identify/develop key viewshed locations across County and include info kiosks, picnic areas, etc.	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator
2010-15	Promote nature trail along St. Peter’s Bay to River Tillard as viable tourist attraction	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator

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2010-15	Develop winter rec. programs and infrastructure in County, including promoting cross-country skiing, snowmobiling, etc.	Economic	Social	Dept. Tourism Tou/Cul/Rec., Co-ordinator
2010-15	Develop network of old lumber trails around Sporting Mountain into trails, connect to other areas	Economic	Social	Dept. Tourism Tou/Cul/Rec., Co-ordinator
2010-15	Install attractive and coordinated wayfinding signage throughout County to market attractions and amenities	Economic	Cultural	Dept. Tourism Tou/Cul/Rec., Co-ordinator
2010-15	Clarify ownership and conduct land swaps to consolidate land for industrial development at Point Tupper	Economic		Department of Econ. Development
2010-15	Investigate siting of common user wharf at Point Tupper to attract range of industrial users	Economic		Dept. Economic Development
2010-15	Develop incubator facility at Point Tupper or Joint Bus. Park	Economic		Dept. Econ. Develop'nt
2010-15	Brand Point Tupper as "International Energy Gateway" and market as such, install gateway signs at key locations	Economic		Dept. Economic Development
2010-15	Promote Point Tupper aggressively with logo, brochures, web presence, booths at trade shows (esp. Natural gas related)	Economic		Dept. Economic Development
2010-15	Develop landscape guidelines for Point Tupper	Economic		Dept. Econ. Develop'nt
2010-15	Promote Point Tupper with interpretive boards, strategic tree clearing to open up vistas, additional parking	Economic		Dept. Economic Development
2010-15	Install 3-Phase Power to assist Little Harbour Wharf	Economic		Dept. Econ. Develop'nt
2010-15	Retrofit municipal buildings for energy efficiency, including renewable energy	Economic	Environ'tl	Dept. Public Works/Sust. Co-ordinator
2010-15	Install heat recovery equipment at coal power plant and pulp and paper mill	Economic	Environ'tl	Dept. Public Works/Sust. Co-ordinator
2010-15	Extend Commercial designation up Corbett's Rd in St. Peter's to support commercial growth with extension of services	Economic		Eastern District Planning Commission
2010-15	Investigate ways to improve parking in St. Peter's.	Economic		Dept. Econ. Develop'nt
2010-15	Encourage construction of Hwy 104 By-pass and promote alignment such that access to industrial lands improved	Economic		Dept. Economic Development
2010-15	Identify environmentally sensitive areas vulnerable to sea level rise to lead to addressing mitigation	Environ'tl		Dept. Public Works/Sust. Co-ordinator
2010-15	Establish development standards for Bras d'Or Watershed	Environ'tl		Eastern District Planning Commission
2010-15	Review Municipal Planning Strategies to take into account sea level rise and concerns over water quality	Environ'tl		Eastern District Planning Commission
2010-15	Implement key recommendations in Source Water Protection Plan for Richmond County	Environ'tl		Dept. Public Works
2010-15	Comprehensive leak detection and repair program for Richmond Water Utility	Environ'tl		Dept. Public Works
2010-15	Inflow/infiltration study in Petit de Grat system to assess condition of piping, manholes, pumping stations	Environ'tl		Dept. Public Works
2010-15	Replace inoperable Evanston Wastewater Treatment Plant	Environ'tl		Dept. Public Works
2010-15	Manhole inspection and rehabilitation program to reduce level of extraneous water entering system	Environ'tl		Dept. Public Works
2010-15	Risk assessment studies for each WWTP to ensure compliance with future CCME Strategy for Municipal Wastewater Effluent	Environ'tl		Dept. Public Works
2010-15	Wastewater Control Study for District 3	Environ'tl		Dept. Public Works
2010-15	Investigate hiring of Municipal Sustainability Coordinator to implement initiatives suggested in Partners for Climate Protection Milestone 3 Report	Environ'tl	Economic	Richmond Chief Administrative Officer

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2010-15	Encourage energy efficient land use planning policies where possible (passive solar, lot & road design, etc)	Environ'tl		Eastern District Planning Commission
2010-15	Work with Board of Richmond Arena to reconfigure facility as community centre with mandate beyond ice arena	Social	Economic	Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
2010-15	Work with Richmond Arena to expand delivery of programs to be all-season and inclusive of changing demographics	Social	Economic	Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
2010-15	Expand St. Peter's Trail network to reach all major public and strategic destinations	Social	Economic	Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
2010-15	Develop strategy to recruit and retain physicians in R.C.	Social	Economic	Richmond CAO
2010-15	Partner with School Board and others to promote expanded adult literacy and continuing education programs in County	Social		Dept. Tou/Cul/Rec., Rec. Prog. Co-ordinator
Beyond 2015	Investigate reconnecting Little River Water Supply (if needed) to increase capacity to Point Tupper	Economic		Dept. Economic Development
Beyond 2015	3 kilometer upgrade of road from Statia to Port Malcolm	Economic		Dept. Econ. Develop'nt
Beyond 2015	Define residential opportunities around Point Tupper	Economic		Dept. Public Works
Beyond 2015	Provide trails, infrastructure to new communities if needed	Economic		Dept. Public Works
Beyond 2015	Investigate upgrades to Hwy 4 through St. Peters to increase safety. Longer term look at 104 bypass around it.	Economic	Social	Dept. Public Works
Beyond 2015	Impact study to assess opportunities and threats from 104 bypass	Economic		Dept. Econ. Develop'nt
Beyond 2015	Incorporate public library into new VIC in St. Peter's	Social	Economic	Dept. Tou/Cul/Rec
Ongoing	Work with artistic community to ensure adequate resources/facilities available for them	Cultural	Economic	Dept. Tourism, Culture & Recreation
Ongoing	Provide opportunities for residents to learn English, French, Gaelic, Mi'kmaq	Cultural	Social	Dept. Tou/Cul/Rec., Rec. Prog Co-ordinator
Ongoing	Coordinate meetings of cultural organizations to build capacity	Cultural		Dept. Tou/Cul/Rec
Ongoing	Work with econ. Development agencies to promote housing/IT/Entrepreneur opportunities to new residents	Cultural	Economic	Dept. Econ. Development
Ongoing	Promote benefits of staying in R.C. to high school students	Cultural	Economic	Dept. Econ. Develop'nt
Ongoing	Support unified County-wide tourism promotion program	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator
Ongoing	Develop packaging and cross-promotion marketing opportunities for tourism	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator
Ongoing	Promote cooperation b/w tourism operators to avoid duplication and coordinate events to ensure not on same weekend	Economic	Cultural	Dept. Tou/Cul/Rec., Tourism Co-ordinator
Ongoing	Work with Destination Cape Breton Association to project unified picture of Cape Breton, easy web access	Economic		Dept. Tou/Cul/Rec., Tourism Co-ordinator
Ongoing	Continue to support Cape Breton's Heritage Coast marketing theme	Economic	Cultural	Dept. Tou/Cul/Rec., Tourism Co-ordinator
Ongoing	Work with landowners to support coastal access	Economic	Social	Dept. Tou/Cul/Rec., Vested Property Clerk
Ongoing	Lobby Dept. Transportation to upgrade/maintain prov. roads	Economic		Dept. Public Works
Ongoing	Work with Dept. Transportation to investigate building trails and bike lanes in strategic locations when rebuilding roads			Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
Ongoing	Direct event advertising to local residents	Economic		Dept. Tour/Cult/Rec.
Ongoing	Coordinate open houses at VIC's to promote events for locals	Economic	Cultural	Dept. Tour/Cult/Rec.
Ongoing	Support fully developed port at Strait of Canso	Economic		Dept. Econ. Develop'nt
Ongoing	Encourage Province to give priority to deep moorage dependent uses when selling Bear Head Lands with access to Strait	Economic		Dept. Economic Development
Ongoing	Support Atlantic Gateway Committee for regional cooperation	Economic		Dept. Econ. Develop'nt
Ongoing	Marketing partnership with Guysborough Co. for promotion	Economic		Dept. Econ. Develop'nt
Ongoing	Work with post-secondary inst. to generate activity in region	Economic		Dept. Econ. Develop'nt

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Ongoing	Lobby Fed. Gov't to ensure repairs/maintenance to wharves	Economic		Dept. Econ. Develop'nt
Ongoing	Improve cooperation between harbour authorities, governments	Economic		Dept. Econ. Develop'nt
Ongoing	Review planning strategies to ensure land use regulations not constraining local commercial interests	Economic		Eastern District Planning Commission
Ongoing	Support extension of broadband services throughout County	Economic		Dept. Econ. Develop'nt
Ongoing	Partner with econ. Development agencies to ensure web, marketing, business plans, etc. support available to businesses	Economic		Dept. Economic Development
Ongoing	Create regional professional services group to share expertise	Economic		Dept. Econ. Develop'nt
Ongoing	Support S-HRDA on its mandate	Economic		Dept. Econ. Develop'nt
Ongoing	Support operation and development of Port Hawkesbury Airport	Economic		Dept. Econ. Develop'nt
Ongoing	Support Strait Area Transit	Economic	Environ'tl, social	Dept. Econ. Development
Ongoing	Support continued operation of railways on Cape Breton	Economic		Dept. Econ. Develop'nt
Ongoing	Proximity and protection of coastlines considered in evaluating development applications	Environ'tl		Eastern District Planning Commission
Ongoing	Invest funds into development of drinking water systems in unserved areas of Richmond	Environ'tl		Dept. Public Works
Ongoing	Land use policies maximize use of existing infrastructure	Environ'tl	Economic	EDPC, Dept. P.W.
Ongoing	Invest funds into development of wastewater management systems for unserved areas (feasibility & pre-design)	Environ'tl		Dept. Public Works
Ongoing	Education and rewards for compliance with solid waste regulations	Environ'tl		Dept. P.W., Recycling/Compost Ass't
Ongoing	Patrol, clean up illegal dumps, charge offenders	Environ'tl		Dept. Public Works/By-law officer
Ongoing	Consider policies for renewable energy aside from wind, set benchmark for local energy production	Environ'tl	Economic	Richmond Municipal Sustainability Co-ord.
Ongoing	Work with community organizations to develop additional recreation programs in County	Social		Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
Ongoing	Encourage installation of bike racks and other infrastructure at workplaces to promote physical activity	Social		Dept. Tou/Cul/Rec., Phys. Activity Co-ord.
Ongoing	Support fundraising for Strait-Richmond Hospital	Social		Richmond CAO
Ongoing	Encourage expansion of Strait Area Transit to underserved areas such as Chapel Island, Samsonville, etc.	Social	Economic, Environ'tl	Richmond Dept. Econ. Development
Ongoing	Investigate feasibility of service sharing with Chapel Island	Social		Richmond CAO
Ongoing	Planning documents mention and provide for affordable housing	Social		EDPC
Ongoing	Provide assisted housing where demand is highest	Social		Richmond CAO
Ongoing	Work with RCMP to ensure continued police protection	Social		Richmond CAO
Ongoing	Support operation of volunteer fire departments	Social		Richmond CAO
Ongoing	Lobby Emergency Management Office to ensure communications available to all residents in emergencies	Social		Richmond CAO

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## **6.3 Capital Projects**

Specific prioritized capital projects which address sustainability goals covered in this Plan are listed in this section. Capital projects require substantial long term planning to make the best use of municipal resources, and this list indicates those projects which are ready to be undertaken within the next year. As part of the requirements relating to the Gas Tax Agreement, this list will be required to be updated on an annual basis to include new capital projects ready for construction upon the completion of current ones.

<b>Priority Rating</b>	<b>Action/Strategy</b>	<b>Page</b>	<b>Sustainability Benefit</b>	<b>Total Cost</b>
1	Pre-design work for construction of water treatment plant for Louisdale/Evanston/Whiteside (addressing elevated manganese and iron in water)	32	Cleaner water for communities	\$25,000
2	Upgrade or replace pumping stations in Arichat system to increase capacity and reduce sewage overflow	34	Reduced sewage outflow into waterbodies	\$750,000
3	Pre-design work for District 4 Wastewater Collection and Treatment System	35	Cleaner water, reduced reliance on septic	\$35,000
4	Replace inoperable Evanston Wastewater Treatment Plant	34	Protects watercourses by ensuring wastewater is treated	\$2,250,000
5	Comprehensive leak detection and repair program for Richmond Water Utility	33	Enhances efficiency of water system	\$150,000
6	Manhole inspection and rehabilitation program to reduce level of extraneous water entering system	34	Ensures cleaner environment by ensuring efficiency of system	\$250,000
7	Inflow/infiltration study in Petit de Grat system to assess condition of piping, manholes, pumping stations	34	Ensures cleaner environment by ensuring efficiency of system	\$90,000
8	Implement key recommendations in Source Water Protection Plan for Richmond County, including land acquisition and re-designating Water Supply areas	33	Ensures cleaner water for residents by protecting watershed areas	\$175,000
9	Risk assessment studies for each wastewater treatment plant to ensure compliance with future Canadian Council of Ministers of the Environment Strategy for Municipal Wastewater Effluent	35	Ensures cleaner environment by ensuring efficiency of system	\$200,000
10	Wastewater Control Study for District 3 (D'Escousse and area)	35	Cleaner water, reduced reliance on septic	\$40,000
11	Install attractive and coordinated wayfinding signage throughout County to market attractions and amenities	18	Encourage tourism, provides increased knowledge of events/venues	\$100,000
12	Construct 6,600 sq.ft. visitor information centre in St. Peter's to include interpretive centre and hub for Cape Breton's Heritage Coast	13	Encourage tourism, provides increased knowledge of events/venues	\$3,125,000

## **7. REFERENCES**

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- <sup>1</sup> Conversations about a Cape Breton Region Heritage Plan (Iona Connection focus group, 2009)
- <sup>2</sup> Village of St. Peters Strategic Plan (EDPC, S-HRDA, 2007)
- <sup>3</sup> Richmond County Strategic Tourism Plan (2000)
- <sup>4</sup> Cape Breton's Heritage Coast Centre Feasibility Study (Vibe, 2006)
- <sup>6</sup> Richmond Arena Operational Review (CJMac, 2009)
- <sup>7</sup> St. Peters Municipal Planning Strategy
- <sup>8</sup> State of Nova Scotia's Coast Report (CBCL, 2009)
- <sup>9</sup> St. Peters Main Street & Village Conceptual Plan (Ekistics, 2008)
- <sup>10</sup> New 5-Year Strategic Economic Plan for the Strait-Highlands Region (Garner-Pinfold, 2008)
- <sup>11</sup> West Richmond Development Plan (EDM, 1999)
- <sup>12</sup> Together...Point Tupper International Energy Trans-Shipments Gateway Strategic Directions (CBCL, 2005)
- <sup>13</sup> Between Land and Sea (Coastal Communities Network, 2004)
- <sup>14</sup> Partners for Climate Protection Milestone 3 (CBCL-2008)
- <sup>15</sup> Towards an Intermunicipal Agreement on land Use Policy (Maurice Lloyd, 2003)
- <sup>16</sup> Sporting Mountain Municipal Planning Strategy
- <sup>17</sup> Richmond County Water and Wastewater System Evaluation (CBCL-2009)
- <sup>18</sup> Richmond Solid Waste Management Education/Enforcement Presentation (Richmond County, 2009)
- <sup>19</sup> Isle Madame Municipal Planning Strategy
- <sup>20</sup> Richmond County Physical Activity Study (2009)
- <sup>21</sup> Strait-Area Alternative Transportation Project Survey Feasibility Results (2007)
- <sup>22</sup> Municipal Planning Strategies (Various)
- <sup>23</sup> Bras d'Or Lakes Development Standards (EDM, 2008)