

TOWN OF LUNENBURG COUNCIL MEETING MINUTES

TUESDAY, JUNE 8, 2021 AT 6:00 P.M.

ZOOM VIRTUAL MEETING AND LIVE BROADCAST

PRESENT: Mayor Matt Risser
Deputy Mayor Peter Mosher
Councillor Jenni Birtles
Councillor Melissa Duggan
Councillor Stephen Ernst
Councillor Ed Halverson
Councillor Susan Sanford (7:20 p.m. left the meeting returning at 7:46 p.m.)

ALSO PRESENT: Lisa Dagley, CPA, CGA, Finance Director
Heather McCallum, Assistant Municipal Clerk
Bea Renton, Chief Administrative Officer

1. Call to Order

The Mayor called the meeting to order at 6:00 p.m.

2. Acknowledgement of Mi'kma'ki the ancestral and unceded territory of the Mi'kmaq People

The Mayor recognized Lunenburg's location on the unceded territory of the Mi'kmaq people.

3. Agenda

Motion: moved and seconded approval of the agenda. Motion carried.

4. May 25, 2021 Council meeting minutes

Motion: moved and seconded approval of the May 25, 2021 Council meeting minutes. Motion carried.

5. Public Hearings, Presentations and Questions

6. Correspondence, Petitions and Proclamations Consideration

a. Letter from the Minister of Justice congratulating the Town and others for the adoption of the Lunenburg County Accessibility Plan and available Provincial funding

b. Proclamation Request for the Recognition of the Longest Day of Smiles June 20, 2021

Motion: moved and seconded adoption of the following proclamation –

Whereas, Operation Smile Canada announces June 20, 2021 as the Longest Day of Smiles to raise funds and awareness; and

Whereas, Operation Smile is a global medical charity helping to improve the health and lives of children in more than 60 countries. They have provided more than 300,000 children and young adults born with cleft lip, cleft palate and other facial differences with free life-changing surgical procedures and dental care. They train doctors and local medical professionals, donate medical equipment and supplies and provide year-round medical treatments through a network of comprehensive care centres; and

Whereas, every three minutes a child is born with a cleft lip, a cleft palate, or both. This statistic does not change even during a pandemic; and

Whereas, the Longest Day of Smiles will unite Canadians across the nation to raise funds, awareness, and share smiles, with each other, for children born with cleft conditions; and

Whereas, on June 20, 2021 we encourage residents of the Town of Lunenburg to visit longest day of smiles.ca to learn more.

Therefore, the Town of Lunenburg Council proclaims June 20th, 2021 as “The Longest Day of Smiles” and commend its thoughtful observance to all citizens. Motion carried.

c. Proclamation Request for Recognition of Recreation and Parks Month June 2021

Motion: moved and seconded adoption of the following proclamation –

Whereas, in the Town of Lunenburg recreation practitioners are continually working to create and grow accessible local recreation and parks options, and providing opportunities to explore in our backyards; and

Whereas, participating in recreation helps to connect interpersonal relationships, support healthy, active lives across the lifespan, celebrate our diverse cultures while creating opportunities to learn, grow and self-reflect; and

Whereas, our parks, green spaces and trails provide places to be in nature, learn about local ecosystems, and continually respect, maintain, and preserve Mi'kma'ki where we live, work and play;

Therefore, the Town of Lunenburg Council hereby proclaims June 2021 to be “Recreation and Parks Month” in the Province of Nova Scotia acknowledging the year round benefits of Parks and Recreation in our communities. Motion carried.

7. Business Arising from the Minutes/Unfinished Business

a. Property Valuation Services Corporation (PVSC)

PVSC’s Shannon Peterson, Policy and Stakeholder Relations Advisor, Paul Beazley,

Regional Manager, and Rod Tremblay, Local Assessor, provided an overview of their presentation regarding PVSC operations and services ([Schedule A](#)). They answered questions of Council regarding the impact of recent housing volume and sales price increases on property assessments overtime. They encourage others with questions to contact their offices for more information.

b. Comprehensive Community Plan Annual Work Plan 2021/22

The CAO and Assistant Municipal Clerk presented the Work Plan document prepared by the Town management team ([Schedule B](#)).

[Motion](#): moved and seconded approval of the Comprehensive Community Plan Annual Work Plan 2021/22 ([Schedule B](#)). [Motion carried](#).

c. South Shore Public Libraries' Request to Use Lunenburg Academy Room 101 on a Permanent Basis for Programming and Community Organizations' Use

[Motion](#): moved and seconded that the original February 26, 2019, motion of Council permitting occasional use of Lunenburg Academy Room 101 by the South Shore Public Libraries Lunenburg Branch Library is reaffirmed subject to availability and any future third party lease arrangements discontinuing same ([Schedule C](#)). [Motion carried](#).

d. Draft amendments to the Deed Transfer Tax Bylaw – First Reading

[Motion](#): moved and seconded first reading of the proposed amendments of the Deed Transfer Tax Bylaw and publically advertise same for public input at the proposed second/final reading of same during the July 13 Council meeting ([Schedule D](#)). [Motion carried](#).

8. Committee Meeting Minutes, Recommendations, Reports and Notices of Motion

The following minutes were received for information only.

- a. Planning Advisory Committee May 19 – 1 x recommendation/Councillor Sanford deferred to June 22 Council meeting for consideration and May 26 Meeting Minutes
- b. Anti-Racism Committee May 20 Meeting Minutes
- c. Joint Occupational Health and Safety Committee May 6 Meeting Minutes
- d. Project Lunenburg Steering Team May 12 Meeting Minutes
- e. Committee of the Whole June 1 Meeting Minutes

[Motion](#): moved and seconded approval of the 2021/22 list of Community Grants ([Schedule E](#)) totaling \$20,000 provided for in the 2021/22 Town General Operating Budget. [Motion carried](#).

9. New Business

a. Pride Lunenburg 2021 Celebrations Crosswalk Painting 2021 Proposal – Staff Report

The Assistant Municipal Clerk summarized the staff report and recommendation (**Schedule F**) to paint a Pride rainbow symbol on Town property in recognition of Pride 2021.

7:20 p.m. – Councillor Sanford left the meeting.

Motion: moved and seconded that Council paint a rainbow along each side of the walkway near the War Memorials in recognition of Pride 2021 celebrations in June with a budget of \$500 for paint (Schedule F). Motion carried.

10. Meet in camera

Motion: moved and seconded to meet in camera pursuant to section 22 (2) Municipal Government Act to consider the following agenda items –

- Common Lands Ownership and Representation, section 22 (2) (a) Municipal Government Act
- Lunenburg Academy Lease Negotiations, section 22 (2) (e) Municipal Government Act
- Legal Advice Eligible for Solicitor Client Privilege, section 22 (2) (e)
- Bluenose Drive Tour Parking Agreement Negotiations, section 22 (2) (e) and (h).

Motion carried.

7:22 p.m. - Council recessed and met in camera.

11. Resumption of Council meeting in public session

The public portion of the meeting resumed at 8:11 p.m.

There were no Council in camera recommendations to report.

12. Adjournment

The meeting was adjourned at 8:12 p.m. by the Mayor.

Bea Renton, CAO

PROPERTY ASSESSMENT IN NOVA SCOTIA

TOWN OF LUNENBURG

JUNE 8, 2021

PAUL BEAZLEY, REGIONAL MANAGER

SHANNON PETERSON, POLICY AND STAKEHOLDER RELATIONS ADVISOR

ROD TREMBLAY, ASSESSOR

AGENDA

-
- Introduction to PVSC
 - Assessment Overview
 - CAP Overview
 - 2021 Assessment Roll
 - Lunenburg Assessment Profile

INTRODUCTION TO PVSC



- PVSC = Property Valuation Services Corporation
- Independent, not-for-profit organization
- Created by the *Property Valuation Services Corporation Act* in April 2007
- Municipally funded
- Provide property assessment services as per the *Nova Scotia Assessment Act*

WHAT WE DO & DON'T DO

PVSC does:

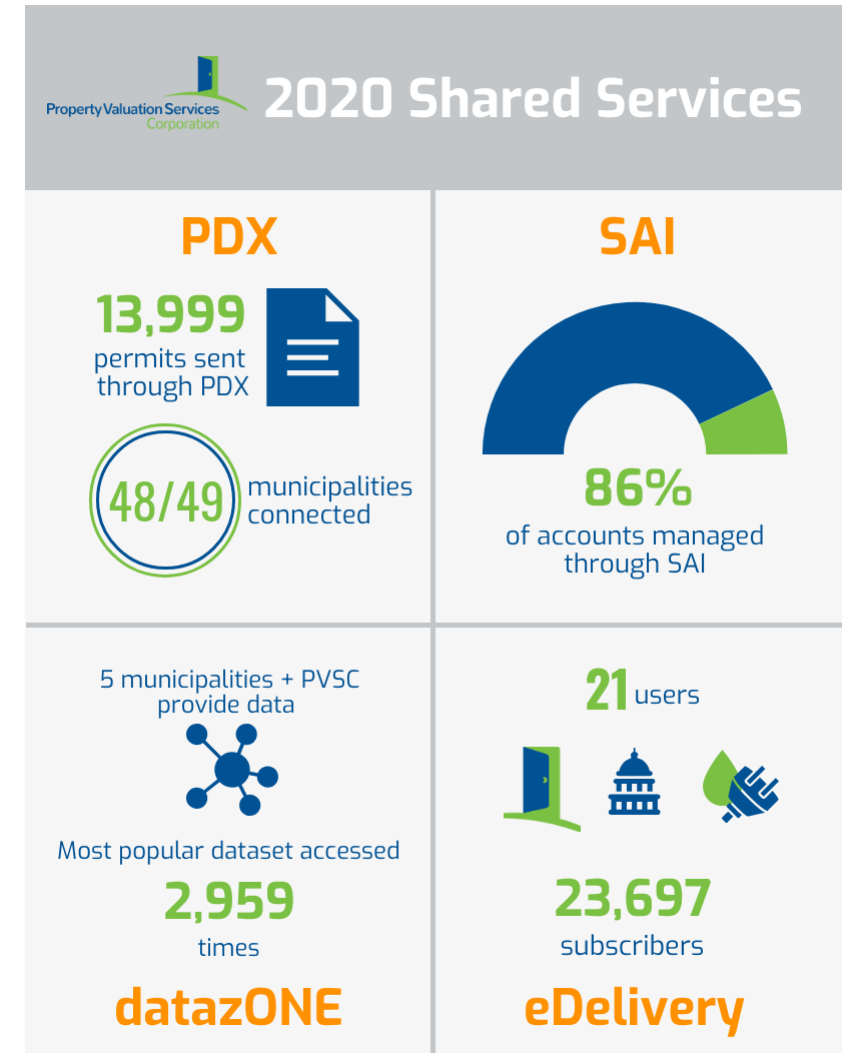
- Deliver an Assessment Roll to all 49 NS municipalities by December 31 each year
- Deliver ~630,000 Assessment Notices to NS property owners each January
- Administer the Capped Assessment Program (CAP) for eligible residential properties on behalf of the NS government

PVSC does **NOT**:

- Have the authority to:
 - Set tax rates
 - Collect taxes
 - Create tax policy or
 - Provide tax relief

PVSC SERVICES

- Deliver annual Assessment Roll to municipalities
- Send weekly, monthly and quarterly reports to municipalities
- Send annual Property Assessment Notices to property owners
- Administer the CAP and Seasonal Tourist Business Designation programs on behalf of the NS Government
- Provide shared services to municipalities and property owners:
 - Permit Data Exchange (PDX)
 - Single Address Initiative (SAI)
 - Open Data Portal (datazONE)
 - Canada Post eDelivery Service (epost)



HOW WE DETERMINE PROPERTY VALUE

- The *Nova Scotia Assessment Act* requires that we assess property at **market value**:

“... the amount which in the opinion of the assessor would be paid if it were sold on a date prescribed by the Director in the open market by a willing seller to a willing buyer”

Assessment Act

CHAPTER 23 OF THE REVISED STATUTES, 1989

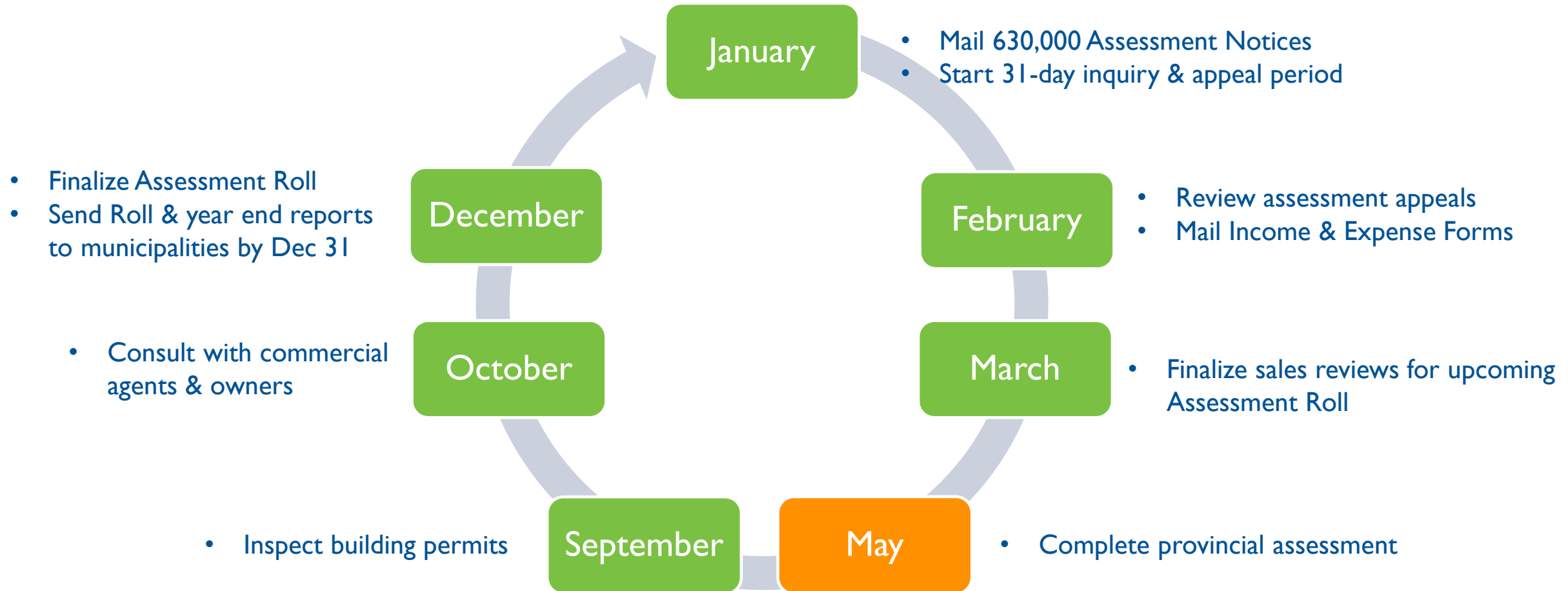
as amended by

1990, c. 19, ss. 7-34; 1990, c. 24; 1992, c. 11, s. 35;
1993, c. 11, s. 53; 1996, c. 5, ss. 2, 3; 1998, c. 4; 1998, c. 13, s. 2;
1998, c. 18, s. 547; 2000, c. 4, s. 4; 2000, c. 9, ss. 2(b), (d) & (e);
3-5 & 8-19; 2000, c. 28, s. 2; 2001, c. 3, ss. 2, 3; 2001, c. 6, s. 98;
2001, c. 14, s. 1; 2002, c. 15, ss. 1-3; 2004, c. 10; 2004, c. 24, s. 15;
2004, c. 27, s. 12; 2005, c. 9, ss. 2-5; 2006, c. 15, ss. 2-6; 2006, c. 19, s. 53;
2006, c. 24; 2007, c. 9, ss. 2, 3; 2008, c. 11; 2008, c. 36, ss. 2, 3;
2008, c. 48; 2009, c. 8, s. 1; 2012, c. 16; 2019, c. 9, s. 7; 2019, c. 10

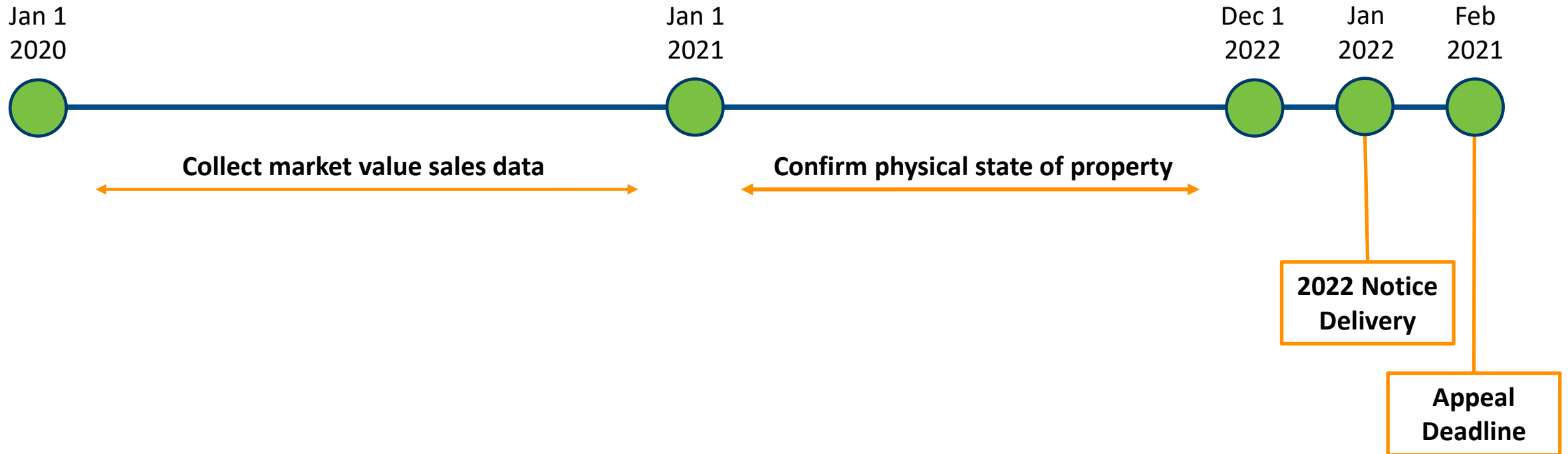


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Halifax

PVSC OPERATIONAL CYCLE

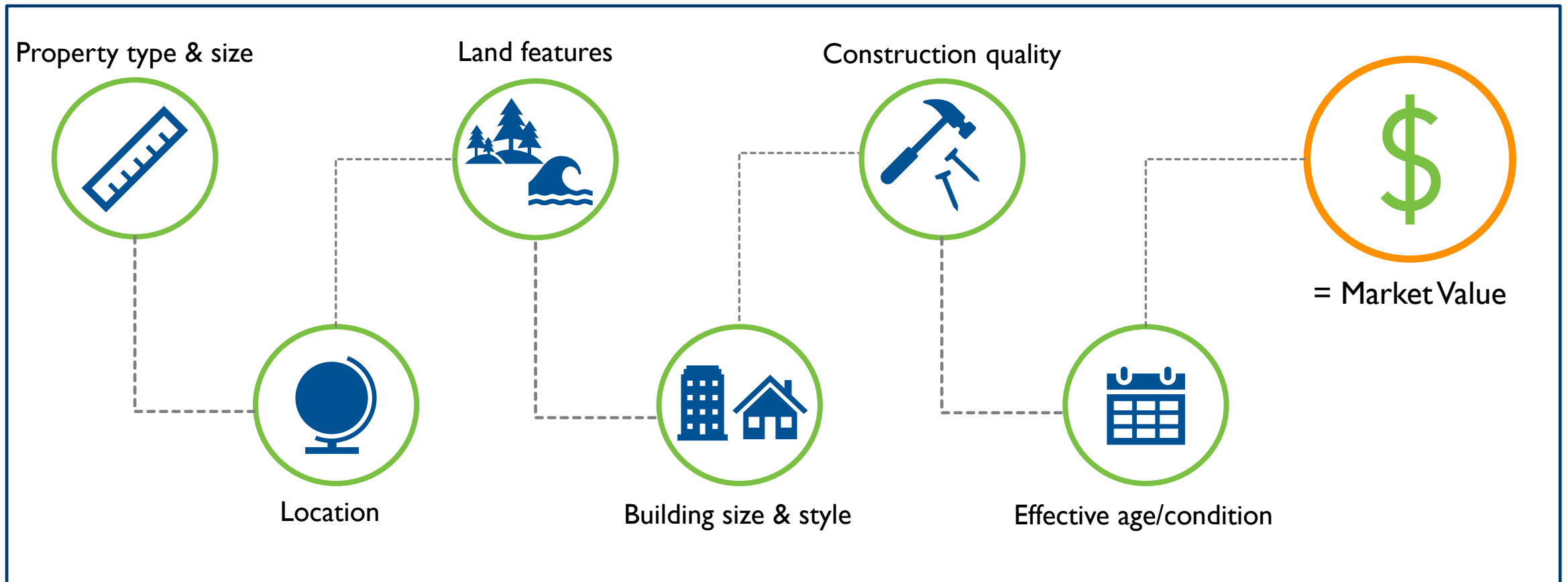


KEY DATES FOR 2022 ASSESSMENT ROLL



VALUATION DATA

What influences market value?



MASS APPRAISAL

- PVSC uses mass appraisal to determine the value of all ~630,000 property accounts in NS
- We analyze a full year of sales data and a variety of property characteristics to determine property assessments based on market evidence

Mass Appraisal:
The process of valuing a group of properties as of a given date using common data, standardized methods and statistical testing

VALUATION DATA SOURCES

- Discussions with property owners
- NS Land Registry
- Sales reviews & real estate websites
- Building Permits
- Income & Expense Surveys
- Building cost data
- Aerial Photography
- Field inspections



CAPPED ASSESSMENT PROGRAM (CAP) OVERVIEW

- Legislated by Section 45A of the *Nova Scotia Assessment Act*
- Administered by PVSC on behalf of the Nova Scotia Government
- ‘Caps’ the annual increase in taxable assessment for eligible residential properties to no more than the NS Consumer Price Index (CPI)
- Removed when a property is purchased, unless it was an eligible family transaction
- Placed back on the property after one year (if eligible)

NS Consumer Price Index History:

2021 = 0.3%	2017 = 1.4%
2020 = 1.0%	2016 = 0.3%
2019 = 2.9%	2015 = 2.1%
2018 = 0.9%	2014 = 0.9%

CAP Eligibility Criteria:

- At least 50% owned by a NS resident
- Ownership retained within the family
 - Residential property
 - Less than 4 dwelling units

2021 ASSESSMENT ROLL – PROVINCE OF NS

Total Assessment Value:

\$114.6 Billion

NS Property Accounts:

634,350

2021 Assessment Roll Activity:

14,000 Permits

41,000 Sales

6,500
Appeals in 2020

29,500
Inquiries in 2020

Residential Assessment Value



\$89.9 Billion (Up 3.59%)

600,056 accounts

\$82.5 Billion with CAP

Commercial Assessment Value



\$24.8 Billion (Up 0.75%)

34,294 accounts

2021 ASSESSMENT ROLL – TOWN OF LUNENBURG

Total Assessment Value:

\$370 Million

Lunenburg Property Accounts:

1,397

2021 Assessment Roll Activity:

81 Accounts with
construction

54
Sales

36
Appeals in 2021

66
Inquiries in 2020

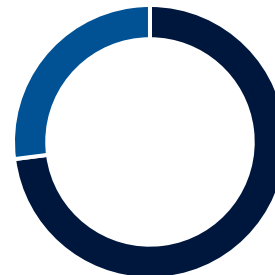
Residential Assessment Value



\$268 Million (Up 5.35%)
1,137 accounts

\$247 Million with CAP

Commercial Assessment Value



\$102 Million (Down 1.42%)

260 accounts

2021 TOWN OF LUNENBURG ASSESSMENT PROFILE

	2021	2020	\$ Change	% Change
All Residential Assessed Value	\$268,087,900	\$254,478,500	\$13,609,400	5.35%
Taxable Residential	\$267,801,800	\$254,195,900	\$13,605,900	2.86%
Exempt Residential	\$286,100	\$282,600	\$3,500	1.24%
Residential with CAP	\$246,739,100	\$239,429,600	\$7,309,500	3.05%
All Commercial Assessed Value				
All Commercial Assessed Value	\$102,277,200	\$103,745,500	(\$1,468,300)	-1.42%
Taxable Commercial	\$46,406,500	\$47,483,900	(\$1,077,400)	-2.27%
Exempt Commercial	\$55,870,700	\$56,261,600	(\$390,900)	-0.69%

Total 2021 Assessment Roll	\$370,365,100
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TOWN OF LUNENBURG TRENDS



- Residential sales continue to trend upward in the Town of Lunenburg
 - 16 % of residential properties sold between Jan 1 2018 – present
 - Of that, 5 % in 2020
- Commercial sales remain strong
 - 6 commercial in 2020
 - Most notable commercial areas: Montague St and King St. corridors

THANK YOU!



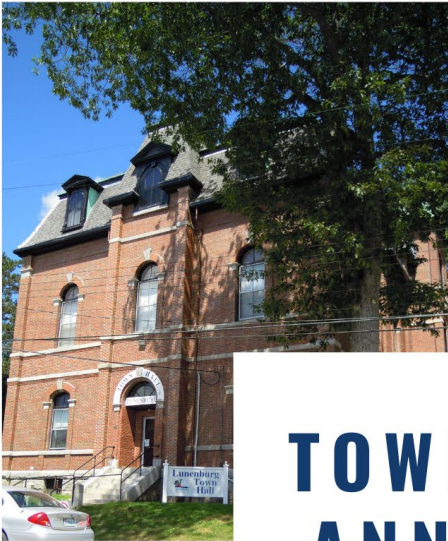
Property Valuation Services
Corporation

A truly valued Nova Scotia

1-800-380-7775

www.pvsc.ca

inquiry@pvsc.ca



TOWN OF LUNENBURG ANNUAL WORK PLAN 2021/22





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MESSAGE FROM THE MAYOR

The Town of Lunenburg acknowledges that it is located in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq people. We are all beneficiaries of the Peace and Friendship Treaties with this region's First Nation and we will all benefit when we find a new way forward based on the principles of truth and reconciliation.

The Town of Lunenburg's Annual Work Plan is a roadmap of the municipality's priorities for the 2021/22 fiscal year (April 1, 2021 to March 31, 2022). This roadmap is determined by the Project Lunenburg Comprehensive Community Plan (CCP) as well as by the essential core services we provide to our residents, businesses and visitors.

Core services include things like electricity, drinking water, garbage collection, fire and police, and skating at the Arena. The CCP lays out how the Town will approach long-term strategic goals such as housing, sea level rise, infrastructure, accessibility and diversity. Together these priorities give Lunenburgers the kind of community we value and will also see us grow and strengthen for years to come. Quarterly progress reports will be provided at Lunenburg Town Council meetings and on-line to ensure we are meeting our commitment to implement the CCP Strategic Directions, Goals and Action items described in the Town's first Annual Work Plan.

I'm proud of the work being done by Town Council, staff, partner organizations, volunteers and citizens to bring these priorities to life in Lunenburg, despite the very real impact of the ongoing COVID-19 pandemic on our local community and economy. Thank you.



Lunenburg Town Council 2020-24

L to R: Deputy Mayor Peter Mosher, Councillor Jenni Birtles, Councillor Melissa Duggan, Mayor Matt Risser, Councillor Susan Sanford, Councillor Ed Halverson & Councillor Stephen Ernst



EXECUTIVE SUMMARY

This chart summarizes all the project priorities for Town Council, Committees and staff in fiscal 2021/22 (April 1, 2021 to March 31, 2022). This includes (A) the Comprehensive Community Plan (CCP)'s Five Year Plan Action items and (B) operational priorities by Department if not already addressed in a CCP Action item.

For more on the CCP Action Items please see pp. 6 – 16 and for more on Departmental responsibilities, see pp. 17 - 20.

PRIORITIES CHART 2021/22	
A. CCP FIVE YEAR PLAN PRIORITIES (YEAR 1 OF 5)	
<ul style="list-style-type: none"> • Municipal Planning Strategy, Land Use Bylaw & Subdivision Bylaw • Heritage Conservation District Plan & Bylaw <p>Community Structure</p> <ul style="list-style-type: none"> • Study re: sustainable energy district (Action #8) • Initiate Blockhouse Hill site planning for development (Action #10) <p>Housing</p> <ul style="list-style-type: none"> • Foster relationships with stakeholders (Action #20) <p>Servicing & Facilities</p> <ul style="list-style-type: none"> • Upgrades to Wastewater Treatment Plant: pre-engineering study & Flood Study (Action #1) • Upgrades to Wastewater collection & discharge system: Capital maintenance projects (Action #2) • Municipal facilities plan; Capital maintenance projects (Action #6) <p>Mobility</p> <ul style="list-style-type: none"> • Improve connectivity between Old Town & New Town (Action #30), including maintenance projects re: sidewalks, trails 	<p>Economic Development</p> <ul style="list-style-type: none"> • Enhance relationships with surrounding communities (Action #4) • Establish a staff position (Action #23) <p>Heritage/Urban Design</p> <ul style="list-style-type: none"> • Lunenburg Accessibility Plan (Actions #16, 22) <p>Environment & Sustainability</p> <ul style="list-style-type: none"> • Study on energy-efficient retrofits (Action #5) <p>Culture & Recreation/Governance</p> <ul style="list-style-type: none"> • Anti-Racism Special Committee (Actions #3, 11, 12, 18) <p>Governance</p> <ul style="list-style-type: none"> • Deepen work with local & regional partners re shared services (Action #7) • Develop a public participation strategy (Action #9), followed by Communications plan update, including new government/visitation websites • Undertake an organizational review, including a policy/bylaw review (Action #14) • Identify performance indicators to annually evaluate municipality (Action #34)



B. OPERATIONAL PRIORITIES

CORPORATE SERVICES

- Budget 2020/21 accounting & oversight
- Cultural Action Plan staff review report
- Corporate CCP Plan quarterly reporting
- Council & staff professional development
- IT systems upgrades/inter-municipal partnership
- Lunenburg Accessibility Operational Plan (2022)
- Municipal Audit & Financial Statements preparation
- Municipal Climate Change Action Plan review
- Nova Scotia Power operating service contract oversight
- Municipal procurement
- Planning & Development capacity addition with new Planning Technician
- Risk management & municipal insurance
- Town building and property licenses, lease & sales

ELECTRIC UTILITY

- Capacitor Bank Distribution project
- Utility maintenance with poles, overheads & transformers
- New & increased service installations
- Street light upgrades

PROTECTIVE SERVICES

- Replacement Pumper truck/Tanker truck delivery & training
- *Capital projects captured under CCP Action #6.*

PUBLIC WORKS

- Asset Management Plan/GIS development
- Street & sidewalk maintenance
- Snow & ice control
- Solid waste systems
- Fleet maintenance
- *Capital projects captured under CCP Action #6.*
-

RECREATION

- Adaptation of public facilities & programming for public safety during the pandemic
- Service delivery of recreation facilities
- Special events planning
- PRO Kids Financial Assistance program for children and youth
- Ice resurfacers delivery & training
- *Capital projects captured under CCP Action #6.*

WATER UTILITY

- Water Rate study & meter analysis
- Provincial Water Withdrawal Permit study & application
- Source Water Management Plan projects

WASTEWATER

- Plant & collection system maintenance & upgrades
- Provincial & Federal treatment reporting
- *Capital projects captured under CCP Action #1 & 2.*



A. PROJECT LUNENBURG – COMPREHENSIVE COMMUNITY PLAN (CCP)

Project Lunenburg's Comprehensive Community Plan (CCP) will inform and shape municipal decision-making and activity for the next 40 years. The success of this Plan depends on collaboration among the Town, project partners and the community.

The CCP was developed by UPLAND Planning & Design Studio with extensive community input over a period of 18 months. It is a plan for the community, by the community. It is designed to be reviewed in five-year increments; the first review will be in 2025.

The current Five Year Plan contains 35 Action Items based on 10 Strategic Directions.

CCP Strategic Directions



Navigating the Future, Together.



CCP Five Year Plan – Action Items 2021/22

The following charts outline the CCP Strategic Direction Goal Action milestones for the current fiscal year 2021/22 (year 1 of 5) only.

KEY to CCP Strategic Direction Charts

STRATEGIC DIRECTION GOAL	<i>Description of the Strategic Direction</i>
5 YEAR ACTION ITEMS	<i>The Action Item #s refer to the CCP weighting exercise utilized by staff. Internal work plan Gantt chart documents are all numbered accordingly.</i>
MUNICIPAL LEAD	<i>Department(s) assigned to an Action Item project by Town staff.</i>
KEY STAKEHOLDERS	<i>Potential partners on an Action Item project identified by UPLAND Planning & Design.</i>
MILESTONES FOR FISCAL 2021/22	<i>Work progress on an Action Item projected for this fiscal year. Items that appear in “grey font” are Actions to be acted upon in upcoming years.</i>



STRATEGIC DIRECTION: Community Structure

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MUNICIPAL LEAD	KEY STAKEHOLDERS	MILESTONES FOR FISCAL 2021/22
A town that accommodates growth and change in a well-planned way that is respectful of its layered past and creates opportunities for its long term future.	#8 Study & planning for a sustainable energy district	Planning Electric Public Works	Private investors, Smart Cities, Province & other municipalities.	▶ Scope of work/RFP preparation, & hiring of external consultant for energy study
	#10 Site planning for Blockhouse Hill	Planning	Developers, Housing NS & Housing advocacy groups	▶ Development plan initiation: surveying, appraisal, preliminary engineering review ▶ Enabling MPS, Land Use & Subdivision Bylaws with specifications in progress will include comprehensive zoning



STRATEGIC DIRECTION:
Housing

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MUNICIPAL LEAD	KEY STAKEHOLDERS	MILESTONES FOR FISCAL 2021/22
A town that offers a wide range of high quality and affordable housing options.	#13 Conduct a feasibility study of mechanisms to encourage long-term residency	Planning	Housing/Planning consultant, Province of NS & local homeowners	▶ Scheduled to begin work in 2022/23
	#17 Regulate short-term rentals	Planning	Local short-term rental operators & Province of NS	▶ Enabling MPS, Land Use & Subdivision Bylaws to be completed first
	#20 Continue to foster relationships with housing stakeholders to foster collaboration & data sharing	Planning	Housing/Planning consultant, Canadian Mortgage Housing Corporate (CMHC), Housing NS, South Shore Housing Action Coalition, Affordable Housing Association of NS, regional non-profit housing providers, local home owners & renters, local land lords & private developers	▶ Initiate conversations with Housing NS, SSHAC, & other stakeholders on related policy, funding, & development work
	#25 Study, policies & other actions toward alternative housing models	Planning		▶ Enabling MPS, Land Use & Subdivision Bylaws to be completed first
	#33 Continue to monitor & analyze housing demand & supply, demographic indicators & relevant development trends	Planning		▶ Baseline data needed; consultant not included in 2021/22 budget



**STRATEGIC DIRECTION:
Servicing & Facilities**

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MUNICIPAL LEAD	KEY STAKEHOLDERS	MILESTONES FOR FISCAL 2021/22
<p>A town where the long-term infrastructure needs of the community are met through strategic management and incremental, well-phased upgrades that are financially sustainable.</p>	<p>#1 Upgrades to the wastewater treatment plant</p>	<p>Public Works</p>	<p>Infrastructure Canada & Service NS</p>	<p>▶ Engineering pre-design reports July 2021 Flood Study interim recommendations implementation</p>
	<p>#2 Plan & make upgrades to the wastewater collection & discharge system</p>	<p>Public Works</p>	<p>Infrastructure Canada & Service NS</p>	<p>▶ Capital projects: lift stations, catch basins & salt water intrusion remediation ▶ Sanitary & storm master plan deferred to 2022/23</p>
	<p>#6 Plan for long-term of all municipal facilities, including renovation, sale or lease.</p>	<p>Public Works Planning Heritage</p>	<p>Community groups, real estate experts & Parks Canada</p>	<p>▶ Facilities report including Heritage & Planning implications for redevelopment (internal) ▶ Capital facilities maintenance projects: Town Hall, Annex, Arena, Skate Park, & Fire Hall</p>



STRATEGIC DIRECTION:
Mobility

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MUNICIPAL LEAD	KEY STAKEHOLDERS	MILESTONES FOR FISCAL 2021/22
<p>A town with an integrated transportation system for all modes that can support the needs of residents and visitors without creating undue burden on the town.</p>	<p>#29 Plan for new visitor, employee & bus parking areas outside of Old Town & associated programs</p>	<p>Planning Public Works Corporate Services</p>	<p>Private sector operators, community groups, Tourism NS & external consultant</p>	<p>▶ Planning scheduled to initiate in 2022/23. Enabling MPS, Land Use & Subdivision Bylaws to be completed first</p>
	<p>#30 Improve connectivity between Old Town & New Town for all modes of transportation.</p>	<p>Planning Public Works Recreation</p>	<p>External consultant & other levels of government funding</p>	<p>▶ Evaluate Bikeway Concepts Design provided by Bicycle NS for feasibility (internal) ▶ Capital projects: Tannery Road sidewalk surveying & legal, Back Harbour trail resurfacing</p>



**\$ STRATEGIC DIRECTION:
Economic Development**

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MUNICIPAL LEAD	KEY STAKEHOLDERS	MILESTONES FOR FISCAL 2021/22
A town where year-round, well-paying employment is available to all residents.	#4 Enhance relationships with surrounding communities & municipalities	Corporate Services	MODL, Bridgewater, Mahone Bay, Chester & Queens	<ul style="list-style-type: none"> ▶ New Economic Development Officer action priority. ▶ Joint services streamline development & regional business development opportunities, e.g. building & technology services
	#23 Establish a staff position that can support economic development initiatives	Corporate Services	MODL, Bridgewater, Mahone Bay, Chester, LBOT & Develop NS	<ul style="list-style-type: none"> ▶ Economic Development Officer recruitment & onboarding to realize CCP initiatives
	#26 Create an inventory of economic information, including vacant & available land or storefronts, as well as other economic data.	Planning Corporate Services	MODL, Bridgewater, Mahone Bay, Chester, LBOT & Develop NS	<ul style="list-style-type: none"> ▶ Economic Development Officer Action item when in place, with Planning



STRATEGIC DIRECTION:
Heritage

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MUNICIPAL LEAD	KEY STAKEHOLDERS	MILESTONES FOR FISCAL 2021/22
<p>A town which continues to evolve as a living heritage site and recognizes a holistic view of its diverse history.</p>	<p>#22 Policy to encourage accessibility & provide heritage design guidance</p>	<p>Heritage</p>	<p>Lunenburg County Joint Accessibility Advisory Committee</p>	<p>► Develop Lunenburg Accessibility Operational Plan, facilitated by Lunenburg County Joint Accessibility Coordinator (to be hired)</p>
	<p>#31 Accommodate new additions to heritage structures such as solar panels without detrimental impacts to heritage value</p>	<p>Heritage</p>	<p>Efficiency NS</p>	<p>► Enabling Heritage Conservation District Plan & Bylaw to be completed first; Action #31 is included in document</p>
	<p>#35 Ensure infill & new development is visually compatible with, subordinate to, & distinguishable from the historic place</p>	<p>Heritage</p>	<p>Other NS UNESCO sites</p>	<p>► Enabling Heritage Conservation District Plan & Bylaw to be completed first; Action #35 is included in document</p>



**STRATEGIC DIRECTION:
Urban Design**

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MUNICIPAL LEAD	KEY STAKEHOLDERS	MILESTONES FOR FISCAL 2021/22
<p>A town that is shaped by cohesive design & supported by amenities that creates an attractive, enjoyable, & sustainable urban environment for residents & visitors.</p>	<p>#16 Policies & other actions to improve accessibility throughout the town</p>	<p>Heritage Public Works</p>	<p>Lunenburg County Joint Accessibility Advisory Committee & NS Accessibility Advisory Board</p>	<ul style="list-style-type: none"> ▶ Develop Lunenburg Accessibility Operational Plan, facilitated by Lunenburg County Joint Accessibility Coordinator (to be hired) ▶ Draft RFQ for development of accessible sidewalk standards & guidelines
	<p>#19 Activate streetscapes through design & programming</p>	<p>Planning Public Works</p>	<p>Develop NS, LBOT & external consultant.</p>	<ul style="list-style-type: none"> ▶ Project budget deferred to 2022/23.
	<p>#28 Policies & programs for street trees & urban forest</p>	<p>Planning Public Works</p>	<p>Forest NS Department of Lands & Forestry & Canadian Urban Forest Research Group</p>	<ul style="list-style-type: none"> ▶ Project budget deferred to 2022/23.



**STRATEGIC DIRECTION:
Environment & Sustainability**

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MUNICIPAL LEAD	KEY STAKEHOLDERS	MILESTONES FOR FISCAL 2021/22
<p>A town that is ecologically diverse and climate resilient that has adapted to a changing climate while also reducing its overall footprint on the natural environment.</p>	<p>#5 Partnerships to encourage energy efficient retrofits</p>	<p>Corporate Services Electric Public Works</p>	<p>Efficiency NS, NSPI, Departments of Natural Resources, Energy & Mines & Infrastructure Canada</p>	<p>▶ Scope of work/RFP preparation, & hiring of external consultant re operating study</p>
	<p>#15 Facilitate ongoing community learning & dialogue about sea level rise & climate change projections & adaptation measures</p>	<p>Planning</p>	<p>Town residents, NS Environment, Department of Municipal Affairs, Housing NS, Coastal Action, Fisheries & Oceans Canada & Environment & Climate Change Canada</p>	<p>▶ Scheduled to begin 2023. Flood Study modeling tool available online</p>
	<p>#21 Policies to regulate buildings near the shoreline as part of sea level rise adaptation</p>	<p>Planning</p>	<p>Town residents, NS Environment, Department of Municipal Affairs, Housing NS, Coastal Action, Fisheries & Oceans Canada & Environment & Climate Change Canada</p>	<p>▶ Enabling MPS & Land Use Bylaw to be completed ▶ Pending Provincial Coastal Protection Act Regulations will need to be assessed for Town impact</p>
	<p>#27 Policies for wind & solar energy at multiple scales</p>	<p>Corporate Services Electric Public Works</p>	<p>NSPI</p>	<p>▶ Enabling MPS, Land Use Bylaw & Heritage Conservation District guidelines required first</p>



**STRATEGIC DIRECTION:
Culture & Recreation**



STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MUNICIPAL LEAD	KEY STAKEHOLDERS	MILESTONES FOR FISCAL 2021/22
<p>A town where all community members have access to cultural and recreation experiences.</p>	#11 Foster inclusivity in programming & leadership	Corporate Services Heritage Recreation	<p>Lunenburg Foundation for the Arts, local artists, South Shore Multicultural Association, ISANS, Black Loyalist Heritage Centre, Acadia First Nation, Native Council of NS, South Shore Sexual Health Centre, SSRCE & Lunenburg Pride</p>	<ul style="list-style-type: none"> ▶ Anti-Racism Special Committee report & recommendations ▶ Continue special flag-raising events such as Pride, Mi'kmaq Grand Council, Transgender Day of Mourning & Pan-African
	#12 Build relationships between the Town & Mi'kmaq residents & organizations, & the Town & Black residents & organizations in the area	Corporate Services Heritage Recreation		<ul style="list-style-type: none"> ▶ Anti-Racism Special Committee report & recommendations
	#18 Create a special committee to promote anti-racism & decolonization, with particular emphasis on the lived experiences & aspirations of Black, Indigenous, & people of colour in Lunenburg	Corporate Services Heritage Recreation		<ul style="list-style-type: none"> ▶ Anti-Racism Special Committee report & recommendations re: Municipal Action Plan Against Racism & Discrimination
	#24 Facilitate partnerships & opportunities to increase waterfront access, including boardwalks & walking paths	Planning Public Works Recreation		<ul style="list-style-type: none"> ▶ Connected to Mobility Action #30: improve connectivity between Old/New Town; ongoing partnerships with community organizations
	#32 Study & access the regional arts & recreation facility needs, & develop an integrated strategy for renovation/new construction	Planning Public Works Recreation		<ul style="list-style-type: none"> ▶ Servicing & Facilities Action #6 re Town facilities building report to be completed first; future regional project development will be required



**STRATEGIC DIRECTION:
Governance**

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MUNICIPAL LEAD	KEY STAKEHOLDERS	MILESTONES FOR FISCAL 2021/22
<p>A town where positive relationships, communication, continual engagement, and shared vision are the foundation to municipal decision-making.</p>	<p>#3 Reform municipal committees to create a culture of inclusion</p>	<p>Corporate Services Planning Heritage Recreation</p>	<p>NSFM, other municipalities, Province of NS & external consultant</p>	<p>▶ Anti-Racism Special Committee report & recommendations</p>
	<p>#7 Deepen work with local & regional partners in the provision of shared services</p>	<p>Corporate Services</p>	<p>MODL, Bridgewater, Mahone Bay Chester & Queens</p>	<p>▶ 2021/22 opportunities include IT services, fire inspection, bylaw enforcement, & building inspection</p>
	<p>#9 Expand Town's communication plan to include a public participation strategy</p>	<p>Corporate Services Planning Heritage</p>	<p>Community Sector Council of NS, Inspiring Communities & AMANS</p>	<p>▶ Public participation strategy to be developed (internal)</p>
	<p>#14 Undertake an organizational review that will identify changes required for enabling implementation of the CCP</p>	<p>Corporate Services</p>	<p>External consultant</p>	<p>▶ RFP for external consulting service with Council and staff support to implement</p>
	<p>#34 Identify performance indicators & appropriate measurements to annually evaluate activities of the municipality</p>	<p>All Departments</p>	<p>NSFM, other municipalities, St. FX Coady International Institute & external consultant</p>	<p>▶ RFP for external consulting service with Council and staff support to implement</p>



B. MUNICIPAL SERVICES

Essential Core Services

In addition to the Strategic Direction Goal Actions from the Project Lunenburg Comprehensive Community Plan, the Town provides an expansive range of core services to the community. Many of these services are subject to rigorous Provincial and Federal legislative compliance standards including the Municipal Government Act, Environment Act, Fisheries Act, Utility and Review Board Act, Cemeteries and Monuments Protection Act, Fire Safety Act, Building Code Act, Weights and Measures Act and others.





Departmental Responsibilities

Corporate Services	<p>2021/22 Budget Operating \$600,900 Capital \$191,000</p> <p>Property Tax Base</p> <ul style="list-style-type: none"> • 1,197 residential • 183 commercial • 10 seasonal tourist 	<p>Services Provided</p> <ul style="list-style-type: none"> • Administration (human resources & labour relations; IT services; insurance & risk management; leases & rentals; mapping; municipal records management; Council, Committee & staff training; public inquiries/complaints; regional collaboration) • Bylaws & Policies & advisory services • Communications & Public Relations • Council & Committees (agendas, minutes, administration & request execution) • Economic Development (film locations; new & existing business inquiries; shared services; community organization grants & funding application support) • Elections • Finance (accounting, audits & budgeting; Utility billings & account management; low income tax relief; payroll & benefits; procurement & contract management) • Heritage (permits & inspection; education; recognition programs) • Online civic address system • Open Government (public information & records access) • Planning & Development (planning projects, building permits; development agreements; municipal planning; land use/zoning; Project Lunenburg) • Public Relations & Communications
	Electric Utility	<p>2021/22 Budget Operating \$6,764,100 Capital \$573,800</p> <p>2,200 Customers</p> <ul style="list-style-type: none"> • 1,800 residential = 80% • 400 commercial = 20% • 6.7% savings over NSPI customers (residential)



Protective Services	2021/22 Budget Operating <ul style="list-style-type: none">• Fire \$698,000• RCMP \$858,100• Other \$110,000 Capital \$64,700	Services Provided <ul style="list-style-type: none">• Animal Control• Building & Fire Inspection• Dangerous & Unsightly Premises• Emergency Management Planning• Fire & Rescue services for Districts #1 & 2 of Municipality of Lunenburg (interior & exterior, incl. boats, motor vehicle collisions, ice)• Mutual aid assistance for other Regional Fire Departments• RCMP policing
Public Works	2021/22 Budget Operating <ul style="list-style-type: none">• Transportation Services \$1,027,500• Environmental Health \$1,407,000• Environmental Development \$636,300 Capital \$767,000	Services Provided <ul style="list-style-type: none">• Street & sidewalk maintenance, snow plowing & salting• Maintenance of Town buildings & facilities• Solid Waste Management (garbage, recycling, compost, bulky waste), including Starr Street compost; yearly calendar; maintain records of carts• Wastewater/Stormwater: Collect & treat wastewater; operate & maintain treatment plant, pumping stations, collection system; maintain storm sewer infrastructure manholes, catch basins; Provincial & Federal government reporting requirements• Cemetery maintenance & burials• Maintain Public Works vehicles, equipment & municipal signage• Parking meter maintenance & coin collection• Festival/event support (installations, recycling stations, traffic control, etc.)• Clean up of post-storm tree brush, fall leaf collection, street litter, etc.• Town parks & gardens maintenance



Recreation	2021/22 Budget Operating <ul style="list-style-type: none">• Recreation \$507,300• Cultural \$291,400 Capital \$77,500 Estimated income from program fees & rentals <ul style="list-style-type: none">• \$19,000 Fees• \$188,600 Rentals
Water Utility	2021/22 Budget Operating \$1,641,100 Capital \$668,000 1,347 Customers <ul style="list-style-type: none">• 1,153 residential = 86%• 194 commercial = 14%

Services Provided

- Recreation facility (Arena, Community Centre, sports fields, skate park, playgrounds, trails) maintenance & rentals
- Development, promotion, delivery of indoor/outdoor recreation programming
- Public special events planning, organizing, & implementing
- Regional shared/cooperation projects
- PRO Kids program (financial assistance program for children & youth re: sport, recreation & culture activities)

Services Provided

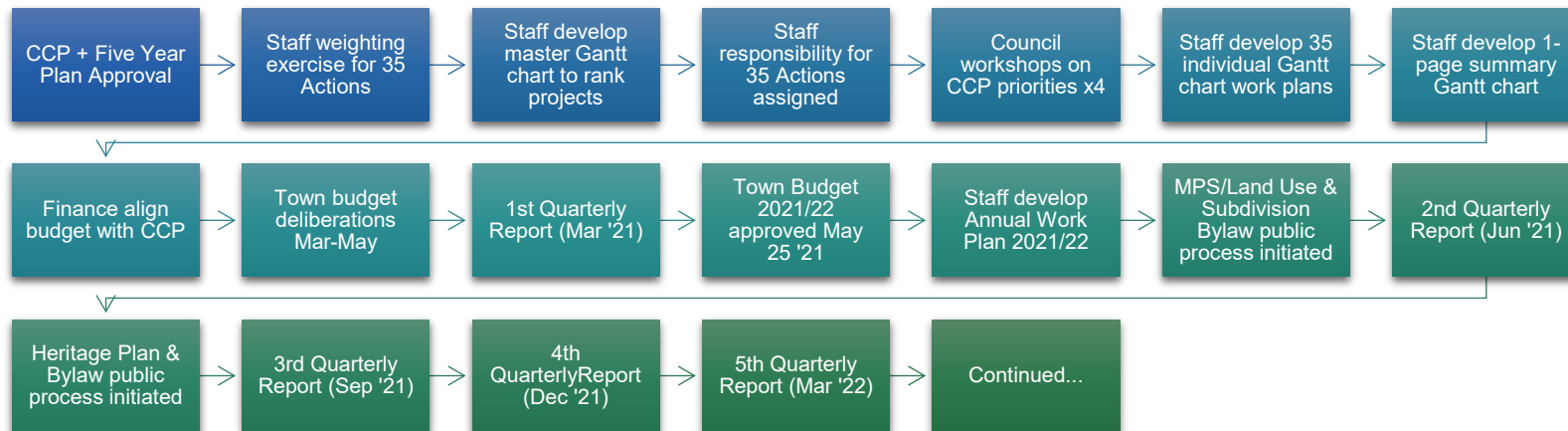
- Water treatment
- Maintain Town's water distribution system
- Daily/weekly/semi-annual testing of treated water
- Provincial & Federal government reporting requirements
- Provide water for fire protection
- Commercial water meter reading
- Maintain Water Utility property, buildings, infrastructure & equipment
- Watershed management



IMPLEMENTATION & ENGAGEMENT

An overview of the steps being taken by Council and staff to bring the Comprehensive Community Plan (CCP)'s Five Year Plan Action items to life and how the status of the work is being shared with the public.

CCP Five Year Plan Implementation



1. November 17, 2020: Town Council unanimously approved the Project Lunenburg CCP, as well as the 35 Strategic Direction Goal Action items identified as the Actions to be undertaken in the first five years of the forty year Plan.
2. UPLAND Planning & Design is continuing to work on a new Municipal Planning Strategy, Land Use Bylaw, Subdivision Bylaw and revised Heritage Conservation District Plan and Bylaw. The first three of these documents were released to the public on May 8, 2021 and are currently undergoing a public feedback process. These documents are required to enable many of the Action Items to proceed.
3. December 17, 2020: Workshop #1 – the first of four CCP Priorities workshops; presented the weighting exercise completed by staff during November - December 2020 to evaluate the relative priority of each of the 35 Action Items, considering factors such



as if it was an “enabling” item (i.e., does it need to be in place to allow other Actions to proceed) & what Actions were connected. From there, a master Gantt chart was developed to rank the projects.

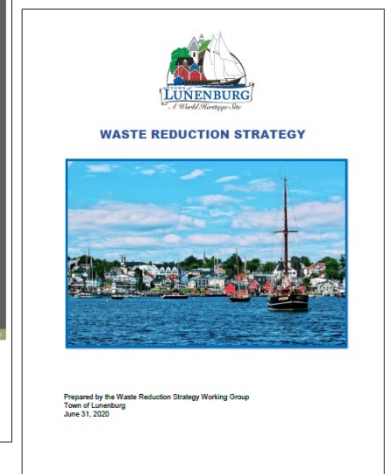
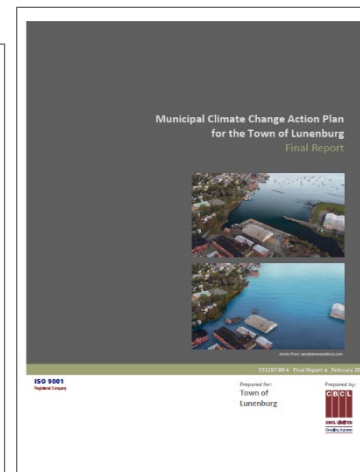
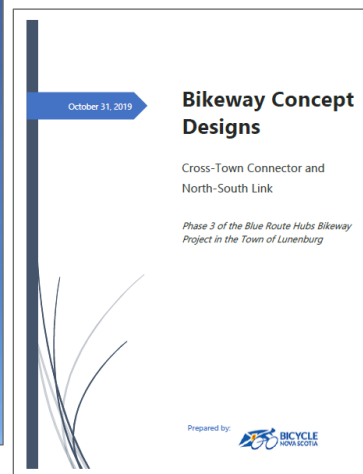
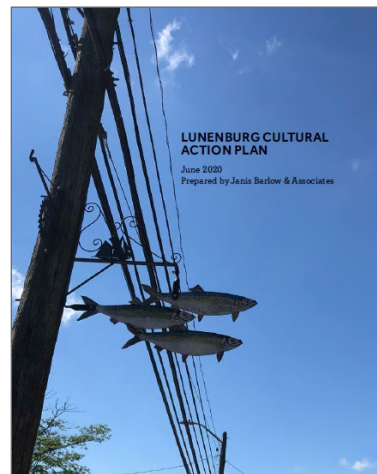
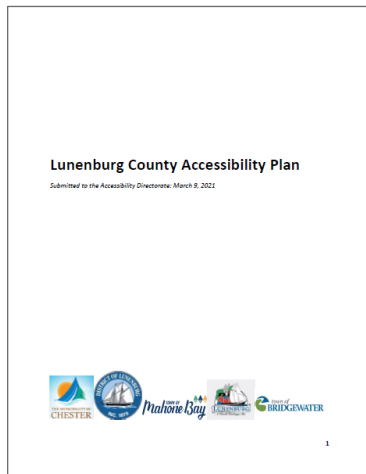
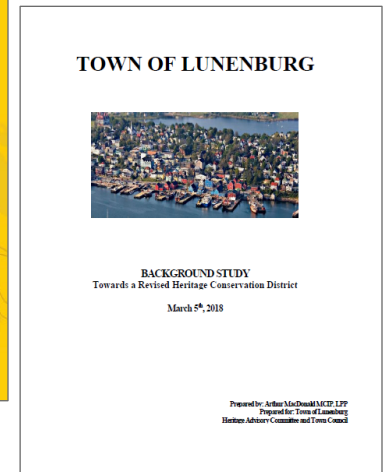
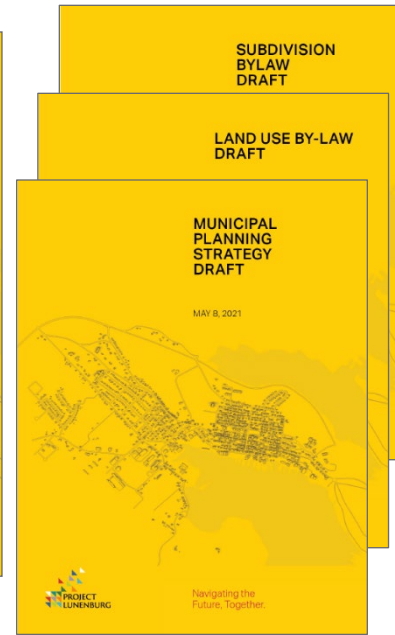
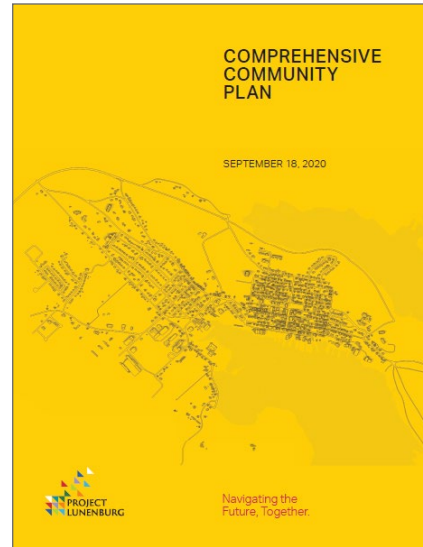
4. January 18, 2020: Workshop #2 – staff assigned each Action item to responsible Departments, an estimated timespan and UPLAND’s provided budget range. Staff were assigned Action items to create individual work plan/critical path Gantt Charts for each one. The first seven were presented at this workshop to describe implementation steps.
5. February 16, 2021: Workshop #3 at Committee of the Whole – all 35 Gantt charts completed with planning notes, as well as an overall one-page summary Gantt chart showing the timelines of all 35 Actions presented to Council.
6. March 2, 2021: Workshop #4 at Committee of the Whole – CCP Action items and five year work plan based on the Gantt charts was approved by Council. An annual work plan for year 1 of 5 was requested of staff.
7. March 16, 2021: Finance staff presented a revised structure of the Town Budget (insofar as possible, subject to Provincial regulation) to align with the CCP & presented this to Council. Determination of Action items subject to budget approval and funding availability. Council deliberations on the budget, with staff presentations of alternate scenarios during spring 2021.
8. Town Budget 2021/22 was approved by Council on May 25, 2021. A copy is available from the Town website here: <https://explorelunenburg.ca/finances-and-tax-rates.html>
9. Reporting: staff preparing Quarterly Update reports to Council reporting on status of each Action item as the fiscal year progresses. First quarterly report received March 23, 2021; the next one is scheduled for June 2021.
10. Operations: this Annual Action Plan 2021/22 shows the milestones to be achieved during this fiscal year, as aligned with the Town Budget 2021/22.
11. CCP Action #34 is a project to develop performance indicators to annually evaluate activities of the municipality; scheduled for initiation this year.



Public Engagement

CCP progress updates are shared with the public and/or public feedback solicited through the following channels:

- Council Meetings – in person and live streamed; agenda and minutes packages are available on the Town website.
- Committee of the Whole – in person and live streamed; agenda and minutes packages are available on the Town website. Budget deliberations including CCP Five Year Plan Priorities are evaluated.
- Public Information Meetings/Public Hearings – when additional public input is required, such as is taking place now for the revised Municipal Planning Strategy, Land Use Bylaw, Subdivision Bylaw and later in the year the Heritage Conservation District Map and Bylaw amendment. These are advertised in the newspaper and on-line and notices sent to property owners.
- Mayor’s Monthly Update – this informal newsletter from Mayor Risser always begins with an update on Project Lunenburg; available on the Town website, social media and to a subscribed mailing list.
- Periodic updates are shared via the Town website and social media as appropriate.
- CCP Action #9 is to develop a public participation strategy as part of a revised communication plan scheduled for completion this year.





APPENDICES

1. **Organization & Committees Charts**
2. **CCP 35 Actions – Ranking Spreadsheet by Strategic Direction – December 17, 2020**
3. **CCP 35 Actions – Individual Gantt Charts – February 16, 2021**





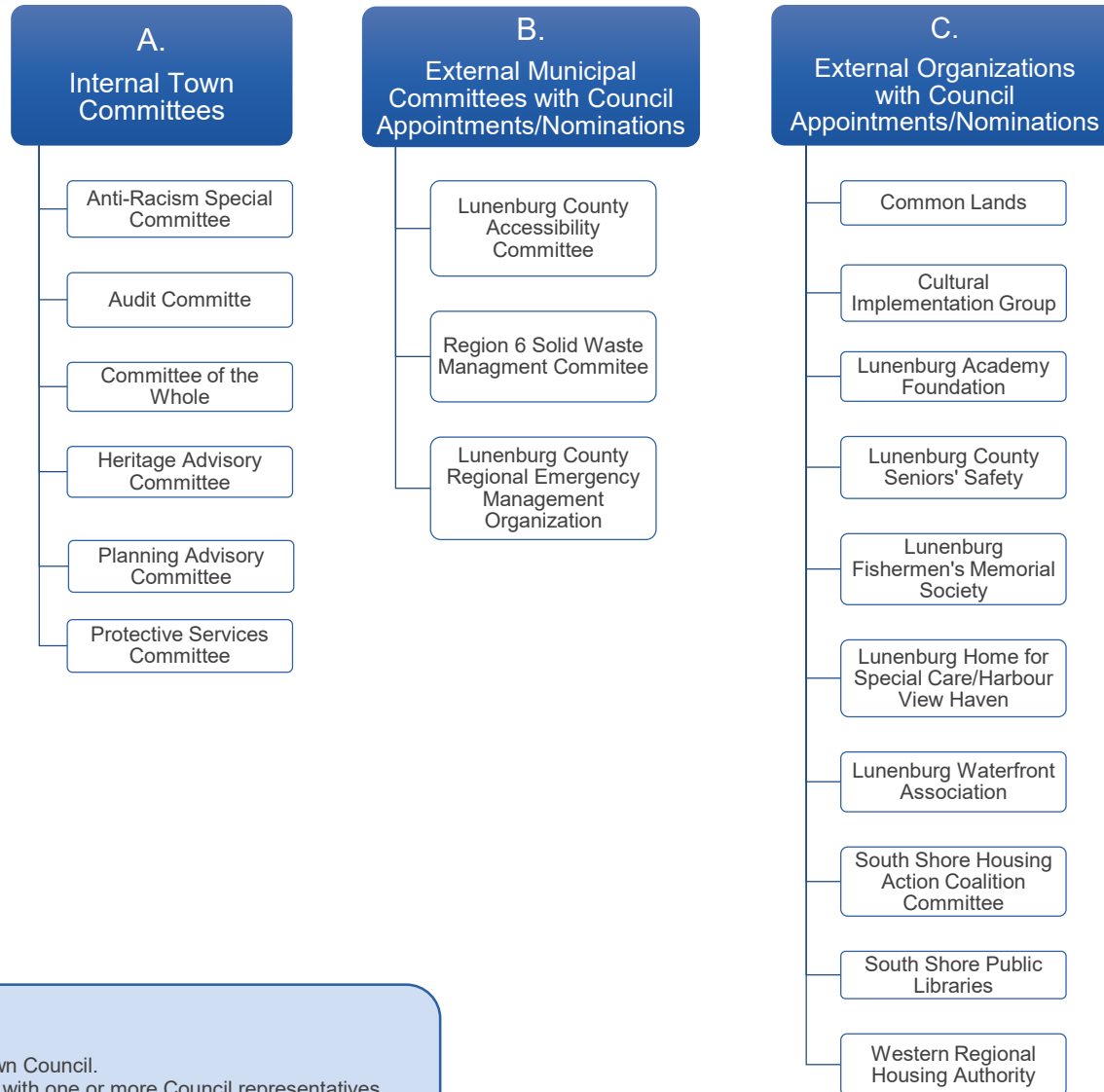
ORGANIZATION CHART



**Additional responsibilities*



TOWN COMMITTEES STRUCTURE



Note:

- A. Report directly to Town Council.
- B. External Committees with one or more Council representatives. Major items may require Council approval, e.g. budgets.
- C. External Organizations with one or more Council representatives. Generally no formal reporting function to Council.



STRATEGIC DIRECTION - **COMMUNITY STRUCTURE**

GOAL - A town that accommodates growth and change in a well-planned way that is respectful of its layered past and creates opportunities for its long-term future.

Evaluation Matrix	Section	Action	CCP ESTIMATED PRICE RANGE		Weighted Score	Ranking	2021/22	2022/23	2023/24	2024/25	2025/26	Steps to Implementation	Potential Partners	Responsible Department(s)
			From	To										
*Number and mix of new housing units. *Housing Unit density per residential acre. *Number of secondary and backyard suites. *Population, number of households and youth population *Capital and operating costs of roads and services relative to number of new housing units. *Area of public open space per resident and maximum walking distance from residences to public open space. *Number of live/work units and home-based businesses. *Proportion of renewable energy in utility's energy mix.	2.10 Waste and sustainable Energy District (a.b)	Study and Planning for a sustainable energy district.	\$100,000	\$1,000,000	57.0	8						1. Define scope of work and create RFP. 2. Partner with external consultant to undertake study. 3. Determine Feasibility and plan for implementation.	Private Investors, Smart Cities, Province of Nova Scotia, Other Municipalities.	Electric Utility/Planning Department
	2.4 Residential Expansion (d)	Site Planning for Blockhouse Hill.	\$100,000	\$1,000,000	53.60	10						1. Relocate campground and offset lost board of Trade Revenue by increasing Old Town visitor parking fees. 2. Rezone Blockhouse Hill for comprehensive development. 3. Initiate feasibility study to explore conditions of sale, municipal land bank or community land trust as preferred model to ensure inclusion of affordable housing. commence Blockhouse Hill master planning study. 4. Commence Blockhouse Hill master planning study.	Developers, Housing Nova Scotia, Housing Advocacy Groups.	Board of Trade, Planning Department



STRATEGIC DIRECTION - HOUSING

GOAL - A town that offers a wide range of high quality and affordable housing options.

Evaluation Matrix	Section	Action	CCP ESTIMATED PRICE RANGE		Weighted Score	Ranking	2021/22	2022/23	2023/24	2024/25	2025/26	Steps to Implementation	Potential Partners	Responsible Department(s)
			From	To										
<p>*Number of units constructed and offered for 30% or less of the median household income for the census DA (permit records, census data).</p> <p>*Single-detached dwelling units as a proportion of new construction (permit records over time).</p> <p>*Number of affordable housing developments funded in part by the Town (financial records).</p> <p>*Proportion of renters to owners (census data over time).</p> <p>*Proportion of renter and owner households spending over 30 of their income on shelter (census data over time).</p> <p>*Number of accessibility-related retrofits (permit records).</p>	3.5 Short-term Rentals (a-d)	Regulate short-term rentals.	\$10,000	\$100,000	46.0	17						<ol style="list-style-type: none"> Incorporate STR policy in upcoming MPA and LUB review. Issue a request for tender (RFT) for consulting services to complete a Short-term Rental Bylaw. Create a Municipal fund(s) to allocate income acquired from STR registration and taxation to enforcement and affordable initiatives. 	Local short-term rental operators, the Province of Nova Scotia.	Planning Department
	3.6 Housing Programs (f)	Conduct a feasibility study of mechanisms to encourage long-term residency.	\$10,000	\$100,000	50.50	13						<ol style="list-style-type: none"> Issue a request for proposals for consulting services that would include a feasibility analysis of the following mechanisms: <ul style="list-style-type: none"> -International/national buyer tax; -Other non-resident owners tax; -Empty homes tax; -Lower owner tax credit (or augments provincial assessment cap). Work with consultant to develop an implementation plan. 	Housing/Planning consultant, Province of NS, local homeowners.	Planning Department
	3.1 General (h,i)	Continue to foster relationships with housing stakeholders to foster collaboration and data sharing.	No Cost		44.8	20						<ol style="list-style-type: none"> Consult with Housing Nova Scotia on how their 2019-2022 Housing Action Plan could impact CCP recommendations. Establish protocols for communication with housing stake-holders on related policy, funding and development work. 	Canadian Mortgage & Housing Corporation, Housing Nova Scotia, South Shore Housing Action Coalition, The Affordable Housing Association of Nova Scotia, regional non-profit housing providers, local home owners and renters, local landlords, private developers.	Planning Department



STRATEGIC DIRECTION - HOUSING

GOAL - A town that offers a wide range of high quality and affordable housing options.

Evaluation Matrix	Section	Action	CCP ESTIMATED PRICE RANGE		Weighted Score	Ranking	2021/22	2022/23	2023/24	2024/25	2025/26	Steps to Implementation	Potential Partners	Responsible Department(s)
			From	To										
Page 2-Housing Continued	3.4 Alternative Housing Models (a-o)	Study, policies and other actions toward alternative housing models.	\$10,000	\$100,000	37.73	25						1. Enable alternative housing options through a review of Municipal land use documents. 2. Promote alternative housing options through programs and educational materials. 3. Work with housing stakeholders to develop financial incentives for alternative housing models. 4. Work with interested local housing advocates or non-profits within the region to conduct a feasibility study into establishing a Municipal land bank and community land trust.	Planning Consultants, Canadian Mortgage Housing Corporation, Housing Nova Scotia, South Shore Housing Action Coalition, the Affordable Housing Association of Nova Scotia, Regional non-profit housing providers, local home owners and renters, local landlords, private developers.	Planning Department
	3.1 General (f,g)	Continue to monitor and analyze housing demand and supply, demographic indicators and relevant development trends.	\$100,000	\$1,000,000	26.85	33						1. Enable alternative housing options through a review of Municipal land use documents. 2. Promote alternative housing options through programs and educational materials. 3. Work with housing stakeholders to develop financial incentives for alternative housing models. 4. Work with interested local housing advocates or non-profits within the region to conduct a feasibility study into establishing a Municipal land bank and community land trust.	Planning Consultants, Canadian Mortgage Housing Corporation, Housing Nova Scotia, South Shore Housing Action Coalition, the Affordable Housing Association of Nova Scotia, Regional non-profit housing providers, local home owners and renters, local landlords, private developers.	Planning Department



STRATEGIC DIRECTION - **SERVICING AND FACILITIES**

GOAL - A town where the long-term infrastructure needs of community are met through strategic management and incremental, well-phased upgrades that are financially sustainable.

Evaluation Matrix	Section	Action	CCP ESTIMATED PRICE RANGE		Weighted Score	Ranking	2021/22	2022/23	2023/24	2024/25	2025/26	Steps to Implementation	Potential Partners	Responsible Department(s)
			From	To										
*Operating costs for provision of water, wastewater and stormwater services per resident. *Total length of separated stormwater and wastewater services. *Reported incidents of infiltration and seawater intrusion. *Length of underground electrical services. *Amount of cost contribution collected from private developers. *Total costs for fire services per resident. *Operating costs of municipal buildings. *Cost savings from inter-municipal facility and programming cost share arrangements. *Amount of annual waste diversion and reduction.	4.2 Wastewater (a-d)	Upgrades to Wastewater Treatment Plant	\$10,000,000	\$15,000,000	82.50	2						1. Conduct appropriate studies, design and budgeting for upgrades for the Wastewater Treatment Plant. 2. Clearly communicate the plans, costs, challenges and benefits to citizens.	Infrastructure Canada, Service Nova Scotia.	Public Works
	4.2 Wastewater (e-h)	Plan and make upgrades to the wastewater collection and discharge system.	\$10,000,000	\$15,000,000	85.00	1						1. Conduct capital maintenance on the pump stations (replace if necessary), as per the 2019 Lunenburg process Support - Lift Station Capital Maintenance memorandum. 2. Separate storm water and wastewater sewers at every opportunity when streets are being recapitalized.	Infrastructure Canada, Service Nova Scotia.	Public Works
	4.6 (a) Potential Facilities Scenarios and 4.8 (c) community and Recreation Facilities	Plan for long-term of all municipal facilities, including renovation, sale or lease.	\$10,000		65.60	6						1. Undertake a comprehensive asset management analysis and create a plan for how the Town will manage these assets to continue to provide adequate services to the community. 2. Establish a participatory process to engage community representatives in undertaking a comprehensive facilities recapitalization strategy, including public engagement, for renewal and sale of surplus municipal buildings.	Community groups, real estate experts.	Public Works, Planning, Heritage



STRATEGIC DIRECTION - **MOBILITY**

GOAL - A town with an integrated transportation system for all modes that can support the needs of residents and visitors without creating undue burden on the town.

Evaluation Matrix	Section	Action	CCP ESTIMATED PRICE RANGE		Weighted Score	Ranking	2021/22	2022/23	2023/24	2024/25	2025/26	Steps to Implementation	Potential Partners	Responsible Department(s)
			From	To										
*Length (m) of sidewalks in town. *Length (m) of bicycle or mixed-use trails in town. *Number of automobile collisions. *Number of pedestrian collisions.	5.1 Connectivity (d)	Improve connectivity between Old Town and New town for all modes of transportation.	\$1,000,000	\$10,000,000	31.7	30						1. Issue an RFP and work with a consultant to conduct an intersection realignment study for Lincoln St. and Falkland St. 2. Issue an RFP and work with a consultant to create a detailed design for active transportation infrastructure improvements along the Victoria-Falkland-Lincoln axis. 3. Allocate municipal funds to conduct regular winter trail maintenance on the Front Harbour trail and associated active transportation connections.	Other levels of government funding.	Public Works, Recreation
	5.4 Parking and Visitor Arrival Strategies (a-y)	Plan for new visitor, employee and bus parking areas outside of Old Town and associated programs	\$1,000,000	\$10,000,000	32.60	29						1. Make improvements to Starr St., the lot behind the railway station, and to the memorial Arena parking lot as necessary for their new uses (e.g. expand shoulder along Starr St. 2. Issue an RFP and work with a consultant to create a signage plan to direction arrival traffic and identify dedicated parking areas. 3. Work with private businesses to establish transit within the Town to transport visitors and residents from parking areas to destination.	Private sector operators, community groups, Tourism Nova Scotia, external consultant.	Public Works, Planning



STRATEGIC DIRECTION - **ECONOMIC DEVELOPMENT**

GOAL - A town where year-round, well-paying employment is available to all residents.

Evaluation Matrix	Section	Action	CCP ESTIMATED PRICE RANGE		Weighted Score	Ranking	2021/22	2022/23	2023/24	2024/25	2025/26	Steps to Implementation	Potential Partners	Responsible Department(s)
			From	To										
*Number of new businesses established. *Number of new business established by town residents. *Number of jobs in the town. *Employment and unemployment rate. *Number of vacant storefronts. *Number of businesses located in Lunenburg. *Median income of residents.	6.1 General (i)	Enhance relationships with surrounding communities and municipalities.	No Cost		70.1	4						1. Reach out to surrounding communities and municipalities to explore potential economic development opportunities especially as it relates to attracting permanent residents to the South Shore. 2. Explore potential strategies to attract and retain residents along Nova Scotia's South Shore.	Municipality of the District of Lunenburg, Town of Bridgewater, Town of Mahone Bay, Region of Queens Municipality, Municipality of the District of Chester.	Corporate Services
	6.1 General (a)	Establish a staff position that can support economic development initiatives.	\$10,000	\$100,000	41.4	23						1. Allocate funds for a Town employee or cost shared employment position that supports economic development initiatives. 2. Hire a person to fill the role.	Municipality of the District of Lunenburg, Town of Bridgewater, Town of Mahone Bay, Municipality of the District of Chester, Lunenburg Board of Trade, Develop Nova Scotia.	Corporate Services
	6.1 General (c)	Create an inventory of economic information, including vacant and available land or storefronts, as well as other economic data.	\$0	\$10,000	36.9	26						1. Establish a publicly available, online, repository to store economic data. 2. Establish economic data and indicators that will be shown in the inventory. 3. Collect, and continue to update inventory as new economic data becomes available.	Lunenburg Board of Trade, Department of Finance Canada, Development Nova Scotia	Planning



STRATEGIC DIRECTION - HERITAGE

GOAL - A town which continues to evolve as a living heritage site and recognizes a holistic view of its diverse history.

Evaluation Matrix	Section	Action	CCP ESTIMATED PRICE RANGE		Weighted Score	Ranking	2021/22	2022/23	2023/24	2024/25	2025/26	Steps to Implementation	Potential Partners	Responsible Department(s)
			From	To										
*Number of projects, monuments or interpretive panels, recognizing Mi'kmaw and Black Nova Scotian history. *Number of registered heritage buildings. *Number of energy and accessibility retrofits to heritage buildings. *Value of construction permits in heritage district.	7.3 Built Heritage (c)	Policy to encourage accessibility and provide heritage design guidance.	\$10,000	\$100,000	43.1	22						1. Review existing design guidelines for the Heritage Conservation Area and any applicable town policies an by-laws that could impact accessibility improvements such a wheelchair ramps. 2. Develop a design standard for accessibility improvements. 3. Update any design guidelines and/or town policies or by-laws, where necessary.	Lunenburg County Joint Accessibility Advisory Committee.	Heritage
	7.3 Built Heritage (b)	Accommodate new additions to heritage structures such as solar panels without detrimental impacts to heritage value.	\$10,000	\$100,000	30.2	31						1. Conduct a review of the Municipal Heritage Conservation District and Municipal Heritage Designation and identify potential improvements related to energy efficiency and renewable energy generation.	Efficiency Nova Scotia	Heritage
	7.4 Infill and New Development (c)	Ensure infill and new development is visually compatible with, subordinate to, and distinguishable from the historic place.	\$10,000	\$100,000	18.7	35						1. Conduct a review of the Municipal Heritage Conservation District and Municipal Heritage Designation and identify potential improvements related to infill and new development.	Other Nova Scotia UNESCO Heritage Sites.	Heritage



STRATEGIC DIRECTION - **URBAN DESIGN**

GOAL - A town that is shaped by cohesive design and supported by amenities that creates an attractive, enjoyable, and sustainable urban environment for residents and visitors.

Evaluation Matrix	Section	Action	CCP ESTIMATED PRICE RANGE		Weighted Score	Ranking	2021/22	2022/23	2023/24	2024/25	2025/26	Steps to Implementation	Potential Partners	Responsible Department(s)
			From	To										
*Dollars (CAD) spent on streetscaping. *Number of street trees. *Accessibility standards (such as those developed by the Rick Hansen Foundation).	8.1 Streetscapes (s-y)	Policies and other actions to improve accessibility throughout the town.	\$10,000	\$100,000	47.4	16						1. Evaluate the number of accessible parking spaces within the town and consider implementing additional spaces, where possible. 2. Review standards and guidelines for sidewalks to ensure they are fully accessible.	Lunenburg County Joint Accessibility Advisory Committee, Nova Scotia Accessibility Advisory Board.	Heritage, Public Works
	8.1 Streetscapes (a-r and z-gg)	Activate streetscapes through design and programming.	\$10,000	\$100,000	45.0	19						1. Identify potential streetscapes or streetscaping elements to be upgraded or implemented. 2. conduct any potential studies, if necessary. 3. Develop a tendering process for the design and installation of any streetscaping projects.	Develop Nova Scotia, Lunenburg Board of Trade	Planning, Public Works
	8.2 Urban forest (a-h)	Policies and programs for street trees and urban forest.	\$10,000	\$100,000	33.4	28						1. Consult with a forestry expert to understand types of tree species that should be planted in the town. 2. Establish a comprehensive urban forest inventory to track the condition of existing and future trees. 3. Review and update land use policies and regulations as they relate to landscaping and tree planting on private lots.	Forest Nova Scotia, Department of Lands and Forestry, Canadian Urban Forest Research Group.	Public Works



STRATEGIC DIRECTION - ENVIRONMENT AND SUSTAINABILITY

GOAL - A town that is ecologically diverse and climate resilient that has adapted to a changing climate while also reducing its overall footprint on the natural environment.

Evaluation Matrix	Section	Action	CCP ESTIMATED PRICE RANGE		Weighted Score	Ranking	2021/22	2022/23	2023/24	2024/25	2025/26	Steps to Implementation	Potential Partners	Responsible Department(s)
			From	To										
*Number of household and businesses that adopt energy efficient retrofits. *Kilowatts of energy produced through clean energy (wind, solar, etc.) sources.	9.4 Energy Efficiency (d)	Partnerships to encourage energy efficient retrofits.	\$0	\$10,000	69.50	5						1. Partner with Efficiency Nova Scotia and Nova Scotia Power to promote home and business energy audits. Also explore potential partnerships at the federal and regional level. 2. Explore potential partnerships and funding opportunities that enable residents and business owners to conduct energy efficiency retrofits.	Efficiency Nova Scotia, Nova Scotia power, Department of Natural Resources, Department of Energy and Mines, Infrastructure Canada	Corporate Services/Electric Utility
	9.2 Renewable Energy (a-f)	Policies for wind and solar energy at multiple scales.	\$10,000	\$100,000	34.50	27						1. Review regulations as they relate to on- and off-building solar collector systems in Lunenburg. 2. Make appropriate changes to regulation to permit a greater uptake of solar in the community. 3. Explore funding opportunities in unison with provincial and federal programs for on-building solar projects.	Nova Scotia Power	Corporate Services/Electric Utility/Public Works
	9.1 Sea Level Rise (c-f)	Policies to regulate buildings near the shoreline as part of sea level rise adaptation.	\$0	\$10,000	44.00	21						1. Establish regulation to control the location of buildings within the Land Use By-law. 2. Update, if necessary, the Land Use By-law so regulations are consistent with the Coastal Protection Act. 3. Continue to review sea level rise projections and update regulations, as necessary.	Nova Scotia Environment, Department of Municipal Affairs and Housing, Blunose Coastal Action Foundation, Fisheries and Oceans Canada, Environment and Climate Change Canada.	
	9.1 Sea level Rise (j,k)	Facilitate ongoing community learning and dialogue about sea level rise and climate change projections and adaptation measures.	\$10,000	\$100,000	50.00	15						1. Establish an online platform for residents and community members to share their experiences and stories that relate to climate change and sea level rise. 2. Continue to update sea level rise projections for the Town. 3. Host regular (e.g. biannual) community workshops to update the community of sea level rise projections and adaptation measures.	Residents of Lunenburg, Nova Scotia Environment, Department of Municipal Affairs and Housing, Blunose Coastal Action Foundation, Fisheries and Oceans Canada, Environment and Climate Change Canada.	Planning



STRATEGIC DIRECTION - CULTURE AND RECREATION

GOAL - A town where all community members have access to cultural and recreation experiences.

Evaluation Matrix	Section	Action	CCP ESTIMATED PRICE RANGE		Weighted Score	Ranking	2021/22	2022/23	2023/24	2024/25	2025/26	Steps to Implementation	Potential Partners	Responsible Department(s)
			From	To										
<p>*Visitors travelling to Lunenburg for the purpose of arts, culture, or recreation (Annual nova Scotia Visitor Exit survey).</p> <p>*Number of visiting artists per year (schedule records from local arts organizations).</p> <p>*Number of people participating in municipal and community arts and recreation programs (records from Municipal programs and local arts and creation organizations).</p> <p>*Number of recreation facilities per number of residents (Measured against Ontario Ministry of Culture and Recreation Standards).</p> <p>*Mental and physical health outcomes by health district (Statistics Canada).</p> <p>*Diversity of age, gender, race, Indigenous status, sexuality, ability, among Municipal culture and recreation services users (Municipal user data).</p> <p>*Diversity of age, gender, race, Indigenous status, sexuality, ability among Municipal council and committee members (self-declaration on application forms).</p> <p>*Measuring inclusion Tool for Municipal Governments score card (Tool published by Alberta Urban Municipalities Association).</p>	10.1 Identity (b), 10.6 Programming (g) and 10.7 Arts management and Promotion (b)	Foster inclusivity in programming and leadership.	\$10,000	\$100,000	53.0	11						<ol style="list-style-type: none"> 1. Establish a regional arts council or committee with designated position for equity-seeking groups. 2. Work with diverse stakeholders to host a series of events highlighting the various cultural identities and histories of Lunenburg. 3. Implement strategies and policies to improve inclusivity in recreation, including gender-neutral spaces, programming dedicated to women and trans individuals, inclusive terminology, visual diversity promotional materials and staff diversity & inclusion training. 	Lunenburg Foundation for the Arts, local artists, South Shore Multicultural Association, ISANS, Black Loyalist Heritage Centre, Acadia First Nation, Native Council of Nova Scotia, South Shore Sexual Health Centre, Bridgewater Junior Senior High School Project Rainbow, Lunenburg Pride.	Assistant Municipal Clerk, Heritage, Recreation
	10.1 Identity (c)	Build relationships between the Town and Mi'kmaq residents and organization, and the Town and Black residents and organizations in the area.	\$0	\$10,000	51.4	12						<ol style="list-style-type: none"> 1. Establish Municipal protocol for engaging and collaborating with indigenous and Black residents and organizations. 2. Budget resources to enable collaboration and sharing of knowledge and information. 3. Practice open dialogue, cooperation and collaboration on topics of common interests, challenges and opportunities. 4. Regularly consider and acknowledge harm done by settler governments and colonial practices and consider the impacts this has today on relationship building. 	South Shore Multicultural Association, Black Loyalist Heritage Centre, Acadian First Nation, Native Council of Nova Scotia, Indigenous and Black residents within the South Shore region.	Assistant Municipal Clerk, Heritage, Recreation
	10.1 Identity (e)	Create a special committee or action group to promote anti-racism and decolonization, with particular emphasis on the lived experiences and aspiration of Black, Indigenous and people of colour in Lunenburg.	\$10,000	\$100,000	45.4	18						<ol style="list-style-type: none"> 1. Establish a committee or action group that represents diverse identities and perspectives from Black, Indigenous and racialized community members and advocates. 2. Budget resources to support committee's work. 3. Work with the committee to develop a racial equity lens for Municipal Work. 	South Shore Multicultural Association, Black Loyalist Heritage Centre, Acadian First Nation, Native Council of Nova Scotia, ISANS, Indigenous and Black residents within the South Shore region.	Assistant Municipal Clerk, Heritage, Recreation



STRATEGIC DIRECTION - CULTURE AND RECREATION

GOAL - A town where all community members have access to cultural and recreation experiences.

Evaluation Matrix	Section	Action	CCP ESTIMATED PRICE RANGE		Weighted Score	Ranking	2021/22	2022/23	2023/24	2024/25	2025/26	Steps to Implementation	Potential Partners	Responsible Department(s)
			From	To										
Culture and Recreation Continued	10.5 Trails (d-i)	Facilitate partnerships and opportunities to increase waterfront access, including boardwalks and walking paths.	\$1,000,000	\$10,000,000	40.9	24						1. Consult and collaborate with regional partners and waterfront land owners on trail development opportunities. 2. Submit a request for proposals for Architecture, Engineering, and Landscaping (AEL) services that will include detailed design drawing for improvements to the waterfront active transportation network, as well as a phased development plan. 3. Hire a contractor(s) to make improvements and additions to the waterfront active transportation network.	Municipality of the District of Lunenburg, waterfront land owners and businesses. Develop Nova Scotia, Tourism Nova Scotia, AEL consultants, construction contractors.	Planning, Public Works, Recreation
	10.3 Sport and Leisure Facilities (d,e)	Study and assess the regional arts and recreation facility needs, and develop an integrated strategy for renovation or new construction.	\$100,000	\$1,000,000	27.1	32						1. Submit a request for proposals for planning and design services that includes community consultation and the development of a Recreation Needs Study. 2. Incorporate findings into the Municipal Assets and Facilities Strategy and the Recreation and Community Facilities Recapitalization Strategy. 3. Submit a request for proposals for planning and design services that include the development of a concept plan for the recreation and education hub, among others.	Planning and design consultant, Municipality of the District of Lunenburg, Town of Bridgewater, Lunenburg Foundation for the Arts, local artists, local arts and recreation facilities.	Planning, Recreation



STRATEGIC DIRECTION - GOVERNANCE

GOAL - A town where positive relationships, communication, continue engagement, and shared vision are the foundation to municipal decision-making.

Evaluation Matrix	Section	Action	CCP ESTIMATED PRICE RANGE		Weighted Score	Ranking	2021/22	2022/23	2023/24	2024/25	2025/26	Steps to Implementation	Potential Partners	Responsible Department(s)
			From	To										
*Municipal financial condition indicators, as per Province of Nova Scotia. *Number of community-based projects in Lunenburg. *Number of regional partnerships. *Number of candidates for municipal committees and Council. *Diversity of committee and council membership.	11.2 Local Engagement (e)	Reform municipal committees to build a culture of inclusion.	\$10,000	\$100,000	70.6	3						1. Examine the diversity of municipal committee members to identify segments of the local population that are not represented. 2. Ensure all committee members receive training and support about inclusion. 3. Designated resources to overcome practical barriers to committee participation. 4. Build relationships with a broad range of community members to help identify new committee members.	Union of Nova Scotia (NSFM), other municipalities, Province of Nova Scotia, external consultant.	Planning, Heritage, Recreation
	11.4 Joint Service (a-c)	Deepen work with local and regional partners in the provision of shared services.	\$0	\$10,000	64.9	7						1. Reach out to surrounding municipalities to routinely discuss shared experiences, challenges and opportunities, and potential joint and shared services. 2. Where opportunities exist, develop the appropriate agreements to facilitate the service. 3. Continue to apply a joint and shared service lens to decision making.	Municipality of the District of Lunenburg, Town of Bridgewater, Town of Mahone Bay, Region of Queens Municipality, Municipality of the District of Chester.	Corporate Services
	11.1 Internal Operations (a)	Undertake an organizational review that will identify changes required for enabling implementation of the CCP.	\$10,000	\$100,000	50.3	14						1. Detail the scope of work and include item in annual budget. 2. Issue Request for Proposal and select an external consultant. 3. Facilitate full participation of staff and Council.	External consultant.	CAO
	11.2 Local Engagement (a)	Expand Town's communication plan to include a public participation strategy.	\$1,000,000	\$10,000,000	56.0	9						1. Review existing communication plan to understand gaps in the document. 2. Undertake research on best innovations in public participation, and develop the strategy. 3. Allocate resources for putting the strategy in place. 4. Review and evaluate outcomes on a continuous basis.	Community Sector Council of Nova Scotia, Inspiring Communities, external consultant.	Corporate Services, Assistant Municipal Clerk



STRATEGIC DIRECTION - **GOVERNANCE**

GOAL - A town where positive relationships, communication, continue engagement, and shared vision are the foundation to municipal decision-making.

Evaluation Matrix	Section	Action	CCP ESTIMATED PRICE RANGE		Weighted Score	Ranking	2021/22	2022/23	2023/24	2024/25	2025/26	Steps to Implementation	Potential Partners	Responsible Department(s)
			From	To										
	11.1 Internal Operations (e)	Identify performance indicators and appropriate measurements to annually evaluate activities of the municipality.	\$100,000	\$1,000,000	18.9	35						1. Seek out training or other education resources on results-based development evaluation. 2. Meet internally with staff to identify existing data that can be used for performance measurements, as well as new data collection practices. 3. Assign responsibility for collecting, compiling and analyzing to appropriate staff, working with external advisors. 4. Repeat annually.	NSFM, other municipalities, St. FX's Coady International Institute, external consultant.	All Departments

ACTION 30

MOBILITY: IMPROVE CONNECTIVITY BETWEEN OLD TOWN AND NEW TOWN FOR ALL MODES OF TRANSPORTATION

Gantt Chart (3 Years)

= Milestones

#	Activity	Start	Finish	Who?	Status	2021												2022												2023												2024												2025																							
						JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC												
	Improve connectivity between Old/New Town	Jan-21	23-Oct	Public Works Recreation	Kelly C/ Dennis																																																																								
	CCP Estimated Price Range: \$1,000,000-10,000,000																																																																												
1	Phase 1: Issue an RFP and work with a consultant to conduct an intersectional realignment study for Lincoln St and Falkland St.																																																																												
1.1	Develop RFP for Intersection Realignment Study (FEED)	Feb-21	Feb-21	PW/Planning																																																																									
1.2	Review with Council for Approval	Feb-21	Feb-21																																																																										
1.3	Issue RFP to potential proponents	Mar-21	Mar-21																																																																										
1.4	Review with Council for Approval	Mar-21	Mar-21																																																																										
1.5	Execute Intersection Realignment Study	Apr-21	Jul-21																																																																										
1.6	Present Study Results and Recommendations to Council for Approval	Jul-21	Jul-21																																																																										
1.7	Funding Development	Feb-21	Jul-21																																																																										
1.8	Develop RFP for Intersection Realignment Study Detailed Engineering	Aug-21	Aug-21																																																																										
1.9	Review with Council for Approval	Aug-21	Aug-21																																																																										
1.10	Issue RFP to potential proponents	Sep-21	Sep-21																																																																										
1.11	Review with Council for Approval	Sep-21	Sep-21																																																																										
1.12	Execute Intersection Realignment Detailed Engineering	Oct-21	Mar-22																																																																										
1.13	Issue for Execution Tender	Apr-22	Apr-22																																																																										
1.14	Execution of Intersection Construction	May-22	Nov-22																																																																										
2	Phase 2: Issue an RFP and work with a consultant to create a detailed design for active transportation infrastructure improvements along the Victoria-Falkland-Lincoln axis.																																																																												
2.1	Bikeway Concept Designs report, including preliminary designs and estimates (October 2019), was submitted by Bicycle Nova Scotia to Council on December 10, 2019 (who referred it to Project Lunenburg and Public Works)	Feb-19	Dec-19	Bicycle NS	Complete																																																																								
2.2	Bikeway Concept Designs report to be evaluated for feasibility of short and long term capital projects	??	??	PW/Planning																																																																									
2.3	Develop RFP for Bikeway Study (FEED)	Aug-21	Aug-21	PW/Planning																																																																									
2.4	Review with Council for Approval	Aug-21	Aug-21																																																																										
2.5	Issue RFP to potential proponents	Sep-21	Sep-21																																																																										
2.6	Review with Council for Approval	Sep-21	Sep-21																																																																										
2.7	Execute Intersection Realignment Study	Oct-21	Jan-22																																																																										
2.8	Present Study Results and Recommendations to Council for Approval	Feb-22	Feb-22																																																																										
2.9	Funding Development	Aug-21	Feb-22																																																																										
2.10	Develop RFP for Bikeway Detailed Engineering	Mar-22	Mar-22																																																																										
2.11	Review with Council for Approval	Mar-22	Mar-22																																																																										
2.12	Issue RFP to potential proponents	Apr-22	Apr-22																																																																										
2.13	Review with Council for Approval	Apr-22	Apr-22																																																																										
2.14	Execute Bikeway Detailed Engineering	May-22	Oct-22																																																																										
2.15	Issue for Execution Tender	Nov-22	Nov-22																																																																										
2.16	Execution of Bikeway Construction	Dec-22	Oct-23																																																																										
3	Phase 3: Allocate municipal funds to conduct regular winter trail maintenance on the Front Harbour Trail and associated active transportation connections.																																																																												
3.1	Review the question of winter maintenance: plowing an unpaved surface, inadvisability of using salt, timing in the case of snow events, cost etc.	Oct-22	Oct-22	Kelly C/Dennis																																																																									
3.2	Continue discussions with neighbour municipalities in the wake of Covid-19 pandemic attempts to expand outdoor recreation availability	Underway	Ongoing	Kelly C																																																																									
3.4	Staff report to Council with recommendation(s) and costs for budget consideration	Jan-23	Jan-23	Kelly C/Dennis																																																																									
3.5	Next steps TBD pending Council direction	TBD	TBD	TBD																																																																									
	Potential Partners: Other levels of government funding																																																																												



Read. Discover. Learn. Share.

Library Administration
135 North Park Street, Unit B
Bridgewater, NS B4V 9B3

902-543-2548
info@ssplibraries.ca
southshorepubliclibraries.ca

April 30, 2021

Bea Renton
Chief Administrative Officer, Town of Lunenburg
119 Cumberland Street
PO Box 129
Lunenburg, NS
B0J 2C0

Dear Ms. Renton,

I am writing to request that South Shore Public Libraries (SSPL) be included on the agenda of an upcoming Town of Lunenburg Council meeting. We would like to discuss the future use of room 101 in the Lunenburg Academy.

SSPL currently has permission from the Town of Lunenburg for occasional use of that room for meetings and other programming activities of the Lunenburg Library, and to manage use of the room for community groups. This has been a very successful arrangement for both the Library and community members, and especially so during the Covid-19 pandemic.

We would like to discuss how the current arrangement could be amended, so that room 101 in the Lunenburg Academy be made part of the Lunenburg Library on an official, permanent basis.

I thank you for your consideration of this request. Should you require further information I may be reached at 902-240-5774 or at jeff@ssplibraries.ca.

Yours sincerely,

A handwritten signature in black ink that reads "Jeff Mercer". The signature is written in a cursive style with a large initial "J".

Jeff Mercer,
Deputy Chief Librarian, South Shore Public Libraries

Motion: moved by Councillor Carnevale, seconded by Councillor Risser, to grant the South Shore Library's request for access to Room #101 for occasional overflow requirements, subject to availability (Schedule "C"). Motion carried.

To: Mayor Risser and Members of Lunenburg Town Council
From: Jeff Mercer, Deputy Chief Librarian & Holly Sweet, Branch Co-ordinator
Date: May 18, 2021
Re: Extension of Temporary Permission to use Room 101, at the Lunenburg Academy

REQUEST TO COUNCIL

Our request is that the permission which was generously granted in September, 2019 by Lunenburg Town Council to allow the Lunenburg Library the temporary use of Room 101 for the Library's many community programs be extended for the balance of the term of this Council.

We have strong and compelling reasons for this request; this report describes the services and programs the Lunenburg Library is offering to Lunenburg's residents and how the availability of Room 101 has helped to make those programs a success. It discusses how, with current provincial health measures in place, the library has been able to take advantage of the availability of room 101 and how it has become integral to the community and the library.

This report then describes how these programs, assisted by the use of Room 101, are helping Lunenburg Council meet many of its policy goals established in Lunenburg's Comprehensive Community Plan (CCP).

The conclusion of this report is that if Council grants the request to extend the temporary use of Room 101 to the Lunenburg Library, the Town will be obtaining real value by allowing all of these programs for the community to continue, further assisting Council in achieving many of its CCP objectives.

INTRODUCTION

On February 26 2019, Council approved the library's request for the occasional use of classroom 105 when additional space was required, subject to availability. In September 2019, Council approved our request to transfer temporary use of Classroom 105 to Classroom 101 in view of Eurocentres Language School's lease of classroom 105.

When we were first approved occasional use of classroom 105, the only recurring library program that we held in the space, was Adventure Club, a long-running weekly games-based children's program focused on physical activity that was held outdoors whenever possible. In the event of inclement weather, classroom 105 allowed us a large enough space to hold physical movement games indoors. Besides this program, we ran only one or two of our adult programs in this room when privacy was important to the participants. All of our other programs were held in common library areas. In September 2019, when our approved occasional use was transferred to classroom 101, we continued to hold the vast majority of our programs in common library spaces, turning to room 101 only when groups were too large for other spaces, (such as Jan Coates' book launch with 65 attendants), or on other occasions when it made our other common spaces more comfortable for the needs of the patrons using them

at those times. For example, when we received the grant funding from MusiCounts to purchase a number of musical instruments for library programs, if people were quietly working or studying in the spaces where we would otherwise hold music programs, we were able to hold these programs in room 101. We were aware that our use of the room was temporary and that the town was looking for a tenant for potential income.

In the six months prior to shutdown last year, between September 2019 and March 16 2020, the Lunenburg Library hosted a total of 301 programs with attendants. That included seven different community groups, some who met regularly, and fifty-two different library programs for both children and adults, (some of these recurring). Looking at the same time-frame, in the six months prior to shutdown over the past year, from October 2020 to the end of April 2021, we have hosted a total of 323 attended programs, including 14 different community groups, and fifty-four different library programs for both children and adults, (some of these recurring). We have run close to the same number of programs both years, with slightly more from October 2020 to the end of April this year (despite a global pandemic); Since reopening in June 2020, the number of community groups inquiring about meeting space has doubled. The key difference in programming now versus prior to the pandemic has been the location of the programs. Prior to the pandemic only a handful of programs were held in classroom 101. However, since the pandemic began, because of the room's large space making it safe to accommodate several groups over 5 people, and because of its availability, we have held all but a few of our programs there.

HOW THE AVAILABILITY OF ROOM 101 HELPS TO MAKE THE LIBRARY PROGRAMS SUCCESSFUL

Last summer, after being closed to the public for two and a half months, we started running programs with masks, limited numbers, and physical distancing. Most of our programming then was for children and was held outside as much as possible. When it wasn't possible to hold the programs outside, due to weather or when we required tables for our programs, we held them in room 101 because it could safely accommodate a group of people with physical distancing. Where we used to have two indoor spaces for programs aside from room 101, that could accommodate 20+ people, current health protocols now limit us to only one of those spaces accommodating up to 5 participants with tables. This space is the back half of classroom 103, where many regular patrons come daily to read, study, and work. We used this smaller space in room 103 last summer for a drop-in children's program where one or two kids were meant to participate at a time; however, this displaced the regular patrons who were coming daily to work and study in this area.

The library has several patrons who come daily to work in the library, some of them are here from open until close. These patrons enjoy working in the library as it is quiet and safe, and because the library offers everything they need, including computer access, printing, and free Wi-Fi. These patrons use the space in the back half of room 103. If we were to lose access to room 101, the back half of 103 would become our only programming space, making this room unavailable to these patrons for many hours every day. To help illustrate this, following is a sample of our programming schedule.

SAMPLE WEEK OF LUNENBURG LIBRARY PROGRAMMING (CURRENTLY ALL IN ROOM 101):

The Library is open 7 days a week, 10-5 every day except Thursday, 10-8 and Sunday 12-4.

Mon - AM - A weekly poetry group meets from 10-12. Before the group started we often had individuals writing an exam at that time.

PM - Every other Monday afternoon we have Rhythmic Drumming for Beginners from 1:30-2:30, and once a month the Council of Canadians meet for two hours in the afternoon from 3-5. In May we had plans for kids' yoga for ages 3+ every other Monday (and Wednesday) for a half hour.

Tue- AM - Needle-felting, an hour and a half long program for adults from 10:30am-12

PM - Dungeons & Dragons, 2-hour program for youth from 3-5pm

Wed - AM - Once a month the Raging Grannies book club meet for 2 hours from 10am-12

PM - Crafty Hands, a 2-hour program for adults from 1-3pm followed by a kids' program; In April it was superhero science, in May it would have been Kids Yoga, and in June, creative writing.

Thu - AM -Story time from 10:30-11:30

PM - Lunenburg Book Club, a community group, meets on the second Thursday of every month for an hour and a half from 1-2:30

Magic: the gathering meets weekly from 3-5, a leisure/educational game for ages 10+, Since we're open later on Thursday evening, this is when we run various creative art programs for adults such as Spontaneous Meditative Art or Intuitive Art Journaling

Fri - AM - Once a Month a Tai Chi Group meets for an hour

PM - Every Friday we have our Intuitive Drumming program from 2-3pm followed by Clay Club from 3:30- 4:30

Sat - AM - One Saturday a month we offer Guided Meditation for adults and one Saturday a month, a Break out box for kids

PM - Sometimes a private booking in the afternoon

Sun - PM - no current library program

Since the pandemic, each of these programs have been held exclusively in Room 101 because it is large enough to accommodate all of the participants who come to our programs and provide for physical distancing. Room 101 has allowed us to continue running all of these programs while also accommodating our regular patrons using the back of room 103 for work, study and tutoring. It has also allowed community groups to continue meeting at no cost in a safe space that is non-discriminatory and wheel-chair accessible.

Library Programs and Community Groups Using Room 101

Following is a list of library programs and community groups that have met in room 101 since reopening in June 2020 under new health protocols. While some of these are recurring programs, each program is listed only once, in the first month it appears.

June 2020

Knitting

July 2020

Opera Society - community group

Summer Fun (chalk, bubbles, outdoor play)

Lego Robotics

STEAM

Story Time

Scavenger Hunts

Lunenburg Book Club - community group

Magic the Gathering

Circuits - Science experiments for kids, using the Makey-Makey

Summer Shenanigans Summer Reading Club

Stop-Motion

Meme Creation

Garage Band

Coding for kids

Button-making

Dungeons & Dragons

September 2020

Escape Room (Breakout box)

Private rental - community group

October 2020

Science of Balancing Structure

Raging Grannies - community group

Council of Canadians - community group

Drumming for kids

Intuitive Art Journaling

Ghost Garlands - Halloween craft

Guided Meditation

Book Launch

Academy Foundation - community group

Sculpting with Cardboard

Tai Chi meeting - community group

Private booking - community group/individual

Burden's Poetry Group - community group

Needle Felting for adults

November 2020

Private booking - community group/individual
Day of the Dead Stone Painting
Drumming for Adults
Science of Kaleidoscopes
Workshop on grief and loss

December 2020

Popsicle stick tree ornaments Christmas craft
Yoga for adults

Jan 2021

Bluenose 100 meeting - community group
Clay club
Private rental - community group
Virtual code-makers by SuperNova
Private rental - community group

Feb 2021

Art Games
Tech Help

March 2021

Seven Sacred Teachings, Mi'kmaq heritage program for kids and adults
Lunenburg Foundation of the Arts - community group
Xylophones
Poetry corner for kids
St pat's day craft stone painting
Monster Making
Stephen Ernst book presentation

April 2021

Spontaneous meditative art CLAY
Superhero Science
Lunenburg Garden Club - community group
Spontaneous meditative art BILATERAL HAND DRAWING
Private rental - community group
OT intervention/private rental - community group/individual

Other Activities utilizing Room 101

As a library, a key activity is holding author readings and book launches, and we especially enjoy promoting local authors. While we are not used to limiting the number of audience member for such events, we had to do so two months ago when we had our first author presenter in the library since the pandemic began - Stephen Ernst, presenting his book *Lunenburg, a History in Pictures*. We reached the current maximum limit of audience members and Stephen shared the making of his book as well as some original photographs and artifacts of the Bluenose. Seeing how well this worked has ensured us that we can safely hold such events during a pandemic and we are encouraged to run more. This type of event requires a large enough space to allow for physical distancing. This event included display, and so we limited the number of

participants to 10. Without room 101, we would have to consider the back half of room 103, which would allow for half as many audience members.

Upcoming library programs and events that require a large space

- a live musician performing on a loop station. Pete Davison, Duke of Loops & loop station champion is currently scheduled to perform in room 101 on June 26th.
- a special Bluenose 100 program for kids
- Yoga for kids
- Yoga for adults
- various kids clay programs
- a creative writing program
- presentations on paddling and hiking in the area,
- two separate drumming groups for adults as well as drumming programs for kids and youth
- a zine party for adults and a zine workshop for kids
- a wet-felting workshop for adults
- guided meditation
- Intuitive Art Journaling
- our kinaesthetic community art project
- pen pals, a potential partnership with a library in British Columbia and possibly with Luneburg, Germany
- and all of our regular programs such as story time, Magic the gathering, and Crafty hands.

Community Groups Use of Room 101

From June 2020 to July 2021, seventeen different community groups or individuals have inquired about booking a space at the library, and we have been able to accommodate all of them in room 101. Six of these community groups meet regularly, most on a monthly basis, and a couple of them weekly or bi-weekly. Following is a list of groups that have used room 101 as a meeting space over the last year, separated into two categories: those who meet regularly, and those who booked the space once.

Community groups that regularly use this space for meetings year-round:

- two different book clubs: Lunenburg book club and Raging Grannies book club, each meet monthly
- the Council of Canadians, monthly
- a local tai chi group, monthly
- a local poetry group, weekly
- there is one individual who books the room once or twice a month to hold confidential meetings where they have to meet in a safe, accessible, and private space.
- We also had a local gardening group start meeting in our space just before we closed to the public, who was also going to be meeting regularly.

Other groups and individuals who have used it as a meeting space in the past year:

- Lunenburg Foundation of the Arts
- Bluenose 100
- the Academy Foundation
- Maritime Concert Opera Society
- Individuals writing exams for school as well as professional certifications
- A number of individuals who have required privacy for their meetings

Community groups that meet regularly say they prefer room 101 to the back of room 103, and had even started inquiring about using the room before the pandemic, as it was larger and they would be able to shut the door for privacy. In comparison, the back of room 103 can be booked by groups but is not an enclosed private area, and patrons are still welcome to use the front half of the room - a setup that doesn't allow for privacy. A few members of different groups have asked if they can continue meeting in room 101 once physical distancing is no longer required. We hope to be able to accommodate their request.

The privacy offered by room 101 has also inspired new library programs that involve the sharing and creative exploring of personal information. Both Intuitive Art Journaling and Spontaneous Meditative Art involve such personal sharing for which, when involved in a program, it is imperative to establish safety. These programs would not be possible without a private room such as 101, as room 103 would not have provided the safety required. The ability to shut the door has also allowed us to start running guided meditations, which have become quite popular. These programs also require the ability to control for noise, and any patron of our library knows that despite the popular but outmoded idea of libraries being quiet places, we have ringing telephones, beeping machines that process books, and many conversations, not to mention foot traffic down the long wooden floors.

The community groups that meet here can be large, with up to 10 people, sometimes more. The physical distancing possible in room 101 allows for eight people to meet at tables set up in a large square in the room. When tables aren't required, the room easily accommodates ten people in chairs set up in a large circle, and around 10-12 audience members all facing one presenter. If people come in couples, this number is slightly higher. The groups that have been meeting in room 101 are used to sitting 6 feet apart and it remains to be seen how long it will be before people are comfortable sitting within six feet of each other without masks again, even when physical distancing is no longer required.

HOW THESE LIBRARY PROGRAMS, WITH THE AVAILABILITY OF ROOM 101, ADDRESS THE POLICY OBJECTIVES OF LUNENBURG'S CCP

Heritage (Pg. 118)

On page 118 of Lunenburg's CCP, it states, *"These policy directives aim to guide future action and not only safeguard the heritage resources but also enhance the social fabric and economic health of the community. The directives focus on a comprehensive definition of heritage values by embracing inevitable change, responding to new concerns, recognizing both tangible and intangible assets, consciously working towards reconciliation with Indigenous peoples and recognizing all cultures that make up Lunenburg's history."*

The library, being a space that welcomes everyone regardless of race, gender, economic status, or political affiliation, attracts diverse community members. We offer access to information, public computers and free Wi-Fi, and programs where people connect with each other, learn new skills, share knowledge and skills, learn new ways to manage stress and deal with loss, try out a martial art or meditation without being affiliated with any particular group, and explore instruments and art supplies in new ways that encourage spontaneity and playfulness.

The library is a welcome place for volunteers. Local business owners or people wanting to try their hand at leading a workshop will volunteer at the library to gain experience or reach new clients. Some people who come to a program for the first time are surprised by the various programs offered through us and register for another and then volunteer to lead a program in something they've realized they would like to share with their community.

The library is also often the first point of contact for newcomers to the area, including many who are from different cultural backgrounds, and is often how they begin to find their way in a new community. These are all opportunities that are good for personal health, that build community and enhance the social fabric and economic health of the community.

INTANGIBLE ASSETS OFFERED BY A SAMPLE OF LIBRARY PROGRAMS:

Following is a sample of some of our popular library programs, currently using room 101, in order to highlight the kinds of intangible assets offered by such programs.

KIDS PROGRAMS

Story Time

Story time is the library's oldest program and has been running for around 40 years. The intangible benefits of this program are that it teaches early literacy skills, creative confidence, exposure to with crafts and musical instruments, and it sparks a love for books and learning. It is also a chance for both young children and caregivers to socialize in a safe, fun, educational setting.

Escape Rooms/breakout box

Similar to escape rooms, where kids have to work together to solve puzzles to open the locks on the box.

The intangible benefits of this program are that it is educational and involves reading comprehension, math skills, collaborative learning, teamwork, pattern recognition, and logic.

Magic: the gathering

This is a card-based game for ages 10+, however with parental permission we often allow younger children as well.

The intangible benefits of this program include leisure and education as it involves reading comprehension, math skills, collaborative learning, logic, strategic thinking, and social skills.

Dungeons & Dragons

This is a weekly program for a group of friends, and is the exact target demographic that is hard to reach and get involved in library programs. A group of 13- and 14-year-old boys, come to the library weekly to play this game where they encounter problem-solving challenges, math, and reading comprehension, where they have to work together as a team as well as independently, in a space where they can safely explore the social and emotional challenges of their age. This is a very imaginative game where they are exposed to fantasy/science-fiction/adventure genres through storytelling.

Clay Club

Just this year we've started running clay programs, which have been tremendously popular and which we'd like to expand on.

Intangible benefits include; creative expression, creative confidence, and freedom to explore as these programs include both directed instructional activities as well as self-led exploration time. It's also a time for kids to socialize in a safe, educational and leisurely setting with developing fine motor skills.

ADULT PROGRAMS

Crafty Hands (recently changed from the long-standing Knitting Group)

This is a group of people who get together once a week at the library to socialize and work on their craft, helping each other, sharing patterns, ideas and stories. This program has been running since 2017, with an increase in participants since the pandemic.

Intangible benefits include; community building, the sharing of skills, patterns, supplies, ideas, stories, and until the pandemic, food. It fosters a sense of belonging, is great for stress-relief as well as creativity. This group has also been known to donate their creations to charities such as hospital fundraisers.

Drumming

With meet the demand for this program, we currently run two distinct drumming programs for ages 14+; Rhythmic drumming for beginners, and Intuitive Drumming.

Intangible benefits of drumming programs; build community, strengthen intuition, foster playfulness, while attuning the ear. Drumming is musical, creative, and a great stress-release as

well as exercise for the brain, not to mention great physical activity. An hour of drumming often translates to around 4,000-5,000 steps measured on Fitbit.

Spontaneous Meditative Art

This was an expressive arts program where participants signed up for one or two sessions; one involving clay, the other bilateral drawing (using both hands at the same time.)

Here, both the materials and the exercises were used as tools to foster spontaneity, playfulness, and creative expression.

Intangible benefits of this program are that it's grounding, great for stress-release, and for encouraging creative expression, playfulness and spontaneity in our approach to art. Studies show that bilateral drawing also promotes whole-brain thinking, and helps with problem solving and goal setting.

Intuitive Art Journaling

This was an expressive arts program where participants were each given a 5x7 multi-media art journal, and were invited to reflect on their inner worlds through the use of prompts and activities such as guided meditations, black-out poetry, collage, mark-making and painting.

Intangible benefits include; creative self-expression, stress-relief, inner work, exploration of different art material and approaches to art-making, and a sense of belonging.

- Our Community Art Project, "*Community Connections*," was started in this program. Inspired by the self-isolation brought on by the pandemic, participants were invited to visualize a thread connecting them with others; their communities, their families and friends both near and far, and then using colour, line, shape, and words, depict this connection onto long strips of paper before weaving in into a web made of roots, sticks and wire. The web was then mounted on the wall by the front desk of the library along with blank strips of paper and various strips of fabric for patrons and community members to engage with, contributing something of their own. This project remains a public collaborative piece on display in the hallway for viewing and participating.

Other community art projects we've done have included:

- an interactive post-it project when we reopened last summer, where members of the community were invited to respond to the phrase "Something I did during quarantine..." by writing on post-it notes and sticking it to the wall. Patrons said they enjoyed seeing what other people did during those months and that it made them feel connected to others while also being a visual reflection of feeling separated at that time.
- A community flag project, where we sewed a number of identical blank flags and held programs where community members were invited to decorate their own flag using paints, ink, markers, and stencils, etc. The flags were then strung together on cord that was hung in their library as a sense of community identity and pride. This program was conducted at three of our library branches.

- A community art journal, a continuing project, where patrons are invited to borrow a leather-bound journal, and contribute to it either through writing, poetry, collage, drawing, painting, etc., and to look at what their fellow community members have contributed. This is meant to inspire a feeling of connection, a source of inspiration, and to act as a unique record of both Lunenburg and Queens Counties that will remain in the library system for generations to come.

Our focus on community-based art projects aligns with our core values as an organization and we believe with the values set out in the town's comprehensive community plan; they honour the individuals that make up our unique community identity while drawing connections and building a stronger sense of community. They also encourage the sharing of stories and ideas, and foster creative self-expression.

Two community art projects we have planned for when we reopen to the public involve:

- a kinaesthetic-based art project where community members will be invited to contribute to a collaborative visual art piece, by making marks while moving their whole bodies over a large piece of canvas. The canvas will then be painted by participants and displayed in the library.
- Creating a collaborative soundscape using the recording equipment we acquired through the MusiCounts grant in 2019, where participants each contribute a small musical phrase, either their own voice or any number of musical instruments, layering upon what has already been recorded by others. (phrases are layered upon one another to create a soundscape).

In 2019 the Lunenburg Library was one of 37 organizations across Canada to receive funding for musical instruments and equipment. MusiCounts TD Community Music Program granted us with funding to benefit youth in our community. We purchased a keyboard, microphone, xylophones, djembes, a loop station, and other percussive instruments to play around with sound-making, rhythm, and recording. Since September 2019 we have held a number of music programs for children, youth, and adults. While promoted as a children's program, hand drumming drew extensive attention from adults and currently (up until we closed) have 2 groups of drummers for ages 14+. This program especially, is one where participants have commented that drumming is a great way to build community while also being fun, creative and physically active.

Other Ways in which the Library assists the Town with meeting the Objectives in the CCP

Servicing and Facilities (Pg. 74)

“Based on the assessment, and the feedback that was gathered through Project Lunenburg, there are two primary facility needs for the Town of Lunenburg:

- *A new public works building*
- *New spaces for community and recreation events and programs, including meetings space and arts and cultural space”*

Since the pandemic, classroom 101 has had immense use as a space for various community and recreation programs, as a meeting space as well as an arts and culture space, one that is both free of charge for these groups and wheel-chair accessible. Not only has room 101 become integral for the library to hold programs and to allow community groups to meet, while accommodating patrons who are studying and working in the rest of the library, it has also become a vibrant new space for arts and culture in the Town of Lunenburg.

Heritage (Pg. 118)

“The primary goal of heritage conservation is to ensure that future generations will understand the historic processes that shaped the environment and our society. Through heritage conservation and interpretation, it is possible to observe the physical evidence of the buildings, structures and landscape features, and understand how our communities have evolved over the last 10,000 years. In the case of Lunenburg, the extensive collection of nineteenth and 20th century heritage buildings and cultural landscape resources provide the setting for a living community.

These policy directives aim to guide future actions and not only safeguard the heritage resources but also enhance the social fabric and economic health of the community.”

We have demonstrated how the library’s use of room 101 helps the Town achieve one of its primary needs for new spaces for arts and culture, and how it enhances the social fabric and health of the community by offering various programs. Our programs are well attended by the community, providing opportunities to try new ways to manage stress and deal with loss, learn a martial art, try meditation without being affiliated with any particular group, try good quality instruments and art supplies in new ways that encourage spontaneity and playfulness and much more; all things that are good for personal health, build community and contribute to a healthy, vibrant, and rich culture.

As the library is already an important resource for the preservation and availability of information on Lunenburg, such as the town’s history, architecture, cultural landscape, etc., what better place than the library to hold events centred on the town. We hope to continue to hold such events at the library and we would welcome the opportunity to work more closely with the town in helping to co-ordinating such events moving forward. As the town moves forward developing their comprehensive community plan, the library is excited to explore ways we can fit into this new direction.

Culture and Recreation (Pg. 159)

“The arts: the term arts can refer to architecture, sculpture and painting, film and media arts, music, theatre, dance and literary arts, and there are variations of terms used that can expand this list, such as craft, artisan, or maker.

Culture: the term culture fundamentally refers to the ‘way of life’ of groups of people. It can mean different things according to context and user intent, including the economic sector, physical heritage, diversity and identity.

These spaces and activities are a vital component to the community. Recreation, parks, sports, fitness, leisure, active living, social gathering, activism, arts, and cultural services are all essential to personal health and well-being, building strong communities, reducing health care, social service, and justice costs as well as being significant economic generators.

They provide opportunities to bring people together, and support social and individual well-being by promoting self-expression, offering educational experiences and building civic engagement, while also building livelihoods. The cultural appeal of Lunenburg is the result of an authentic experience that can be found in the town, where history and identity are preserved, honoured and celebrated. Cultural vibrancy attracts creative workers, and the town is well known as an attractive place for artists...these resources can help Lunenburg to achieve its broader civic goals.

As trends in leisure activity have evolved, the design of facilities and users’ needs have also changed. Generally, activity has shifted from formally organized, group activities, to informal, individual or small group activities. Trends in sport and fitness indicate a movement towards less competitive and more spontaneous activities, such as drop-in yoga or on-off workshops. Due to these changing trends and choices, multipurpose facilities and spaces that support greater facilities and spaces that support greater options and flexibility have begun to replace more prescriptive spaces that serve fewer functions.”

Examples of how the library has been using room 101 as a multi-purpose space for programs offering fitness, leisure, active living, social gathering, activism, arts, creative expression, exploration of imagination, and cultural services.

Fitness - Yoga for both adults and children, drumming programs for ages 14+

Leisure - Needle-felting, Crafty Hands, book clubs, D&D, Magic the Gathering, Clay Club

Active living - Drumming (kids and adults), Jin Shin Jyutsu

Social gathering - Story Time, Crafty Hands, book clubs, Needle-Felting, Drumming, Intuitive Art Journaling,

Activism - Climate Action event, Plastic Free Lunenburg

Arts - Intuitive Art Journaling, Spontaneous Meditative Art, Clay Club, various community art projects, Xylophones, Drumming, Sound Station

Cultural Services - Seven Sacred Teachings, local author readings, presentations, film screenings, art displays.

“While any types of disadvantage require attention and action, addressing gender and financial equity issues continue to be a key component of inclusion.

The primary purpose of planning for culture and recreation is to strengthen Lunenburg's identity and economy and improve the quality of life for residents and visitors. Culture and recreation exist throughout the town and beyond, in a network of places, experiences and people. In this context, it is essential that the test of planning and development be viewed as a shared effort among a range of community stakeholders including local government, not for profits, and general citizens.

Goal: A town where all community members have access to cultural and recreation experiences."

The library is a public space open to everyone regardless of race, gender, economic status, political affiliation, that attracts diverse community members. All of our programs and events are free to the public, thus making arts and culture experiences accessible to all, and we are also wheelchair accessible.

Culture and Recreation (Pg. 161)

"Identity

Newcomers from many different backgrounds are forging new paths in community identity. Furthermore, the narrative of colonial settlement has largely omitted the experiences of Mi'kmaq people. Over the next generation, the traditional identity of Lunenburg will be reframed and expanded, while maintaining the core elements of the traditional maritime culture."

Many of the people who come to library programs are new to the area, and the library is often one of the first places they come to access resources, meet people, find out about the town and get involved with their new community.

We are discussing a new partnership with Gold River to work together providing library service on the reserve. Additionally, in consultation with the local Indigenous community, we have been updating our collection of Indigenous library material.

The library has a long-standing partnership with the Fisheries Museum of the Atlantic to loan family museum passes.

We have a permanent space in the library dedicated to a heritage shipbuilding and sailing collection, located in our Roué study.

We are happy to create book and resource lists for any of these topics.

"Goals:

A) Create learning programs, workshops, or lectures that ensure the transfer of traditional crafts and skills to the next generation. (Supports objectives CR1 and CR4) "O" (organization)"

In March, we had a student from the Mi'kmaq community lead a program called Seven Sacred Teachings, for both children and adults.

“d) Create or promote learning programs to deepen a better understanding of the truth of Lunenburg’s shared history with Mi’kmaq people. (Supports objectives CR1 and CR4). “P” & “O””

We are very interested in planning more learning programs with the Mi’kmaq community to better support their needs, foster more communication and improve our understanding of their culture.

Arts Facilities (Pg. 162)

“The vitality of the arts is closely linked to the quality and availability of facilities and locations where these activities take place. Lunenburg already has many excellent arts and cultural facilities, including museums, galleries and performance venues. Protecting these spaces, as well as creating and enabling new ones, will be an essential part of achieving the town’s objectives.” And Universal Design: Design that prioritizes making spaces comfortable, safe and accessible for people of all abilities and identity.”

The library is an existing arts and cultural facility in the Town that needs to be protected. The library is known as a safe, comfortable space that is wheel-chair accessible and non-discriminatory. We offer many novel art and music programs for all ages as well as display art by local artists. Protecting this space means approving our request to extend our temporary use of the room to the end of this Term of Council.

We understand that one of the Town’s objectives is *“Identifying space needs and feasibility of converting an under-utilized municipal building to a multi-purpose community arts space and studios, as part of a broader recreation needs assessment and municipal facilities strategy. (Supports objectives CR2 and CR5) “S” & “L”.”*

We speculate that there may be some misconception of this room as being under-utilized; the sample week provided earlier within this report shows otherwise.

Programming (Pg. 172)

“Community Access

Culture and recreation are an important feature of quality of life, and many local residents engage with these activities in a variety of ways. However, young, elderly and low-income families are less likely to take part.”

Library programs are free of charge and are inclusive of everyone. Our drumming program is a great example of active living in which both elderly and low-income families participate.

Events and Activities (Pg. 173)

“The development of innovative, inclusive and desirable events and activities is an ongoing effort. What is of interest to residents will continue to evolve over time, and will be impacted by broader trends.”

The library is continually reassessing how to meet the needs and interests of the community. We are constantly working with the public, facilitating workshops and programs with the public and engaging in activities and conversation that lead to other programs that emerge as being of interest to a number of people. The library is a great space for the public to share their skills, put on a workshop of their own, and to get to know their neighbours and learn from each other. Two examples are;

E.g. One patron attended needle-felting, then signed up for drumming, and then put on a workshop on Jin Shin Jyutsu.

E.g. Another patron attended Stephen Ernst’s presentation, where she saw a poster advertising another program, signed up for Spontaneous Meditative Art, and next month will be facilitating a ZINE workshop.

“b) Continue integrating education and learning into culture and recreation programming.”

Many library programs integrate education and learning into culture and recreation.

Some examples are;

Magic the gathering, which is a leisure-based program that incorporates math, reading comprehension, and teamwork.

Seven Sacred Teachings, a program on Mi’kmaq heritage and culture integrated education and recreation through making dream catchers and talking sticks.

See other examples above in INTANGIBLE ASSETS OFFERED BY A SAMPLE OF LIBRARY PROGRAMS

“C) develop an arts and recreation library or borrowing program where community members have free access to tools, games, or equipment.”

Besides our collection of books and dvds we also have available to borrow;

- *Be active backpacks* that include various items like bean bags, ground markers, and parachutes to inspire outdoor activities.
- an artist easel
- a board game collection
- Tablets
- HappyLight lamps

“D) work with the bluenose golf course to establish cross-country skiing and snowshoeing on the golf course during the winter months.”

This past year we partnered with the MARC to have 5 pairs of snowshoes to lend out during the winter months and we would welcome the opportunity to partner with the town to make this available here.

CONCLUSION

The Lunenburg Library, having access to room 101 over the past year and a half has been a space that has held both community and recreation events and programs, and it has also been available as a meeting space for several community groups as well as individuals to have meetings. It is wheelchair accessible, non-discriminatory and free for the public. If Council grants our request to extend the temporary use of Room 101 to the Lunenburg Library, the Municipality will be obtaining real value by allowing all of these programs for the community to continue, and opening up many new possibilities for the future. The intangible assets that come with these programs, as well as the concrete space for arts and culture assist Council in achieving many of its CCP objectives.

Document No:
Meeting: Council May 25, 2021
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File: Budget 2021/22

MEMORANDUM

TO: TOWN COUNCIL

FROM: LISA DAGLEY, FINANCE DIRECTOR

DATE: MAY 13, 2021

RE: INCREASE OF DEED TRANSFER TAX RATE

1. FACTS

During 21-22 budget discussions Council has indicated that they wish to increase the Deed Transfer Tax Rate from 1.0% to 1.5% and that the additional revenue that will be generated be allocated annually to the Town's Operating Budget.

2. ISSUES AND OPTIONS ANALYSIS

Deed Transfer Taxes (By-Law #60) are currently established at the rate of 1.0% and are restricted to capital expenditures. A By-Law change is required to increase the rate and the allocation on the revenue.

The proposed revised By-Law is attached (Schedule 1).

3. FINANCIAL IMPACT

Deed Transfer Actuals for the past five fiscal years.

16-17	\$144,406
17-18	\$194,128
18-19	\$223,474
19-20	\$188,531
20-21	\$264,441

The budget estimate for the 0.5% revenue in the 21-22 Operating Budget is \$80,000. To generate the projected income will require \$5.3M in house sales in the period of time after the bylaw change and before our March 31, 2022 fiscal year end.

4. **STRATEGIC PLAN RELEVANCE**

Governance: Direction to enhance internal and external relations through policies, procedures and resources.

5. **RECOMMENDATION AND DRAFT MOTION**

That the Deed Transfer Tax Rate be increased to 1.5% and that 0.5% of the rate be used as Town operating revenue,

Draft Motion:

Moved and Seconded to approve increasing Deed Transfer Tax to 1.5%. and update By-law #60 as noted in Schedule 1 and hereby give notice of motion of same with first reading of the proposed Bylaw change to be given at the June 8, 2021, Council meeting.

Attachments - 2

Acknowledged only by:

Bea Renton
CAO

TOWN OF LUNENBURG**BY-LAW #60.****RESPECTING DEED TRANSFER TAX**

BE IT ENACTED by the Council of the Town of Lunenburg under the authority of **Part V-Deed Transfers** Section 102 (1) and (2) of the Municipal Government Act as follows:

Short Title

1. This By-Law shall be known as By-Law #60. and may be cited as the Deed Transfer Tax By-Law.

Definitions

2. (1) A Deed Transfer Tax applies in the Town of Lunenburg.
- (2) The rate of the Deed Transfer Tax shall be one **and one half** percent (1.5%) of the value of the property transferred.

Collection

3. The Registrar of Deeds shall be the agent and collector of the Deed Transfer Tax for the Town of Lunenburg in accordance with an Agreement to that effect between the Town of Lunenburg and the Minister of Service Nova Scotia and Municipal Relations.

Revenue Distribution

4. The net proceeds from this Deed Transfer Tax, after deducting from the gross proceeds the cost of administration and collection of this tax by the Town, shall be utilized for: **a) one percent (1%) applied to** capital expenditures of the Town other than equipment purchases. Permitted capital expenditures shall include, but not be limited to, capital expenditures on streets, sidewalks, sewers, land development for housing and other infrastructure expenditures- **and b) one half of a percent (0.5%) shall be applied to Town general revenues.**

Date

Bea Renton,
Town Manager/Clerk

I, Bea Renton, Town Manager/Clerk for the Town of Lunenburg, do certify that the foregoing is a true and current copy of the Deed Transfer Tax By-law #60 of the Town of Lunenburg, duly passed by the Lunenburg Town Council on March 27, 2003, with first reading having been given on February 27, 2003, second and

third/final readings on March 27, 2003, with an effective date of April 9, 2003 when published in the local newspaper.

Bylawapproved/60 Deed Transfer.wpd

Municipal Deed Transfer Tax Rates

The following Municipal Deed Transfer Tax Rates are set by each Municipality and are updated when we are advised by the Municipalities of any rate change. The list of rates is as current as possible; however, rate changes are at the direction of the municipalities and may not be reported to SNS. You are advised to check with the Municipality to confirm the most recent rate prior to conducting a transaction.

Municipal Deed Transfer Tax Rates			
County	Municipality	Rate	Payable at LRO
Cape Breton	Cape Breton Regional Municipality	1.5%	Sydney
Halifax	Halifax Regional Municipality	1.5%	Halifax
Queens	Region of Queens Municipality	1.0%	Bridgewater
Hants	West Hants Regional Municipality	1.5%	Lawrencetown
Kings	Municipality of the County of Kings	-	-
Digby	Municipality of the District of Clare	0.5%	Lawrencetown
Antigonish	Municipality of the County of Antigonish	1.0%	Amherst
Colchester	Municipality of the County of Colchester	1.0%	Amherst
Pictou	Municipality of the County of Pictou	1.0%	Amherst
Victoria	Municipality of the County of Victoria	1.0%	Sydney
Yarmouth	Municipality of the District of Argyle	1.0%	Bridgewater
Digby	Municipality of the District of Digby	1.0%	Lawrencetown
Guysborough	Municipality of the District of Guysborough	1.0%	Sydney
Yarmouth	Municipality of the District of Yarmouth	1.0%	Bridgewater
Lunenburg	Municipality of the District of Lunenburg	1.25%	Bridgewater
Guysborough	Municipality of the District of St. Mary's	1.25%	Sydney
Annapolis	Municipality of the County of Annapolis	1.5%	Lawrencetown
Cumberland	Municipality of the County of Cumberland	1.5%	Amherst
Inverness	Municipality of the County of Inverness	1.5%	Sydney
Richmond	Municipality of the County of Richmond	1.5%	Sydney
Shelburne	Municipality of the District of Barrington	1.5%	Bridgewater
Lunenburg	Municipality of the District of Chester	1.5%	Bridgewater
Hants	Municipality of the District of Hants East	1.5%	Lawrencetown
Shelburne	Municipality of the District of Shelburne	1.5%	Bridgewater
Kings	Town of Kentville	-	-
Guysborough	Town of Mulgrave	0.5%	Sydney
Kings	Town of Berwick	1.0%	Lawrencetown
Shelburne	Town of Clark's Harbour	1.0%	Bridgewater
Lunenburg	Town of Lunenburg	1.0%	Bridgewater
Pictou	Town of New Glasgow	1.0%	Amherst
Cumberland	Town of Oxford	1.0%	Amherst
Pictou	Town of Pictou	1.0%	Amherst
Pictou	Town of Stellarton	1.0%	Amherst
Colchester	Town of Stewiacke	1.0%	Amherst
Pictou	Town of Trenton	1.0%	Amherst
Colchester	Town of Truro	1.0%	Amherst
Pictou	Town of Westville	1.0%	Amherst
Yarmouth	Town of Yarmouth	1.0%	Bridgewater
Cumberland	Town of Amherst	1.25%	Amherst
Digby	Town of Digby	1.25%	Lawrencetown
Annapolis	Town of Annapolis Royal	1.5%	Lawrencetown
Antigonish	Town of Antigonish	1.5%	Amherst
Lunenburg	Town of Bridgewater	1.5%	Bridgewater
Shelburne	Town of Lockeport	1.5%	Bridgewater
Lunenburg	Town of Mahone Bay	1.5%	Bridgewater
Annapolis	Town of Middleton	1.5%	Lawrencetown
Inverness	Town of Port Hawkesbury	1.5%	Sydney
Shelburne	Town of Shelburne	1.5%	Bridgewater
Kings	Town of Wolfville	1.5%	Lawrencetown

Lunenburg County Summary

Lunenburg	Town of Lunenburg	1.0%	Bridgewater
Lunenburg	Municipality of the District of Lunenburg	1.25%	Bridgewater
Lunenburg	Municipality of the District of Chester	1.5%	Bridgewater
Lunenburg	Town of Bridgewater	1.5%	Bridgewater
Lunenburg	Town of Mahone Bay	1.5%	Bridgewater

Grants 2021/22		Schedule E
Account #01-2-19-5100	2021/22 Approved Grants	2021/22 Notes
Bluenose 100 Committee <i>pre-approved Jan.28, 2020</i>	In-kind	Funds for the Bluenose 100 Committee of \$5,000 in the 2020/21 fiscal year and \$5,000 of in-kind Town Services for the 2021/22 fiscal year when the celebration events will take place.
Curl for a Cause	\$125	Annual event which supports Fishermen's Memorial Hospital
Fishermen's Memorial Hospital - Golf Tournament	\$100	Annual event which supports Fishermen's Memorial Hospital
Health Services Foundation of the South Shore	\$500	Raising funds for the purchase of a new bus for the Veteran's Unit at Fishermen's Memorial Hospital.
Lunenburg Community Christmas Dinner	\$115	The funds requested will cover the rental of the auditorium at the Town Fire Hall. (\$100 + HST)
Lunenburg County Lifestyle Centre	\$1,000	Municipal sponsorship towards hosting the 2021 Canadian Tire Para Hockey Cup Championships from December 4 to December 12, 2021.
Lunenburg County Seniors' Safety Partnership Society <i>previously Safe Communities Lunenburg County</i>	\$1,275	Designed to address a range of seniors' safety issues, to mitigate risk, to reduce incidences of elder abuse, and to foster effective helping relationships between seniors and police.
Lunenburg Doc Fest Association	\$1,500	The Festival is planning a hybrid event, with all film programming taking place online while we will host in-person social events in the town, both free and ticketed. The group would put the Town of Lunenburg grant funds toward the programming, promotion and publicity.
Lunenburg Dog Park	\$1,000	The funds will be used to pay insurance costs and other yearly expenses. In-kind garbage collection.
Lunenburg Folk Harbour Society-Summer Concert Series	\$3,500	Funding to support a series of 15 free, outdoor concerts at the Bandstand in Lunenburg each Saturday from June 12 to Sept. 25
Lunenburg Folk Harbour Society-Festival Sponsorship	\$1,000	Funding for the 2021 Folk Harbour Festival, to be held in Lunenburg from August 6 to 8.
Lunenburg Grad Bursary	\$500	Bursary will be issued to a graduating high school student.
Nova Scotia Sea School	\$2,500	Phase 2 funding to assist in the structural long term repair and modification of the expedition vessels Dorothea and Elizabeth Hall. These 30' wooden sailboats, are over 20 years old and require improvements outside of regular maintenance to ensure they are meeting Transport Canada's Safety Regulations as commercial passenger vessels.
Royal Canadian Legion Branch 23	\$750	Funds to be used for Parade insurance cost, helping with the food for the meet and greet for all Nov11 guests. Purchasing items for the legion hall decorations, flags and posters.
Society of St. Vincent de Paul	\$1,000	Funds will be utilized for any individual of the Town of Lunenburg who demonstrates genuine need. The society assists individuals who need temporary help with basic needs.
VON-Lunenburg County	\$2,000	To assist with expenses associated with providing transportation for seniors and those with medical concerns. The service provides drives for medical appointments, provides weekly drives for residents for dialysis, weekly transportation to run errands. The transportation program also is used to delivery frozen meals to residents of the Town. All grant money received from the Town of Lunenburg will be used to offset the cost of the transportation program offered for residents of the Town.
2021-22 Grants Approved, June 8, 2021	\$16,865	
Balance available for additional requests	\$3,135	
	\$20,000	

Document No:
Meeting: Council June 8,
2021
Circulate: Council, BR,
DM, PB, PB
File:

MEMORANDUM

TO: TOWN COUNCIL

FROM: HEATHER MCCALLUM, ASSISTANT MUNICIPAL CLERK

DATE: MAY 27, 2021

RE: RAINBOW CROSSWALK UPDATE

1. FACTS

At the Council Meeting of October 13, 2020 the following motion was passed by Council:

Motion: moved and seconded for the new Council to paint the crosswalk(s) at the intersection of King and Lincoln Street in 2021 as part of the Pride 2021 celebrations with a budget of \$500 for paint and internal traffic control (Schedule "F"). Motion carried.

A letter dated February 1, 2021 was addressed to the Mayor from the Gay-Straight Alliance at Bluenose Academy requesting, "...that a LGBTQ2+ rainbow crosswalk be placed in the Town of Lunenburg." A reply was sent to the group on March 9, 2021 informing them of Council's previous motion ([Attachment "A"](#)).

2. ISSUES AND OPTIONS ANALYSIS

Risk Management

On March 2, 2021 Public Works Superintendent was made aware of a public safety concern with rainbow crosswalks via the Town of Bridgewater from the Nova Scotia Department of Transportation and Infrastructure Renewal (NSTIR), dated April 30, 2020 ([Attachment "B"](#)):

The Manual of Uniform Traffic Control Devices (Transportation Association of Canada (TAC)) includes two acceptable variations of crosswalks for use in Canada; twin parallel lines and Zebra style crosswalks, both which use white markings. There is no option for rainbow, or any other decorative markings within

the crosswalks. That being said, TAC has initiated a pooled fund project to investigate the safety performance of non-standard markings in crosswalks. Until such time as this project is completed and there are changes to the MUTCDC, NSTIR has taken the position that only those markings in the MUTCDC should be used and municipalities that deviate from these standard markings have been advised as such.

The Public Works Superintendent recommended that the Town of Lunenburg not install off-specification crosswalks until the regulations have been updated, with the agreement of the Town Engineer.

The Assistant Municipal Clerk followed up with both TAC and NSTIR to find out the current status of the “Non-Standard Pavement Markings for Crosswalks” project (**Attachment “C”**):

- TAC has not yet started the study, and expect it to take 18 months to complete. The Director of Technical Programs said, “Note that TAC guidance does not necessarily view non-standard crosswalk pavement markings as unsafe by definition; we just have not issued guidance on how (if at all) to use them in a safe manner.”
- The NSTIR confirmed that as the project has not yet taken place, the guidance for crosswalk markings in Nova Scotia and their position on them has not changed.

Alternative Solutions

Local municipalities and schools have had alternate solutions in lieu of a crosswalk. The Town of Bridgewater painted the vertical face of the staircase in the parking lot of Town Hall. Schools have done the same or painted rainbow walkways leading up to school buildings.

For example, on the left is Bluenose Academy; on the right is Centre scolaire de la Rive-Sud.



It should be noted that some municipalities like Halifax Regional Municipality have developed their own guidelines to proceed with rainbow crosswalks. It is not suggested that the Town of Lunenburg oppose our Public Works' recommendation.

Option: The painting could be done by members of Council with or without stakeholder volunteers if a higher profile public relations opportunity is desired. Public Works staff would provide materials and guidance. As it is outside, as long as participants wear masks and socially distance as much as possible it should be able to take place safely within COVID-19 protocols.

Alternative Locations

There are several potential locations in the Town of Lunenburg for a rainbow installation with similar high visibility to the planned King and Lincoln intersection:

- A sidewalk on a block of King Street could be painted instead between Lincoln and Cumberland and/or between Lincoln and Pelham
- The path in the parks on either side of Town Hall leading up to Townsend Street
- The vertical face of the large steps/ramp between Bluenose Drive and Montague Street
- A location on asphalt at the waterfront such as the Fisheries Museum of the Atlantic parking lot, coordinated with Develop NS (note that they do not paint the wooden boardwalk)

- The vertical risers of the steps to Town Hall on Cumberland and/or Townsend Streets
- The accessible walkway to Town Hall on Townsend Street
- The entrance to the Town's Lincoln Street parking lot.

The Public Works Superintendent intended two crosswalks for the volume of paint in the original estimate, which the Facilities Superintendent projects will equal approximately 50 feet of sidewalk. His opinion is that painted concrete would be unlikely to pose a safety risk of slipping.

Scheduling

Pride dates:

- The South Shore Regional Centre for Education is holding Pride events at local schools the last week of May. Prior to the lockdown, Bluenose Academy's event was scheduled for May 26, 2021.
- Internationally, Pride Month is in June.
- In Nova Scotia, Pride is celebrated in the last two weeks of July, but this year has been relocated to August 12-22, 2021 due to the changing nature of the COVID-19 pandemic advisories.
- The Town of Lunenburg's annual Pride flag-raising event with Pride Lunenburg County will take place in August accordingly.

It is reasonable to anticipate that Province-wide travel restrictions will be relaxed in the coming weeks and the Atlantic Bubble may be reinstated at some point in the summer, so the Town may see more visitation. While the Pride installation is primarily to demonstrate inclusivity and support for the LGBTQ+ members of our community, it is also a welcoming sign to visitors. Therefore, installation is recommended in June.

3. FINANCIAL IMPACT

The budget approved on October 13, 2020 for the rainbow crosswalk was \$500 for paint and internal traffic control, if needed. It is incorporated into the 2021/22 Town Budget as part of the street painting line item in the Transport Services Expenditure Budget.

4. STRATEGIC PLAN RELEVANCE

Guiding Principles – Inclusion: We work to ensure a sense of belonging, acceptance and value for all in our community.

Strategic Directions – Culture and Recreation: Foster inclusivity in programming and leadership.

5. RECOMMENDATION AND DRAFT MOTION

That a rainbow walkway be installed in the Town of Lunenburg for Pride 2021 celebrations in the month of June. Painting to be undertaken by Public Works staff.

Option: That a rainbow walkway be installed in the Town of Lunenburg for Pride 2021 celebrations in the month of June. Painting to be undertaken by members of Council with support from Public Works staff as part of an event.

Draft Motion:

That the Town of Lunenburg paint a rainbow walkway at ____ [LOCATION] ____ as part of Pride 2021 celebrations, with a budget of \$500 for paint. The walkway is to be installed in the month of June by ____ [WHO] ____.

Attachments - 3

Acknowledged only by:

Bea Renton
CAO

Attention: Mayor Matt Risser
Town Hall
119 Cumberland Street, Lunenburg
Nova Scotia

February 1, 2021

Dear Mayor Matt Risser,

Our GSA group is writing this letter to request that a LGBTQ2+ rainbow crosswalk be placed in the Town of Lunenburg. Our group feels that there is a need for more visibility that shows that our community supports our students and the larger LGBTQ2+ community.

We believe that making this rainbow crosswalk will help our community members and town visitors feel safer and more welcome. The crosswalk will demonstrate that our town celebrates and supports diversity. The completion of this crosswalk will allow our town to join other communities in Nova Scotia that have made the decision to include rainbow crosswalks.

Our GSA group has recently asked our principal to allow us to paint a rainbow walkway leading up to the main entrance of our school. Mr. McGill is in favor of this project and is aware that we are also lobbying to have a crosswalk painted in our town. We are making plans to have our walkway painted in May 2021 when we plan to celebrate Pride Week at our school. We are grateful for the support of our principal and our South Shore Regional Centre of Education so we can make this idea become a reality. We are hoping that you will provide us with the same support in agreeing to paint a rainbow crosswalk in the Town of Lunenburg.

It is our hope that you will be able to partner with our school on May 17th, *International Day Against Homophobia, Transphobia and Biphobia* to celebrate the completion of our Bluenose Academy sidewalk and your new rainbow crosswalk in town. We are excited about the prospect of you agreeing to our proposal. Our GSA group ~~would~~ be honored to visit you at the Town Hall to discuss the proposal and our plans in more detail.

Thank you for taking the time to consider our request. We look forward to hearing a positive response in the near future.

Sincerely,

Bluenose Academy GSA Group



119 Cumberland Street
P.O. Box 129
Lunenburg, Nova Scotia
Canada B0J 2C0

www.explorelunenburg.ca

TOWN OFFICE
902-634-4410

ELECTRIC UTILITY
902-634-4410

FIRE DEPARTMENT
902-634-8343

PUBLIC WORKS
902-634-8992

RECREATION
902-634-4006

FACSIMILIE
902-634-4416

March 9, 2021

Bluenose Academy GSA Group
18 Tannery Road
Lunenburg, NS
B0J 2C0

Dear GSA Group students,

Thank you for your letter; I'm glad to see an active Gay-Straight Alliance at Bluenose Academy. Diversity and inclusivity are more important than ever in 2021, and Council agrees that more visibility helps make our LGBTQ2+ community members and visitors feel welcome.

Lunenburg has raised the Pride flag every summer for the past five years. This past October, Town Council unanimously approved installing rainbow crosswalks for Pride 2021 celebrations. We have recently been made aware of Provincial traffic safety concerns for such crosswalks, and are actively investigating our options. I will follow up to let you know where we land.

If you'd like to discuss this further I'd be pleased to meet virtually with you. Thank you again for your commitment to a more diverse and inclusive Lunenburg.

Yours truly,

Mayor Matt Risser
Town of Lunenburg

cc: Principal Steven McGill, Bluenose Academy
Bernadine Elliott, Bluenose Academy
Bea Renton, CAO, Town of Lunenburg

UNESCO *World Heritage Site*

Heather McCallum

From: Dennis MacPherson
Sent: Tuesday, March 2, 2021 8:55 AM
To: Bea Renton; Heather McCallum
Cc: Peter Baker; Paul Bracken; Lisa Dagley
Subject: FW: 2020-04-28_Pilot Projects

Hi Bea and Heather;

Please see the email trail below from Peter's research on rainbow colored crosswalks. The feedback seems fair and accurate to me and I support Peter's recommendation not to paint our crosswalks off-spec.

This can be revisited once the MUTCDC and NSTIR specifications are updated.

Please review and comment.

Dennis

From: Peter Baker <PBaker@explorelunenburg.ca>
Sent: March 2, 2021 8:43 AM
To: Dennis MacPherson <DMacPherson@explorelunenburg.ca>
Cc: Paul Bracken <PBracken@explorelunenburg.ca>
Subject: FW: 2020-04-28_Pilot Projects

Hi Dennis here is the info on crosswalks that I was looking for with regards to Rainbow Crosswalks as I see it as all crosswalks are regulated from a staff point of view I would not recommend installing the requested crosswalks at this time .

Thanks
Peter Baker

Peter Baker
Superintendent
Town of Lunenburg
902-634-8992 ext1

From: Matthew Davidson [REDACTED]
Sent: March 1, 2021 1:24 PM
To: Peter Baker <PBaker@explorelunenburg.ca>
[REDACTED] <[REDACTED]>
Subject: FW: 2020-04-28_Pilot Projects

CAUTION: EXTERNAL MAIL. DO NOT CLICK ON LINKS OR OPEN ATTACHMENTS YOU DO NOT TRUST.

Good Afternoon Mr. Baker;

This email is to follow up your request for any info we rec'd from the Province regarding crosswalks, specially Rainbow crosswalk markings.

Below is an email we rec'd from the Province, if you have any questions, feel free to give myself a call.

Regards,

From: Hird, Rob A <[REDACTED]>
Sent: April 30, 2020 9:58 AM
To: Matthew Davidson <[REDACTED]>
Subject: RE: 2020-04-28_Pilot Projects

Hi Matthew

Here are a few comments for the initiatives you mentioned:

1. Rainbow crosswalks

The *Manual of Uniform Traffic Control Devices* (Transportation Association of Canada (TAC)) includes two acceptable variations of crosswalks for use in Canada; twin parallel lines and Zebra style crosswalks, both which use white markings. There is no option for rainbow, or any other decorative markings within the crosswalks. That being said, TAC has initiated a pooled fund project to investigate the safety performance of non-standard markings in crosswalks. Until such time as this project is completed and there are changes to the MUTCDC, NSTIR has taken the position that only those markings in the MUTCDC should be used and municipalities that deviate from these standard markings have been advised as such.

Here is more information on the TAC project:

<https://www.tac-atc.ca/en/projects/development/non-standard-pavement-markings-crosswalks>

2. 3D Painted Crosswalks.

This generally falls under the explanation in item 1 above and may be addressed in the TAC study. However, there has been a number of negative findings with these experimental markings to the point that that the United States Federal Highway Administration has come out strongly against them:

Q: I've heard about a crosswalk design that simulates 3-dimensional (3-D) objects in the roadway. Is such a concept compliant with the MUTCD?

A: *This concept does not comply with the MUTCD. As a result of demonstrated safety concerns, the FHWA is no longer considering field experimentation with "3-D" crosswalk designs. The FHWA had previously approved field experimentation with "3-D" markings until one such experiment showed unintended—and potentially dangerous—effects. A significant percentage of drivers swerved upon seeing the markings, perhaps perceiving them to be real raised objects on the roadway. While this type of driver reaction did decrease over time, the experiment showed that at least more than one in ten drivers might make an evasive or erratic maneuver upon experiencing this or similar installations for the first time. The results suggest that a "3-D" marking design can result in unsafe behavior by drivers. If the design is effective at portraying a 3-dimensional object and drivers believe there are real raised objects on the roadway, it is a reasonable expectation that drivers will take evasive action, such as braking abruptly, in fear of colliding with the perceived obstruction. This type of driver reaction is, in fact, what the experiment showed. The potential for a significant percentage of drivers to react unpredictably is too great a risk to allow further field experimentation.*

This can be found in the FHWA's FAQ's here: https://mutcd.fhwa.dot.gov/knowledge/faqs/faq_part3.htm#cwq4

3. We have not done any experimentation with in-pavement crosswalk lights due to their high cost and susceptibility to damage by winter maintenance. They are also not included in TAC's Pedestrian Crossing Control Guide, so there isn't a clear place for them in the hierarchy of crosswalk treatments.

These could likely be piloted through your traffic authority, although with any novel treatment, the challenge is to determine which crosswalks should receive the treatment and which should not. Its important to consider that adding elements to some crosswalks and not others, with no scientific basis, could make those untreated crosswalks less safe, as drivers may come to expect to see the higher end treatments.

4. There are a few locations on provincial roads where crosswalk flags have been installed by others under TIR permission. These are not an official traffic control device and therefore do not require approval by the Traffic Authority.

We hold the position that the safest way to manage crosswalks is in a uniform and consistent manner. By applying the treatments included in the *Pedestrian Crossing Control Guide* in the manner and under the warrants included in the guide, you are applying treatments that are very well thought out and appropriate for the individual applications.

If you would like to discuss the points above or any others any further, please let me know.

Rob

From: [Geoff Noxon](#)
To: [Heather McCallum](#)
Subject: RE: Non-standard Pavement Markings in Crosswalks
Date: March 17, 2021 2:27:22 PM
Attachments: [image003.png](#)
[image004.png](#)

CAUTION: EXTERNAL MAIL. DO NOT CLICK ON LINKS OR OPEN ATTACHMENTS YOU DO NOT TRUST.

Hi Heather - TAC projects take some time to get going, because we need to first gather sufficient funds from our members and partners... so, the crosswalk project is only now about to get underway. It will take about 18 months to complete, but that remains to be confirmed.

Note that TAC guidance does not necessarily view non-standard crosswalk pavement markings as unsafe by definition; we just have not issued guidance on how (if at all) to use them in a safe manner. As always, our guidance defers to the professional judgement of local practitioners; we do not set standards, per se, nor do we regulate or enforce how our guidance is applied. As you likely know, your province and local municipalities are the authorities that determine how pedestrian crossings are marked.

Regards,

Geoff Noxon, M.Sc., P.Eng.

Director, Technical Programs

TRANSPORTATION ASSOCIATION OF CANADA (TAC)

401-1111 Prince of Wales Drive, Ottawa, ON K2C 3T2



From: Heather McCallum [<mailto:HMcCallum@explorelunenburg.ca>]

Sent: March 17, 2021 11:33 AM



Subject: Non-standard Pavement Markings in Crosswalks

Hello Erica,

I wondered if you could give me an update on the status of this project. According to the extract here, it should be wrapping up about now.

<https://www.tac-atc.ca/en/projects/development/non-standard-pavement-markings-crosswalks>

I'm particularly interested in rainbow crosswalk safety, as Town Council here voted to install one then we became aware of safety concerns. We're hoping there are some guidelines to install safely. Can you fill me in?

Thank you,
Heather

Heather McCallum
Assistant Municipal Clerk

Town of Lunenburg
119 Cumberland Street, PO Box 129
Lunenburg, NS Canada B0J 2C0
T 902-634-4410 x240
C 902-523-1670
hmccallum@explorelunenburg.ca
www.explorelunenburg.ca

Please be aware that any communications made to the Town of Lunenburg will become records that are subject to the freedom of information and protection of privacy provisions contained in Part XX of the Municipal Government Act. Depending on the nature of the information and the subject matter, such communications may become part of the public record. If you are sending confidential business information or personal information, please mark it as such.

From: [Hird, Rob A](#)
To: [Heather McCallum](#)
Cc: [REDACTED]
Subject: RE: Safety concerns re Rainbow-painted crosswalks
Date: March 17, 2021 1:45:32 PM

CAUTION: EXTERNAL MAIL. DO NOT CLICK ON LINKS OR OPEN ATTACHMENTS YOU DO NOT TRUST.

Hi Heather

The Non-Standard Pavement Markings for Crosswalk project with TAC is still seeking funding from potential project sponsors and has not launched yet. The project is anticipated to take 18 months to complete once the required funding level is reached and the project launches.

As such, the guidance for crosswalk markings in Canada has not changed and therefore our position in the email below remains unchanged as well.

Rob

From: Heather McCallum <HMcCallum@explorelunenburg.ca>
Sent: March 17, 2021 12:41 PM
To: Hird, Rob A <[REDACTED]>
Subject: Safety concerns re Rainbow-painted crosswalks

Hello Rob,

I'm writing from the Town of Lunenburg, as we were intending to install a rainbow crosswalk this spring, per a Council motion passed last fall. The Town of Bridgewater shared your below correspondence with our Public Works staff.

What is the timeline now to have guidelines to install one safely? For example, if there is a standard white reflective zebra crossing but in between white stripes are painted matte colour ones, would that work? We don't have any large or high-speed intersections in Old Town Lunenburg.

I reached out to TAC directly, as the project link you provided below indicates that the project should be wrapping about now, but I wondered what your take is and how quickly some guidelines can be turned around.

Pride is coming in June-July to Nova Scotia, and as you know, this is a more and more popular inclusivity initiative.

Thank you,
Heather

Heather McCallum
Assistant Municipal Clerk

Town of Lunenburg

119 Cumberland Street, PO Box 129

Lunenburg, NS Canada B0J 2C0

T 902-634-4410 x240

C 902-523-1670

hmccallum@explorelunenburg.ca

www.explorelunenburg.ca

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