

TOWN OF LUNENBURG  
**COUNCIL MEETING AGENDA**  
Tuesday, July 14, 2026 | 6 pm  
Lunenburg Town Hall – Council Chambers  
120 Townsend Street



**NOTICE:** Council meetings are open to the public and held in Town Hall. **Please use the back entrance at 120 Townsend Street.** The public can also watch meetings through Zoom. To livestream this meeting starting at 6 pm, use this Zoom link:  
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Please note that all Council meetings are livestreamed through Zoom and meeting recordings are archived on the Town's [YouTube](#) channel.

**1. CALL TO ORDER**

**2. LAND ACKNOWLEDGEMENT**

This meeting takes place in the traditional and ancestral territory of the Mi'kmaq people. We are all Treaty people.

**3. ADDITIONS/ DELETIONS TO AGENDA**

**4. APPROVAL OF AGENDA**

4.1 July 14, 2026 Council Meeting Agenda

**Recommendation:** That Council approve the agenda for the July 14, 2026 meeting as presented.

**5. APPROVAL OF MINUTES**

5.1 June 22, 2026 Special Meeting Minutes

**Recommendation:** That Council approve the June 22, 2026 special meeting minutes as presented.

5.2 June 23, 2026 Regular Meeting Minutes

**Recommendation:** That Council approve the June 23, 2026 regular meeting minutes as presented.

**6. PRESENTATIONS**

**7. PUBLIC INPUT AND QUESTIONS – 20 MINUTES**

- Each person is limited to 3 minutes
- Each person must state their name
- Questions or comments are directed to the Chair
- Comments and questions are open to any municipal matter
- **Virtual Participation:** Members of the public wishing to participate virtually in this agenda item must register in advance by 12:00 p.m. on the business day

before the meeting by contacting adminsupport@townoflunenburg.ca or 902-634-4410 ext. 225. When registering, please include a brief description of the agenda item you wish to speak to.

## **8. CORRESPONDENCE**

*Correspondence items included on the agenda have been submitted for Council's information and do not imply endorsement by the Town. The content of correspondence reflects the views of the author and has not been independently verified. Should Council wish to take action on an item, a motion must be made.*

## **9. BUSINESS ARISING AND UNFINISHED BUSINESS**

### **10. NEW BUSINESS**

#### 10.1 Sustainable Cultural Tourism Plan

**Recommendation:** That Council endorse the Sustainable Cultural Tourism Plan as a guiding strategic framework.

#### 10.2 Council Strategic Priorities

**Recommendation:** That Council adopt the Town of Lunenburg Council Strategic Priorities 2026–2027 as the guiding framework for organizational planning, budget development, and Council decision-making.

#### 10.3 Decision: Affordable Housing Grant Program (Housing Accelerator Fund Initiative)

**Recommendation:** That Council adopt the Affordable Housing Grant Program as presented in Schedule A.

#### 10.4 Notice: Ice Allocation Policy

**Recommendation:** That Council provide official notice of its intent to consider the Ice Allocation Policy and refer the Policy to a future Regular Council Meeting for final consideration and approval.

#### 10.5 Information Report: Town & Water Utility Capital Projects Status Updates (June 2026)

#### 10.6 Request for Direction: Lunenburg Academy Rental Space

**Recommendation:** That Council direct staff to review the current and future use of available space within the Lunenburg Academy and report back with options to support the building's long-term sustainability, community benefit, and financial viability.

#### 10.7 Decision: Social Media Policy

**Recommendation:** That Council approve the Social Media Policy as presented.

#### 10.8 Decision: Inclement Weather Policy

**Recommendation:** That Council approve the Inclement Weather Policy as presented.

## **11. NOTICES OF MOTION, INFORMATION REQUESTS AND COUNCILLOR REPORTS**

**12. ITEMS FOR CONSIDERATION AT COMMITTEE OF THE WHOLE**

The next Committee of the Whole meeting is scheduled for September 1, 2026.

**13. MOTION ACTION LIST**

**14. CLOSED SESSION**

**15. ADJOURNMENT**

**SPECIAL COUNCIL MEETING AGENDA  
TOWN OF LUNENBURG**

Tuesday, June 22, 2026 | 6 pm  
Lunenburg Town Hall - Council Chamber



- 
- |                     |   |
|---------------------|---|
| Present             | Deputy Rachel Bailey, Councillors Alex Greek, Debbie Dauphinee, Renea Babineau, Gale Fullerton, and Alison Strachan   |
| Absent/ Regrets     | Mayor Jamie Myra  |
| Also present        | Kayla Byrne, Municipal Clerk<br>Paul Nopper, CAO  |
| Call to Order       | The Chair called the meeting to order at 6:00 p.m.  |
| Land Acknowledgment | The Chair recognized Lunenburg's location on the unceded territory of the Mi'kmaq people.   |
| Approval of Agenda  | Moved and seconded that Council approve the agenda for the June 22, 2026, meeting as presented.<br><b>Motion carried unanimously</b>  |
| Closed Session      | Moved and seconded that Council move into closed session pursuant to Section 22(2)(g) of the Municipal Government Act to discuss legal advice eligible for solicitor-client privilege.<br><b>Motion carried unanimously</b> |
| Open Session        | Council returned to open session. There was no report from the closed session.  |
| Adjournment         | There being no further business, the Council meeting adjourned at 8:38 p.m.   |

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Minutes were read and approved.

**COUNCIL MEETING MINUTES  
TOWN OF LUNENBURG**

Tuesday, June 23, 2026 | 6 pm  
Lunenburg Town Hall - Council Chamber



Present Deputy Rachel Bailey, Councillors Alex Greek, Debbie Dauphinee, Renea Babineau, Gale Fullerton, and Alison Strachan

Regrets Mayor Jamie Myra

Also present Paul Nopper, CAO  
Alan Howell, Senior Planner  
Tyson Joyce, Director of Public Works  
Marc Kiely, Director of Community Development  
Kayla Byrne, Municipal Clerk  
Jamie Deans, Communications and Events Coordinator

Call to Order The Chair called the meeting to order at 6:00 p.m.

Land Acknowledgment The Chair recognized Lunenburg’s location on the unceded territory of the Mi’kmaq people.

Approval of Agenda Moved and seconded that Council approve the agenda for the June 23, 2026, meeting as presented.

**Motion carried unanimously**

Approval of Minutes Moved and seconded that Council approve the May 13, 2026 special meeting minutes as presented.

**Motion carried unanimously**

Approval of Minutes Moved and seconded that Council approve the May 26, 2026 meeting minutes as presented.

**Motion carried unanimously**

Presentation Council received a presentation from the Lunenburg County Accessibility Regional Advisory Committee. The presentation highlighted recent committee initiatives, examples of accessibility-related input provided on municipal projects throughout the region, and challenges related to accessibility awareness, representation, and early consideration of accessibility in project planning. The Committee encouraged Council and staff to engage with the Committee on municipal projects and initiatives where accessibility considerations may be relevant.

Staff advised that accessibility improvements to the Council Chambers

had recently been reviewed in consultation with accessibility staff and that phased improvements, including several short-term measures, are planned for implementation prior to the fall meeting schedule. Council also discussed the value of ongoing communication with the Committee and welcomed opportunities for the Committee to provide input on accessibility matters.

**Public Input**

Townsend Anderson spoke regarding the former CNR Lunenburg Station and its eligibility for inclusion on the Municipal Registry of Heritage Properties. The speaker expressed concerns regarding the process followed in relation to a previous application for heritage registration and requested clarification regarding the status of the application and potential next steps.

**Correspondence**

Council received correspondence from Be the Peace Institute requesting an in-kind contribution for a Community Centre rental. Council directed staff to determine the value of the requested contribution and bring the request back for consideration under the Community Grants Policy.

**RFP Award  
Trackless Sidewalk  
Machine**

Moved and seconded that Council approve the RFP to Saunders Equipment for the amount of \$187,302 + HST for the Trackless Sidewalk Maintenance Machine.

**Motion carried unanimously**

**Affordable Housing  
Grant**

Council received a staff report regarding the Affordable Housing Grant Program under the Housing Accelerator Fund (HAF). The report provided an overview of the program objectives, eligibility criteria, affordability requirements, grant structure, and implementation considerations. Staff advised that the program is intended to support the creation and preservation of affordable rental housing units and noted the importance of advancing the initiative within HAF timelines. Council discussed program timelines, available funding, application requirements, and the relationship between the program and other HAF initiatives.

This proposed program is scheduled to return at the next meeting for Council's consideration and approval.

**Social Media Policy**

Moved and seconded that Council provide notice of its intent to consider the Social Media Policy, incorporating the amendments discussed to Section 6.3, Moderation of Comments, and that the Policy be referred to a future Regular Council Meeting for final consideration and approval.

**Motion carried unanimously**

**Community Grants**

Moved and seconded that Council approve the allocation of funds for the 2026/2027 Community Grants Program as presented in

Attachment A.

**Motion carried unanimously**

Additional Financial Support for Street Fest 2026 Council considered a request from the Lunenburg Board of Trade for additional financial support related to Street Fest. Discussion focused on the status and scope of the proposed event, available funding under the Special Events Policy, and the desirability of confirming the event before considering any additional funding request.

Request for Repair Funding for Lunenburg Curling Club Moved and seconded that Council approve the Lunenburg Curling Club's application for funding from the Lunenburg Athletic Facility Fund (LAFF) in the amount of \$16,662.00 for repairs to the Brine system.

**Motion carried unanimously**

Notices of Motion, Information Requests and Councillor Reports Council members provided reports on recent meetings and community activities.

Items for Consideration at COTW The next Committee of the Whole meeting is scheduled for Tuesday, September 1, 2026.

Motion Action List Council reviewed the Motion Action List. Discussion included the status of the Laurie Fisher art project and recognition of the progress made on action items since the adoption of the list.

It was noted that correspondence had been received regarding the Cornwallis Street renaming project and that the matter may be discussed further with staff at a future date.

Closed Session Moved and seconded that Council move into closed session at 8:03 p.m. for agenda item 14.1 Personnel Matter.

**Motion carried unanimously**

Open Session Council returned to open session. There was no report from the closed session.

Adjournment There being no further business, the Council meeting adjourned at 8:28 p.m.

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Minutes were read and approved.

## RECOMMENDATION/INFORMATION REPORT

**Subject:** Sustainable Cultural Tourism Plan

**Prepared by:** Community Development

**Date:** July 14, 2026



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### Recommendation

That Council endorse the Sustainable Cultural Tourism Plan as a guiding strategic framework.

### Background

Town Council first expressed interest in allocating funds to undertake an Economic Impact Study (EIS) in 2023. At that time, the study was intended to examine economic, social, and environmental benefits across a range of sectors.

As time progressed, Council provided additional direction on the desired scope of the study including: the incorporation of an analysis of specific assets such as the campground, as well as an increased emphasis on understanding the economic impact of the Town's UNESCO designation, shifting the focus more toward cultural tourism and its associated benefits. This direction built on a long history of cultural tourism planning and engagement in Lunenburg, including the Lunenburg Heritage Sustainability Strategy (2010), which identified the importance of heritage conservation, cultural vitality, and tourism as interconnected components of community sustainability and the Lunenburg Cultural Action Plan (2020) from the Lunenburg Cultural Collective, highlighting that Lunenburg possesses a remarkable concentration of cultural resources for a community of its size.

In April 2024, Council approved a \$50,000 contribution toward the project, alongside funding from the Atlantic Canada Opportunities Agency (ACOA), who agreed to contribute up to \$137,000 at a 73% contribution rate of eligible costs.

The ACOA funding agreement supported the engagement of consultants to guide the Town of Lunenburg (TOL), LBOT, the Lunenburg Cultural Collective, and other key stakeholders through Tourism Atlantic's Strategic Tourism Expansion Program (STEP) planning process. The STEP process was designed to be a facilitated planning process that helps a community and its tourism partners assess assets, set priorities, and create an actionable sustainable tourism plan. Representatives from the noted parties formulated the Working Group. The contribution agreement with ACOA also allowed for the incorporation of supportive work to the Plan from an Economic Impact Study.

## Discussion

Tourism is a significant contributor to Lunenburg's economy and continues to influence the community's infrastructure, local businesses, and quality of life. The focus is therefore not on whether to encourage tourism, but on how to manage it effectively. The Sustainable Cultural Tourism Plan provides a framework for managing tourism in a manner that supports community well-being, preserves cultural assets, and maximizes long-term benefits for residents, businesses, and visitors.

As one of Nova Scotia's most important tourism destinations and internationally recognized as a UNESCO World Heritage Site, Lunenburg's tourism appeal is rooted in its cultural identity. The Town's heritage streetscapes, working waterfront, rich arts and culture sector and community character are cultural resources that distinguish Lunenburg from other destinations, particularly in Nova Scotia. These are community assets and economic drivers. The recently completed Cultural Tourism Economic Impact Study (Attachment B) found that approximately 693.6 million in total economic output was generated from the arts, culture and heritage sector.

Tourism has a direct and measurable impact on municipal operations, infrastructure, and community life. In 2025, Lunenburg welcomed approximately 347,750 non-resident visitors. Roads, traffic management, parking, waste collection, public washrooms, waterfront spaces, signage, beautification, public safety, and bylaw enforcement are all impacted by seasonal visitation and increased population pressures during peak tourism periods. Without coordinated planning and management, these pressures can negatively affect both the resident and visitor experience, and the absence of tourism management creates increased friction between tourism activity and community well-being. As shown in many jurisdictions, unmanaged tourism can contribute to congestion, strain on infrastructure and public spaces, deterioration of cultural and heritage assets, increased community frustration, and erosion of the authenticity and identity that make Lunenburg unique. Conversely, proactive and well-managed tourism can directly benefit residents and improve overall quality of life within the community. As identified in the proposed consultant-prepared Sustainable Cultural Tourism Plan (Attachment A), strategic tourism management can include initiatives like improved wayfinding and signage, better traffic and pedestrian flow, enhanced public spaces and amenities, stronger event coordination, and the promotion of shoulder-season visitation to reduce pressure during peak periods while supporting year-round economic activity. A coordinated approach also allows the municipality to better align tourism activity with infrastructure capacity, community priorities, and long-term planning objectives.

The Sustainable Cultural Tourism Plan should not be viewed as a visitor attraction strategy or a UNESCO site management plan, but rather as a community development tool that leverages and supports the Town's existing cultural resources. This approach aligns with broader regional and provincial tourism objectives, including those identified by the Tourism Industry Association of Nova Scotia (TIANS), and the Atlantic Canada UNESCO Corridor, which emphasize the importance of integrating a tourism lens across planning and policy development.

Lunenburg's economy includes a significant number of tourism-dependent businesses, including accommodations, restaurants, retail establishments, galleries, festivals, and visitor experiences. As reported in the accompanying Economic Impact Study, this translates to the generation of approximately 2,264 jobs. Supporting the sustainability and diversification of these businesses contributes to local employment, economic activity, vibrancy within the downtown and waterfront, and the continued viability of services and experiences enjoyed by both residents and visitors.

Of note in this context, the Town is in the process of implementing a Marketing Levy framework, which is anticipated to create the first dedicated tourism reinvestment mechanism in the Town of Lunenburg, requiring clear governance to ensure revenues are aligned with Council priorities and municipal capacity.

In reviewing contextual information from other municipalities across Nova Scotia, many are increasingly recognizing tourism as an area requiring dedicated coordination and integration within municipal operations: the Town of Bridgewater is establishing a dedicated Tourism function within its Economic Development operational function; while surrounding municipalities including the Town of Wolfville, the Municipality of the District of Lunenburg and the Municipality of Chester have incorporated dedicated tourism functions within broader community development, recreation, and tourism departments in the municipal governance framework. These models reflect a growing recognition that tourism management intersects with economic development, infrastructure planning, placemaking, cultural development, and municipal government.

As alluded to earlier, staff feel it is important to recognize that substantial community engagement and planning work has already been completed through previous studies, strategies, and consultations over many years. Residents, businesses, organizations, and stakeholders have invested significant time and effort contributing to these discussions and helping identify priorities for the future of tourism in Lunenburg. Advancing implementation at this stage is important to maintain momentum, demonstrate responsiveness to community input, and ensure previous investments of time and resources translate into meaningful action.

Staff's view is that the Sustainable Cultural Tourism Plan represents an opportunity to establish a coordinated and proactive framework for managing tourism in a way that supports economic development while preserving the cultural identity, authenticity, and quality of life that defines Lunenburg.

The subheadings below discuss the six strategic priorities set out in the Plan:

#### Governance and Coordination

Both the Working Group and the Cultural Tourism Plan emphasized the importance of establishing a clear and cohesive coordinating body to support tourism management and

implementation efforts in Lunenburg. Members noted that while significant tourism-related initiatives, partnerships, and planning efforts have been undertaken over the years, momentum has at times been difficult to sustain due to the number of stakeholders involved and the absence of a centralized coordination structure. Without dedicated coordination, there is a risk that initiatives may become fragmented, duplicated, delayed, or difficult to sustain over the long term. The Working Group identified governance and coordination as essential to ensuring that future efforts remain strategic, collaborative, and action oriented.

A coordinated governance approach would support stronger collaboration between the Town, local businesses, tourism operators, cultural organizations, community groups, and regional and provincial tourism partners.

### Programming and Partnerships

The Town of Lunenburg is well positioned to strengthen and leverage existing regional, provincial, and federal partnerships in support of sustainable cultural tourism development. As a UNESCO World Heritage Site and internationally recognized tourism destination, Lunenburg is uniquely situated to participate in collaborative tourism initiatives that extend beyond municipal boundaries and align with broader economic development and destination management objectives.

The Sustainable Cultural Tourism Plan identified partnerships and coordinated programming as key components of long-term tourism sustainability. The Working Group established through the Sustainable Cultural Tourism Plan and Economic Impact Study process has created a strong foundation for continued stakeholder collaboration moving forward. Council may wish to consider formalizing an ongoing stakeholder advisory group or cultural tourism committee to help guide priorities, support partnerships, maintain collaboration, and provide ongoing advice to Council and staff. Maintaining the momentum and relationships established through this process will be important to supporting long-term implementation success.

Existing relationships with organizations such as the regional economic development partners, Tourism Industry Association of Nova Scotia (TIANS), Parks Canada, and Destination Canada through the UNESCO tourism corridor initiative create opportunities to support implementation efforts, access funding programs, and further position Lunenburg within broader cultural tourism networks.

### Marketing, Promotion and Visitor Experience

Visitor experience extends beyond traditional marketing and promotion activities and is closely connected to municipal planning, infrastructure, heritage interpretation, and overall community presentation.

As a UNESCO World Heritage Site, interpretation of Lunenburg's cultural and heritage story is central to both visitor understanding and the protection of its designation. The *Lunenburg Heritage Sustainability Strategy (2010)* emphasized the importance of leveraging authentic culture in shaping the visitor experience, reinforcing that Lunenburg's identity, heritage, and traditions are core to its tourism appeal. Strengthened interpretation—through signage,

storytelling, programming, and potentially a UNESCO interpretation centre—can support both education and stewardship while enhancing the visitor experience.

Visitor experience is also closely tied to municipal services and planning functions, including wayfinding, signage, public space design, waterfront access, parking, beautification, and placemaking. Public art similarly plays a municipal role in strengthening cultural expression and sense of place, while also contributing to a more engaging and legible visitor environment.

The Town’s communications and events functions further support tourism management through promotion of local experiences, coordination of event information, and development of experiential opportunities and packages that encourage longer stays and increased visitation.

This approach aligns with broader provincial tourism priorities identified by the Tourism Industry Association of Nova Scotia (TIANS), which emphasize sustainable growth, longer stays, and year-round visitation. Coordinated efforts across interpretation, planning, communications, and placemaking present an opportunity to improve visitor experience while better managing tourism pressures within the community.

#### Waterfront Activation and Infrastructure

Municipal involvement will be important throughout the implementation of waterfront-related actions, particularly given the number of intersecting land uses, stakeholders, and infrastructure pressures in this area. The Lunenburg Waterfront Association is also currently developing a renewed Strategic Plan (2026), which creates an opportunity to align municipal priorities with ongoing waterfront planning and avoid duplication of effort.

The provincial government is a key stakeholder and landholder on Lunenburg’s waterfront. The transition of its management from Develop NS to Build NS has resulted in a shift in mandate from active waterfront animation and place-based economic development to a narrower property management role. As a result, there is a reduced focus on coordinated placemaking and programming of one of Lunenburg’s most significant public assets. This leaves a significant opportunity for the Town as a key managing partner.

Stakeholder input identified ensuring equitable and effective access to the waterfront for residents, visitors, and working operators as the primary issue to be addressed. This shared access must be carefully planned and managed to support the waterfront’s multiple functions as a working, cultural, and public space. Related challenges include peak-season congestion, parking pressures, and competing demands for limited space, which underscore the need for coordinated planning. These considerations reinforce the importance of protecting the authenticity of the working waterfront as a defining cultural and economic asset.

Community consultations emphasized that improved access to the waterfront for residents, visitors, and working operators is essential and must be carefully planned and managed. Rather than increasing peak-season visitation, the preferred direction identified is year-round

activation supported by infrastructure planning such as improved wayfinding and signage, enhanced interpretation of the working waterfront, off-site parking with shuttle connections, and potential pedestrian improvements including a walkway or boardwalk to better manage circulation.

Overall, waterfront planning must balance protection of the working waterfront with safe, accessible, and well-managed public use. Coordinated municipal involvement will be essential to ensure that activation supports both economic function and visitor experience while maintaining the authenticity of this core community asset.

### UNESCO Site Management and Stewardship

While the Plan highlights that the preservation of the World Heritage Site is intertwined with Lunenburg's cultural identity, it proposes that a dedicated stewardship plan be developed.

It also highlights opportunity to strengthen awareness and better leveraging of the Town's UNESCO status in promotion, interpretation, and visitor engagement. The current gap suggests potential for improved storytelling and branding that more directly connects visitation to Lunenburg's Outstanding Universal Value (OUV) and preserving authenticity. Visitor experience and education are central to addressing this opportunity. Strengthened interpretation of the UNESCO designation through signage, programming, and coordinated messaging would enhance public understanding of why Lunenburg is recognized globally and reinforce the importance of stewardship across both public and private realms.

There are opportunities to expand programming through initiatives such as the UNESCO Atlantic Corridor, which can position Lunenburg within a broader regional network of World Heritage sites. This initiative has raised the idea of a certified UNESCO ambassador program to support consistent and accurate interpretive oversight, ensuring that residents, businesses, and front-line tourism operators are equipped to communicate the appropriate cultural and historical narrative. This idea was also raised by the Cultural Tourism Working Group.

The UNESCO designation also presents a strategic marketing opportunity. Leveraging the UNESCO brand more intentionally, particularly through regional collaboration and corridor-based promotion, can strengthen Lunenburg's visibility in key markets while supporting a more informed, high-quality visitor experience rooted in authenticity and heritage conservation.

### Indigenous Engagement

Strengthening relationships with Mi'kmaq partners is important to the Municipality, not only in implementing directives to municipalities in the Calls to Action from the Truth and Reconciliation Committee, but also as a core component of responsible tourism development, also identified in the Sustainable Cultural Tourism Plan and TIAN'S Strategic Plan (2025-2030).

In Lunenburg, where cultural tourism is central to the local economy, ensuring that the stories presented are accurate, inclusive, and developed with appropriate partners reduces reputational risk and strengthens the overall visitor experience.

Establishing a foundation for respectful, Indigenous-led engagement is essential to the long-term sustainability and credibility of the Municipality's tourism and cultural development efforts.

### **Strategic Plan Relevance**

The Sustainable Cultural Tourism Plan directly supports principles contained within the Town's Comprehensive Community Plan, including:

- Inclusion – supporting a tourism approach that benefits residents, businesses, cultural organizations, and visitors while fostering a welcoming and accessible community.
- Collaborative Relationships – encouraging partnerships between the Town, community organizations, tourism operators, regional partners, and other levels of government to support coordinated implementation.
- Living Heritage – recognizing Lunenburg's cultural heritage, working waterfront, and UNESCO World Heritage designation as living community assets that contribute to community identity and economic vitality.
- Harbourfront Guardianship – supporting the protection and sustainable use of the working waterfront while improving public access, interpretation, and visitor management.
- Placemaking – promoting initiatives that enhance wayfinding, public spaces, accessibility, heritage interpretation, and the overall experience for residents and visitors.

The Plan also aligns with the general policy direction of Chapter 6 – Economic Development, which recognizes that *"the future economy of Lunenburg will be dependent on the ability to ensure the town remains an attractive destination for business and residents."* The Sustainable Cultural Tourism Plan supports this objective by providing a coordinated framework for managing tourism in a manner that strengthens the local economy while protecting the cultural, heritage, and community assets that contribute to Lunenburg's long-term attractiveness and sustainability.

### **Financial**

Although the proposed items and framework for Plan implementation will inherently require financial resourcing in future, there are no specific financial commitments requested by Council at this time. As proposed, the first year relies on existing resources and in future years, proposed items would be brought forward through the Town budgeting process.

**Attachments**

Attachment A – Sustainable Cultural Tourism Plan (21 FSP Inc.)

Attachment B – Economic Impact Study (ASBB Economics)

Attachment C – Cultural Tourism Working Group; Summary of Stakeholder Perspectives



# Town of Lunenburg Sustainable Cultural Tourism Plan

September 2025



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# Executive Summary

## Purpose of the Plan

The Town of Lunenburg’s Sustainable Cultural Tourism Plan is a practical, community-driven roadmap for strengthening the cultural tourism sector while safeguarding the values, heritage, and quality of life that define Lunenburg. It captures the community’s aspirations for a vibrant, inclusive, and resilient cultural tourism offer, aligns ambition with municipal capacity and governance realities, and emphasizes strong integration with other Town, regional, and provincial strategies.



## What is Sustainable Cultural Tourism?

At its core, sustainable cultural tourism embodies the interplay between preserving cultural heritage and fostering economic vitality. It is an approach that seeks to balance the needs of visitors, host communities, and the environment, where the cultural assets and traditions that define a place are not only maintained but actively revitalized for future generations.

This framework is rooted in a philosophy of mutual flourishing, where the benefits of tourism extend equitably to all stakeholders while mitigating potential harms. Sustainable cultural tourism values regenerative innovations that emphasize community, the environment, and infrastructure wellbeing [1].

Ultimately, sustainable cultural tourism is not merely about sustaining the past; it is about envisioning a future in which cultural heritage becomes a living, adaptive force [2]. It is an invitation to tourists, hosts, and policymakers alike to participate in a shared project of care, ensuring that tourism becomes a mechanism for empowerment, resilience, and cultural vitality.

[1] Loretta Bellato, Niki Frantzeskaki, and Christian A. Nygaard, “Regenerative Tourism: A Conceptual Framework Leveraging Theory and Practice,” *Tourism Geographies* 25, no. 4 (May 19, 2023): 1026–46.

[2] Huang T. Bui et al., “The Adaptive Resilience of Living Cultural Heritage in a Tourism Destination,” *Journal of Sustainable Tourism* 28, no. 7 (July 2, 2020): 1022–40, <https://doi.org/10.1080/09669582.2020.1717503>.

## Why Sustainable Cultural Tourism Matters

Sustainable cultural tourism is both a defining strength and a vital contributor to Lunenburg's economy, social life, and international reputation. It embraces the visual and performing arts, music, culinary and creative industries, maritime and agricultural heritage, and the living traditions of the Mi'kmaq and other communities. Managed sustainably, it supports local businesses, attracts visitors, fosters pride of place, and creates opportunities for year-round economic activity.

## Planning Approach

The planning process was shaped by the Town's Municipal Government Act (MGA) framework and designed to work in tandem with key municipal strategies, the ongoing Cultural Tourism Economic Impact Study, and regional/provincial tourism programs. It was developed using three overlapping methods:

1. **Engagement and consultation** with more than 100 residents, over 30 stakeholders, and a dedicated Working Group.
2. **Research and analysis** of cultural tourism trends, the UNESCO landscape, case studies, and Lunenburg's current assets and positioning.
3. **Iterative drafting and feedback**, incorporating Cultural Tourism Working Group, Council, and staff review.

## Strategic Framework

Four shared goals emerged from consultation and analysis:

- Tell a more inclusive, bold, and multi-vocal story reflecting diverse voices, including Mi'kmaq and newcomer perspectives.
- Leverage the UNESCO designation through community stewardship using heritage status as both a marketing asset and a stewardship framework.
- Support cultural enterprises, youth, and the working waterfront sustaining authentic economic and cultural vitality.
- Improve collaboration, coordination, and cultural infrastructure: strengthening partnerships and facilities for year-round cultural activity.

These goals are supported by guiding principles emphasizing stewardship, inclusion, phased and capacity-aligned implementation, integration with core planning tools, partnership-driven delivery, evidence-based decision-making, and balancing economic and social benefits.



## Strategic Priorities and Recommended Actions

Six strategic priorities translate the framework into action:

**Governance and Coordination:** Establish a cultural tourism coordination function, a partnership forum, and a simple tracking framework.



**Cultural Programming and Partnerships:** Leverage the annual programming calendar and prioritize the annual programming function ensuring that it encompasses all events, pilot collaborative initiatives, and pursue regional partnerships.



**UNESCO Site Management and Stewardship:** Develop a stewardship and interpretation plan in partnership with Parks Canada.



**Waterfront Activation and Infrastructure:** Continue collaborating on implementing the [Lunenburg Waterfront Master Plan](#), balancing cultural programming and marine operations, as well as the Lunenburg Waterfront Association's upcoming [5-Year Strategic Plan](#).



**Indigenous Engagement and Cultural Inclusion:** Build and maintain collaborative relationships; support Indigenous-led storytelling and programming.



**Marketing, Promotion, and Visitor Experience:** Coordinate marketing efforts, enhance wayfinding and hospitality training, and spotlight diverse narratives.



Each action is linked to a project lead, partners, phasing, and resource considerations.

### Next Steps

### Phased Implementation

The plan uses a temporal continuum to manage ambition and build momentum:

- **Phase 1 (2025–2026):** Foundation and early wins achievable with current resources.
- **Phase 2 (2027–2029):** Expansion through partnerships and modest new resources.
- **Phase 3 (2029+):** Long-term integration, major investments, and policy alignment with broader municipal planning cycles

Implementation will begin with Phase 1 actions, focusing on governance coordination, marketing planning, and programming pilots. Annual progress reviews and public reporting will maintain transparency and allow for course adjustments based on emerging opportunities, challenges, and partner capacity.

# Introduction and Purpose

The Town of Lunenburg's Sustainable Cultural Tourism Plan is intended to serve as a practical, community-driven roadmap for strengthening the town's cultural tourism sector while safeguarding the values, heritage, and quality of life that define Lunenburg.

This plan builds on an extensive engagement process that included over 100 residents, more than 30 stakeholders, two public engagement sessions, and the input of a dedicated Cultural Tourism Working Group representing municipal, business, cultural, and community perspectives. It also draws on complementary research streams, including case study analysis, tourism trend reviews, and a scan of the UNESCO landscape, and will be further informed by including the Town's concurrent Cultural Tourism Economic Impact Study.

## Purpose of the Plan

The plan has three primary purposes:

1. Articulate a shared vision to capture the community's aspirations for a vibrant, inclusive, and resilient cultural tourism sector that honours Lunenburg's heritage while adapting to future opportunities and challenges.
2. Provide a phased, actionable framework to align ambition with municipal capacity, resources, and governance contexts through a sequence of achievable steps.
3. Strengthen alignment with broader strategies to ensure cultural tourism initiatives complement other Town plans and strategies, integrate with regional and provincial tourism priorities, and leverage Lunenburg's UNESCO World Heritage designation effectively.

## Project Scope

The Sustainable Cultural Tourism Plan was developed in response to the Town's goal of creating a long-term, sustainable approach to managing and growing its cultural tourism offer. The project scope included:

- **Defining sustainable cultural tourism in the Lunenburg context:** building a shared understanding of what cultural tourism means for Lunenburg, grounded in local identity, heritage, and capacity.
- **Engaging stakeholders and the public:** facilitating working group sessions, targeted stakeholder interviews, and public engagement activities to gather diverse perspectives.
- **Conducting market and sector analysis:** examining cultural tourism trends, Lunenburg's competitive positioning, and opportunities for product and experience development.
- **Identifying strengths, challenges, and gaps:** based on engagement findings and case study comparisons.
- **Developing a strategic framework:** outlining guiding principles, strategic priorities, and recommended actions that align with Town capacity and community aspirations.
- **Creating an implementation roadmap:** sequencing actions into short, medium, and long-term phases, with resource and partnership considerations.

## Core Deliverables

The terms of reference identified the following deliverables, all of which have been completed and inform this final plan:

1. **What We Heard Report:** summarizing public and stakeholder engagement feedback (see Appendix B: What We Heard).
2. **Case Study Analysis:** examples of relevant cultural tourism initiatives from comparable destinations (see Appendix A: Case Studies).
3. **Tourism Trends Analysis:** current market and visitor trends relevant to Lunenburg.
4. **Stakeholder Interviews:** narrative insights from key cultural, business, and community leaders.
5. **Community Engagement Sessions:** synthesis of discussions and themes emerging from two public community engagement sessions.
6. **Draft Sustainable Cultural Tourism Plan:** incorporating research, analysis, and engagement findings into a coherent strategy.
7. **Final Sustainable Cultural Tourism Plan:** revised to reflect Working Group and Town feedback and aligned with operational and governance realities.

## Why Sustainable Cultural Tourism Matters for Lunenburg

Cultural tourism is woven into the fabric of Lunenburg's identity, shaping how the town sees itself and how it is experienced by the world. It is both a defining strength and a vital contributor to the local economy, social life, and international reputation. In Lunenburg's context, cultural tourism embraces a wide spectrum: the visual and performing arts, music, culinary and creative industries, maritime and agricultural heritage, and the living traditions of the Mi'kmaq and other communities whose histories and contemporary contributions continue to shape the town. It is present in the craftsmanship of boatbuilders, the rhythms of local festivals, the tastes of the working waterfront, and the stories passed down through generations. Managed sustainably, cultural tourism can be a catalyst for multiple forms of value, strengthening local businesses, drawing new visitors, inspiring civic pride, and creating opportunities for year-round economic and cultural activity that benefits residents and visitors alike.



## Plan Linkages

The Town of Lunenburg (TOL) was clear that this plan must operate within defined limits, respecting both the scope of the study and the Town's overarching planning and governance frameworks under the Municipal Government Act (MGA). The plan is not intended to create new governance structures, alter municipal mandates, or prescribe changes to staffing or budgets outside of Council's established decision-making processes. Instead, it provides a sustainable cultural tourism lens through which existing and future planning efforts can be informed, coordinated, and enriched.

To achieve this, the plan is designed to work in tandem with:

- **The Cultural Tourism Economic Impact Study**, which provides detailed asset mapping and sector data beyond the scope of this plan.
- **The Municipal Planning Strategy (MPS), Land Use By-Law (LUB), Community Comprehensive Plan (CCP)**, and other adopted Town strategies that collectively set the policy and regulatory direction for Lunenburg's growth and development.
- **Regional tourism initiatives and provincial programs** aimed at destination development, heritage stewardship, and visitor experience enhancement, so that local actions are aligned with broader strategies and funding opportunities.

Through its vision, priorities, and phased implementation roadmap, the Sustainable Cultural Tourism Plan positions Lunenburg to celebrate its heritage, broaden its cultural offerings, and do so in a way that is financially, socially, and environmentally sustainable for years to come, while remaining grounded in the Town's established authority and integrated within its long-term planning processes.



# Planning Process and Engagement Summary

These parameters shaped not only the scope of recommendations but also the way the planning process was carried out. Engagement activities, research, and analysis were structured to ensure that community and stakeholder input could be meaningfully reflected within the Town's existing planning and governance frameworks.

## Approach

The planning process unfolded through three overlapping processes:

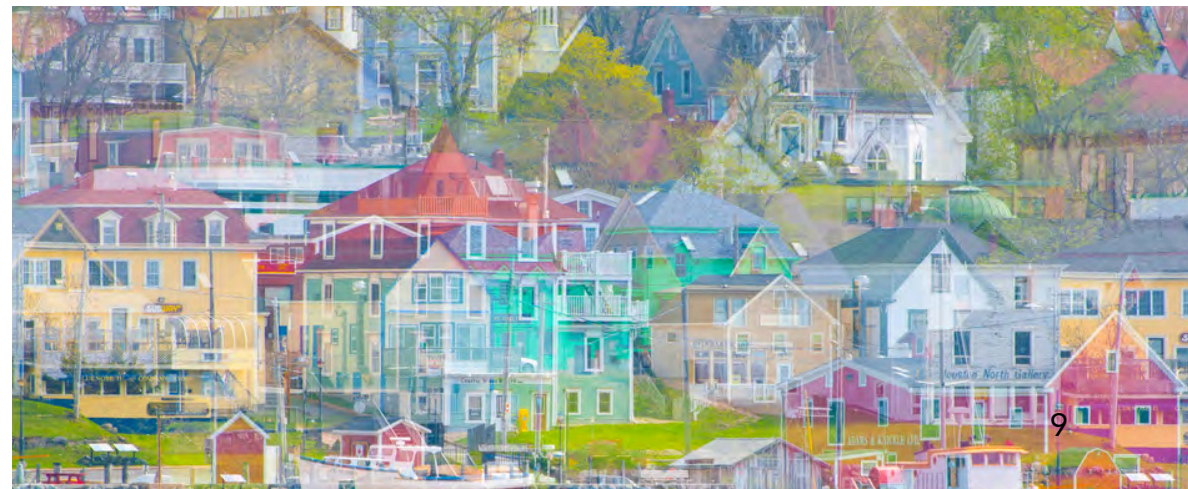
1. **Engagement and consultation:** Direct dialogue with residents, cultural and business leaders, and key institutional partners.
2. **Research and analysis:** Review of tourism trends, case studies from comparable destinations, a scan of the UNESCO landscape, and an assessment of Lunenburg's current cultural tourism assets and positioning.
3. **Iterative drafting and feedback:** Development of a draft plan, followed by structured review with the Working Group, Town administration, and Council.

This trifold approach has allowed for the creation of a plan that is both evidence-based and firmly grounded in the community's aspirations and the Town's operational realities.

## Engagement Activities

Before identifying specific engagement activities, it is important to note that the process was designed to balance breadth and depth. Broad outreach ensured that a wide range of community members and stakeholders could contribute, while targeted sessions allowed for more detailed exploration of complex or sensitive topics. This blended approach not only captured a diversity of perspectives but also provided the Working Group and Town with insights grounded in both lived experience and sector expertise.

Engagement was carried out through a combination of structured activities and informal exchanges, designed to draw in a broad spectrum of voices while also allowing for deeper exploration of key themes. At the core of this process was the Working Group, comprised of representatives from the Town of Lunenburg, the Lunenburg Board of Trade, cultural institutions, tourism operators, and community organizations. Meeting multiple times over the course of the project, beginning with in September 2024 with a workshop to refine priorities, clarify scope, and shape the engagement design, the group served as a sounding board for draft recommendations, helping to identify potential risks and ensure alignment with Council direction and community expectations.



To complement this, more than 30 stakeholder interviews were conducted with tourism businesses, cultural organizations, Indigenous partners, economic development agencies, and other community leaders. Using a semi-structured interview guide, these conversations explored vision, strengths, opportunities, challenges, strategic priorities, and sustainability considerations, while leaving space for participants to highlight unique perspectives and emerging issues.

Public engagement formed another key pillar of the process. Two well-attended community engagement sessions (held at the Fisheries Museum of the Atlantic in March 2025) invited residents to share their views on cultural tourism priorities, opportunities, and concerns. Additional feedback was sourced through an online survey, informal discussions, and follow-up communications to enrich the overall dataset.

The engagement process also drew on supplementary input from concurrent initiatives, including the Cultural Tourism Economic Impact Study. Relevant municipal plans and provincial tourism strategies were also reviewed to integrate recommendations in existing policy frameworks and avoid duplication of effort.

Together, these activities created a well-rounded foundation for understanding both the aspirations and practical considerations shaping cultural tourism in Lunenburg. The combination of community-wide input, targeted stakeholder perspectives, and alignment with broader planning efforts provided a clear picture of where priorities converge, and where differing viewpoints will need to be balanced. The following section summarizes the key themes and insights that emerged from this engagement process.

## Engagement Highlights: What We Heard

The What We Heard Report (Appendix B) captures the voices of more than 100 residents, over 30 stakeholders, and the members of the project's Working Group. It distils the themes, ideas, and cautions shared throughout the engagement process into clear priorities for action.

Key themes included:

- **Pride in Cultural Assets** – Strong attachment to Lunenburg's heritage, creative sector, and working waterfront.
- **Need for Inclusive Storytelling** – A desire to see Mi'kmaq history, newcomer contributions, and diverse cultural perspectives woven into interpretation and programming.
- **Balancing Growth and Stewardship** – Support for cultural tourism expansion tempered by concerns about capacity, infrastructure, and preservation of small-town character.
- **Year-Round Vitality** – Broad interest in extending cultural activity beyond the summer season to benefit residents and businesses.
- **Collaboration and Coordination** – Recognition that better alignment among cultural groups, the Town, and regional partners is needed to maximize impact.

This report provided the foundation for the plan's shared goals and strategic priorities, ensuring that community perspectives are embedded in every stage of implementation.

## Participation Highlights

180 + residents engaged through public sessions, online survey, and community outreach.

30+ stakeholders interviewed across cultural, business, tourism, Indigenous, and public sectors.

6 formal Working Group meetings and interim check-ins.

Written feedback received from the Working Group, Council, and staff at key milestones.



## Engagement Tools and Methodology

The planning process used a blend of broad outreach and targeted engagement to ensure that both community-wide perspectives and specialized sector insights shaped the final plan. This approach balanced inclusivity with depth, ensuring that ideas were grounded in both lived experience and operational realities.

### Key Methods Used:

- **Working Group Sessions** – A dedicated cross-sector group representing the Town, Lunenburg Board of Trade, cultural institutions, tourism operators, and community organizations. The group met regularly to refine priorities, review drafts, and identify potential risks.
- **Community Survey** - a community survey was circulated to gain further insights on priorities, strengths, opportunities, and challenges within the cultural tourism sector in Lunenburg. The survey received 111 responses.
- **Stakeholder Interviews** – Semi-structured interviews with leaders from tourism, arts and culture, Indigenous communities, businesses, and economic development agencies, exploring vision, opportunities, challenges, and priorities.
- **Public Engagement Sessions** – Two community sessions inviting residents to share their views on cultural tourism priorities.
- **Supplementary Input** – Insights from the concurrent Cultural Tourism Economic Impact Study, related Town strategies, and provincial/regional tourism initiatives.
- **Research Integration** – Case studies, market trends analysis, and a high-level cultural asset scan to validate and contextualize community input.

## Research and Supporting Analysis

The engagement and consultation process was complemented by targeted research and analysis that grounds recommendations in local realities and broader industry trends. This work provided a fact base against which community input could be tested, helping to distinguish between aspirational ideas and those with strong precedent or market viability. It included:

- **Tourism sector analysis:** An examination of tourism travel trends, labour force trends, demand trends for tourism experiences both generally and in Nova Scotia, the tourism ecosystem in Lunenburg and how it aligns with these trends, and summary statistics of visitation to the south shore using available data up to 2023.
- **Case study analysis:** The case study research profiled Camden, Maine; Husavik, Iceland; Bamberg, Germany; and Ouro Preto, Brazil - each offer compelling examples of tourism destinations that have leveraged their natural assets, historic economic culture, and/or UNESCO designation to build successful, sustainable, and thriving tourism industries.
- **Cultural asset scan:** A high-level review of the town's key cultural assets, grouped into categories such as heritage and historic sites, cultural venues, festivals and events, cultural enterprises, and natural/working landscapes. While this scan provided a contextual overview for the current plan, detailed mapping and economic valuation are being undertaken separately through the concurrent Cultural Tourism Economic Impact Study.

## Feedback Integration

Following the release of the Draft Sustainable Cultural Tourism Plan, feedback from the Working Group and Town identified adjustments, including the adoption of a phased implementation framework, enhanced governance clarity, and strengthened linkages to existing municipal strategies.

## Comparative Insights: Case Studies

The case studies (Appendix A) were selected to provide examples of, and key takeaways from, working waterfront towns and UNESCO sites with successful sustainable cultural tourism sectors, with a focus on those that balance both heritage and growth.

The case study research was conducted using desktop research methods including a scan of academic literature, travel blogs, official tourism websites, governmental reports, and available census data and tourism data.

The case studies emphasize the following key takeaways for fostering sustainable cultural tourism:

- Leverage heritage designation and cultural narratives
- Create sustainable economic opportunities through tourism
- Develop comprehensive, collaborative management plans
- Invest in public infrastructure and environmental resilience
- Foster academic and technical partnerships
- Plan for seasonality and visitor flows
- Celebrate natural and wellness assets

# Situational Overview

The planning process generated a strong understanding of community priorities, stakeholder perspectives, and operational realities. To translate those insights into actionable strategies, it is essential to first establish a clear picture of Lunenburg's current cultural tourism environment.

This section provides that context. It offers a high-level snapshot of the town's cultural assets, identifies the key factors shaping its cultural tourism offer today, and highlights how the current situation aligns with other municipal plans and strategies. The intent is not to provide an exhaustive asset inventory, that work is being undertaken through the concurrent Cultural Tourism Economic Impact Study, but rather to set the stage for the strategic framework and recommendations that follow.

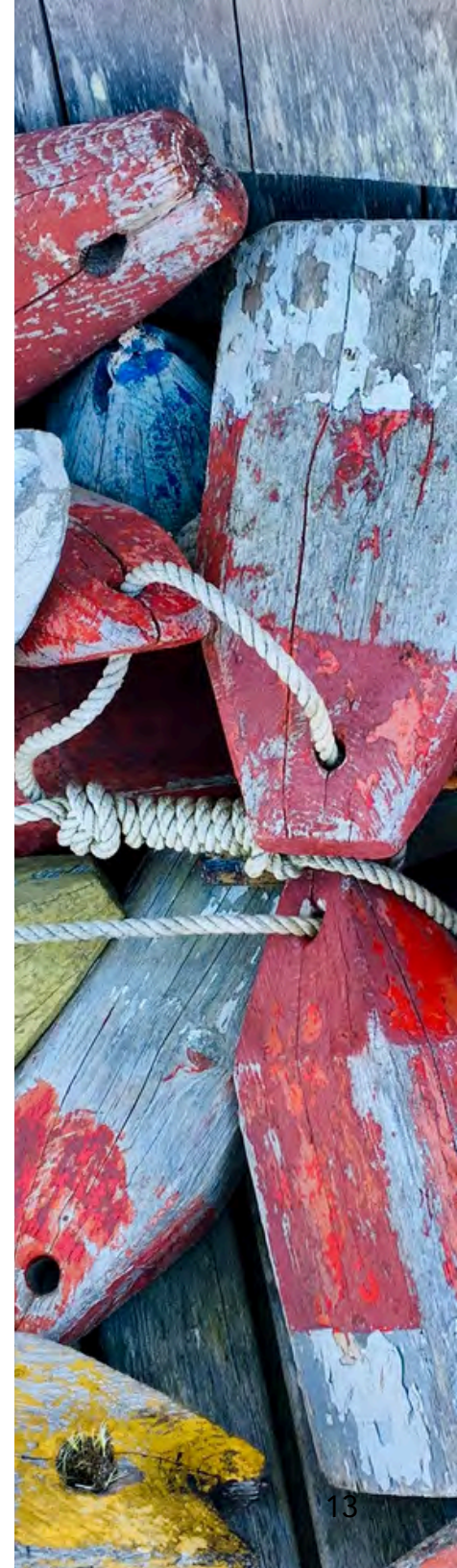
## Current Cultural Tourism Context

Lunenburg is recognized nationally and internationally as a cultural destination of exceptional significance. The town's UNESCO World Heritage Site designation, distinctive built heritage, working waterfront, and rich cultural traditions have shaped a visitor economy that is both a source of pride and a vital contributor to the local economy.

Cultural tourism in Lunenburg encompasses a wide spectrum of activities and experiences, including:

- Maritime heritage interpretation and shipbuilding traditions
- Arts and music festivals, galleries, and performance venues
- Culinary and craft-based enterprises rooted in local culture
- Agricultural heritage and seasonal events
- The living traditions of Mi'kmaq and other communities whose histories are interwoven with the town's development

While Lunenburg's cultural profile is a major asset, it also carries unique challenges. The demands of preserving and interpreting heritage at an international standard must be balanced with the needs of residents, the capacity of municipal resources, and the realities of operating within a small-town tax base. Seasonal visitor peaks create economic opportunities but also place pressure on infrastructure, housing, and public spaces.





## High-Level Cultural Asset Scan

A comprehensive cultural asset inventory is being developed through the concurrent Cultural Tourism Economic Impact Study; for the purposes of this plan, a high-level scan identifies the following categories:

- Heritage and historic sites: UNESCO-designated Old Town; Lunenburg Academy; fisheries and shipbuilding heritage sites; museums and interpretive centres.
- Cultural venues and spaces: Performance halls, community centres, art galleries, and multipurpose spaces hosting cultural programming.
- Festivals and events: Signature annual events such as the Lunenburg Folk Harbour Festival, along with seasonal markets, exhibitions, and heritage celebrations.
- Cultural enterprises: Artisans, craft producers, culinary businesses, and creative industry entrepreneurs contributing to Lunenburg's cultural brand.
- Natural and working landscapes: The waterfront, harbour, surrounding farmland, and coastal trails that provide both functional and experiential value to residents and visitors.

These assets collectively underpin Lunenburg's cultural tourism offer, providing both the content and the setting for year-round experiences.

## Alignment with Existing Town Strategies

The Sustainable Cultural Tourism Plan has been developed with attention to the goals, policies, and priorities in the Town's existing strategies, including:

- Municipal Planning Strategy (MPS): Heritage preservation, land use, and community development objectives that support cultural activity.
- Land Use By-Law (LUB): Regulations affecting cultural facilities, events, and tourism-related enterprises.
- Comprehensive Community Plan (CCP): Adopted as Lunenburg's current strategic plan in 2020, ambitiously guiding decision-making for the next 40 years.
- Other thematic plans and initiatives: Waterfront redevelopment concepts, signage and wayfinding strategies, and regional tourism marketing efforts.

A crosswalk between this plan and the Town's key strategies and plans is provided in Appendix C.

# Tourism Sector Analysis Findings

As part of the research and strategic planning process in developing this Plan, the following findings comprise a diagnostic and sector analysis of the global tourism industry and its relevance to the industry in the Town.

## Travel Trends

In 2023, domestic visitation to Nova Scotia recovered to 91% of 2019 figures, with the largest recovery in visitation from Western Canada (which in 2023 exceeded pre-pandemic figures by 18.7%).

Between 2020 and 2023, occupation rates for accommodations on the South Shore surged and exceeded 50% for the first time since at least 2010. Moreover, room nights sold for 2023 were 13.5% higher than in 2019 – a larger improvement than in the province outside of Halifax (12%).

## Labour Force Trends

Another notable trend is the labour force shortages facing the industry nationally and provincially. As with other jurisdictions, the limited labour availability nationally and in Nova Scotia may restrict the TOL's capacity to accommodate rising tourism demand over the next two decades.

Scaling the provincial-level data on labour requirements suggests that the county (from which TOL will continue to draw elements of its workforce) will confront a shortfall of 133 workers by 2040.

## Summary Stats: Visitation to the South Shore in 2023

- Occupancy rates were higher in the South Shore than in the province as a whole (outside of Halifax), reversing the trend from 2015 to 2019.
- Occupancy rates exceeded 50% for the first time since at least 2010 – the last year for which records are available through Tourism Nova Scotia.
- Room nights sold in the South Shore were much stronger in 2023 than in 2019 (+13.5%), despite a drop in 6000 room nights sold from 2022 to 2023. This illustrates just how strong the recovery was in the South Shore in the first years after the pandemic.

*Source: TNS Visitation and Accommodation Statistics*

## Demand Trends

Major trends in consumer demand globally and in Canada include:

- A preference for **solo travel**, the market for which is projected to expand by 212% over the next 10 years.
- The prioritization of **experiences over “things”** and material possessions by travelers, as measured by the change in spending levels by category over time.
- The expansion of the **luxury tourism market**, driven by a growing base of travelers with net worths above \$100,000.00.
- Growing interest in **sustainable tourism** with a focus on environmental stewardship.
- Surging interest in **authentic cultural tourism** – including **Indigenous tourism**.
- **Wellness tourism**, which is expected to grow at a Compound Annual Growth Rate of over 16% per year between 2023 and 2027.

In Nova Scotia, the wellness trend has been among the most active developments from tourism operators in terms of renovations and new offerings in recent years. This activity includes:

- The construction a new hydrothermal spa at Oceanstone Resort (June 2023).
- A new oceanside golf course at Fox Harb’r Resort (September 2024).
- New lakeside “Glomes” at White Point Beach Resort (2021).
- The construction of new wellness resorts, including Nalu Retreat and Nordic Spa near Porters Lake (August 2022), and Sensea Nordic Spa in Chester (January 2020).
- A new Nordic spa “Saltair” in Baxter’s Harbour (2024).

While not currently a focus in Lunenburg, the prevalence of the wellness trend provincially is worth noting given the proximity of these developments to the Town.



## Town of Lunenburg Tourism Ecosystem and Alignment with Trends

Based on a high-level scan of the TOL tourism ecosystem, the Town hosts a large and diverse tourism ecosystem that already aligns with many of the key trends in travel. Among the Town's major strengths include dozens of arts and culture assets, categorized by Upland Planning and Design for Project Lunenburg. These include 13 art galleries and 8 performance venues.

While TOL only hosts a reported ~100 hotel rooms, occupancy rates indicate there is slack available to house more overnight stays, and a stable short-term rental market (50-55 active listings during peak season) offers additional room. However, there is speculation that new provincial STR regulations will likely reduce STR availability and the number of active listings in the coming months.

Finally, diverse recreational assets, from the emOcean Spa to plentiful parks and open spaces, aligns with surging interest in wellness tourism.

Although global travel rates and tourism in Canada are returning to pre-COVID levels, new trends and consumer expectations are anything but familiar.

The protracted lockdown, worsening cost of living crisis, US-Canada relations and shifting tariff regulations, and ongoing global geopolitical instability are changing the way travelers position themselves in the world and how they allocate their time and resources.

In comparing trends to the current state in Lunenburg, there are also opportunities to better align the town's sector with emerging trends, essential infrastructure, and expectations of travelers.

Additionally, Tourism Nova Scotia (TNS) has developed new visitor segmentation profiles, replacing the former Explorer Quotient (EQ) psychographic market segmentation approach. According to an April 2025 TNS webinar, these new profiles are: 1) Outdoor explorers, 2) Culture seekers, 3) Refined globetrotters, 4) Purpose driven families, 5) City trippers, 6) Simplicity lovers, and 7) Fun and sun families

As TNS releases more information on these segmentation profiles, the Town may wish to align tourism offerings and marketing approaches to these profiles.



## Cross-Border Travel Dynamics and Cultural Tourism Implications for Lunenburg

Current travel trends between Canada and the U.S. have direct implications for Lunenburg's cultural tourism strategy.

Canadian outbound travel to the U.S. is sharply down in 2025:

- Cross-border car travel is down roughly one-third compared to last year, and air travel has dropped 17–24 %.
- Airlines and accommodation providers in the U.S. are reporting steep booking declines from Canadians.
- Many Canadian travellers are choosing domestic trips or alternative international destinations such as Europe, Mexico, and Asia.

This shift creates a potential boost for Lunenburg to attract more Canadian visitors seeking high-quality domestic experiences. Cultural tourism, particularly heritage-rich, small-town destinations with strong authenticity credentials, aligns well with the profile of these travellers, who typically spend more and engage more deeply with local culture.

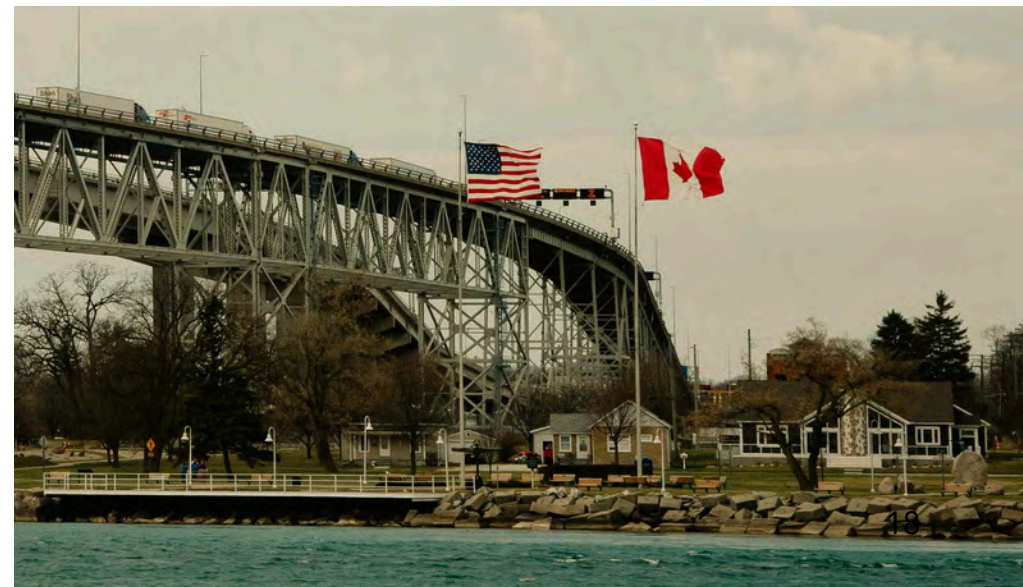
American visitation to Nova Scotia remains strong:

- Nova Scotia welcomed about 172,000 U.S. visitors in 2024, up 11 % from the previous year.
- Early 2025 shows continued growth, with a 5 % year-over-year increase in the first four months.
- Higher per-capita spending from U.S. visitors is contributing to provincial tourism revenues rising to \$3.5 billion in 2024.

Implications for Lunenburg's cultural tourism plan:

- **Target Canadian markets:** Re-tool marketing to capture Canadians re-allocating U.S. travel budgets to domestic trips, especially in Ontario and Western Canada.
- **Sustain and grow U.S. market share:** Maintain visibility in key U.S. feeder markets (New England, Mid-Atlantic) with messaging that pairs UNESCO heritage with experiential, small-town culture.
- **Leverage shoulder seasons:** Both Canadian and U.S. travellers could be nudged toward off-peak visits through special events, cultural programming, and packaged experiences.
- **Maximize yield:** Focus on high-spend, experience-seeking segments that are less sensitive to short-term travel disruptions and more engaged with cultural offerings.

By aligning outreach and programming with these evolving cross-border dynamics, Lunenburg can strengthen its competitive position, grow visitation from both sides of the border, and reinforce its identity as one of Canada's most distinctive cultural destinations.



# Strategic Framework and Guiding Principles

The Sustainable Cultural Tourism Plan is anchored by a strategic framework that connects community aspirations to achievable, phased actions. The framework reflects the input of residents, cultural organizations, businesses, and municipal leadership, and is grounded in the realities of available resources, governance mandates, and partnership potential.

## Shared Goals for Sustainable Cultural Tourism

Through consultation and analysis, four overarching goals emerged as the foundation for this plan:

- 1. Tell a More Inclusive, Bold, and Multi-Vocal Story of Lunenburg**
  - Present the community's history and culture in ways that reflect multiple voices, including Mi'kmaq perspectives, newcomer contributions, and diverse cultural expressions.
- 2. Leverage the UNESCO Designation Through Community Stewardship**
  - Use the World Heritage status not only as a marketing asset but as a framework for preserving and enhancing heritage values through local engagement and leadership.
- 3. Support Cultural Enterprises, Youth, and the Working Waterfront**
  - Strengthen the role of cultural and creative enterprises in the local economy, foster opportunities for youth, and ensure the waterfront remains an active and authentic part of Lunenburg's identity.
- 4. Improve Collaboration, Coordination, and Cultural Infrastructure**
  - Enhance connections between cultural organizations, the Town, and other partners, and invest in facilities and infrastructure that enable cultural activity year-round.





## Guiding Principles for Decision-Making

To ensure that future cultural tourism initiatives remain aligned with the community's values and the Town's operational realities, the following guiding principles will inform decisions:

- **Stewardship First:** Protect and enhance Lunenburg's heritage, cultural assets, and natural environment for future generations.
- **Inclusion and Representation:** Ensure that cultural tourism reflects the diversity of the community and provides opportunities for participation by all residents.
- **Phased, Capacity-Aligned Implementation:** Match the scale of initiatives to available resources, sequencing actions to build momentum without overextending capacity.
- **Partnership-Driven Delivery:** Leverage relationships with community groups, regional organizations, and external partners to expand reach and resources.
- **Evidence-Based Planning:** Use data, research, and evaluation to guide decisions and measure progress.
- **Economic and Social Balance:** Pursue cultural tourism in ways that support both economic vitality and community well-being.

## Linking the Framework to Action

These shared goals and guiding principles form the bridge between the plan's vision and the specific recommendations in the next section. Each strategic priority and recommended action in Section 5 is explicitly linked back to one or more of these goals and is designed to be implemented in alignment with the guiding principles.

# Strategic Priorities and Recommended Actions

The Sustainable Cultural Tourism Plan is anchored by a strategic framework that connects community aspirations to achievable, phased actions. The framework reflects the input of residents, cultural organizations, businesses, and municipal leadership, and is grounded in the realities of available resources, governance mandates, and partnership potential. Central to this framework is the use of a temporal continuum, a deliberate phasing of initiatives over short, medium, and long terms, to balance the community's bold vision with the Town's operational capacity. This approach ensures that early successes are achievable with existing resources, while more complex initiatives are sequenced alongside the Town's core planning cycles and other major projects.

## Shared Goals for Sustainable Cultural Tourism

Through consultation and analysis, four overarching goals emerged as the foundation for this plan:

- 1. Tell a More Inclusive, Bold, and Multi-Vocal Story of Lunenburg**
  - Present the community's history and culture in ways that reflect multiple voices, including Mi'kmaq perspectives, newcomer contributions, and diverse cultural expressions.
- 2. Leverage the UNESCO Designation Through Community Stewardship**
  - Use the World Heritage status not only as a marketing asset but as a framework for preserving and enhancing heritage values through local engagement and leadership.
- 3. Support Cultural Enterprises, Youth, and the Working Waterfront**
  - Strengthen the role of cultural and creative enterprises in the local economy, foster opportunities for youth, and ensure the waterfront remains an active and authentic part of Lunenburg's identity.
- 4. Improve Collaboration, Coordination, and Cultural Infrastructure**
  - Enhance connections between cultural organizations, the Town, and other partners, and invest in facilities and infrastructure that enable cultural activity year-round.



## Linking the Framework to Action

These shared goals and guiding principles form the bridge between the plan's vision and the specific recommendations in the next section. They will be operationalized through a temporal continuum. By phasing initiatives in this way, cultural tourism development can progress steadily, building on early successes and integrating naturally with the Town's ongoing planning and stewardship efforts.

phase  
— 01 —  
**2025-2026**

Early actions achievable within current budgets and staffing, focused on visible wins and building momentum.

phase  
— 02 —  
**2027-2029**

Initiatives requiring modest new resources or expanded partnerships, sequenced with medium-term municipal planning updates.

phase  
— 03 —  
**2029+**

Larger-scale projects, governance adjustments, and infrastructure investments coordinated with major Town policy reviews and capital planning cycles.

# Priority Action and Coordination Areas

The following six priority areas translate the plan's shared goals and guiding principles into concrete, implementable actions. Each area includes a clear rationale, proposed actions, lead roles, timing, key partners, and resource considerations. Together, they form an integrated approach to strengthening Lunenburg's cultural tourism offer while ensuring that initiatives are coordinated across organizations, aligned with municipal capacity, and sequenced to complement other Town priorities. This structure allows the Town and its partners to act strategically, advancing multiple objectives in parallel while maintaining focus on the areas of greatest impact.

## Governance and Coordination



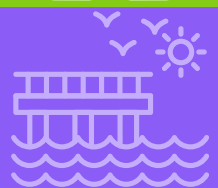
## Cultural Programming and Partnerships



## UNESCO Site Management and Stewardship



## Waterfront Activation and Infrastructure



## Indigenous Engagement and Cultural Inclusion



## Marketing, Promotion, and Visitor Experience



# GOVERNANCE AND COORDINATION



Priority area

Effective governance and coordination are the backbone of sustainable cultural tourism. Engagement feedback underscored the need for clearer roles, stronger inter-organizational communication, and coordination mechanisms that avoid duplication while fostering collaboration. While the community expressed interest in more inclusive and participatory leadership, the Working Group affirmed that any governance adjustments must align with the Town's existing mandates and be introduced in step with Council direction and capacity.

## Proposed Actions

Establish a Cultural Tourism Coordination Function within existing Town administration to act as a central point of contact for partners, cultural organizations, and event organizers.

Develop a Cultural Tourism Partnership Forum (virtual or in-person) to meet annually or semi-annually, allowing cultural, tourism, and business stakeholders to share updates, align calendars, and identify joint initiatives.

Create a simple tracking framework for cultural tourism initiatives to support Council reporting and link actions back to the plan's goals and guiding principles.

## Lead

Town of Lunenburg: in collaboration with the Lunenburg Board of Trade.

## Phasing

phase  
— 01 —  
2025-2026

Define and pilot coordination function within existing staff roles; initiate first partnership forum; begin initiative tracking.

phase  
— 02 —  
2027-2029

Assess and refine coordination model; consider modest resourcing adjustments if warranted by outcomes.

phase  
— 03 —  
2029+

Explore governance enhancements or formalized cultural tourism leadership structures if consistent with broader municipal governance reviews.

## Key Partners

Lunenburg Board of Trade | Cultural and heritage organizations | Event and festival producers | Provincial tourism bodies | Parks Canada (where applicable to UNESCO/NHS coordination)

## Resource Considerations

- Initial actions achievable with existing staff capacity through role adjustments.
- Modest costs for hosting partnership forums and producing summary materials.
- Potential future resource requirements dependent on scope of governance enhancements.

# CULTURAL PROGRAMMING AND PARTNERSHIPS



Priority area

Lunenburg’s cultural vibrancy is anchored in its diverse programming, from signature festivals and performances to grassroots events and community-led initiatives. Engagement feedback emphasized the value of existing programs and the opportunity to strengthen them through coordination, shared promotion, and partnerships that extend reach and impact. The aim is to build on what is already working while encouraging innovation and inclusivity in cultural offerings.

## Proposed Actions

Continue to develop the annual cultural programming calendar that integrates municipal, partner, and independent events, improving promotion and reducing scheduling conflicts.

Support **collaborative programming pilots** between cultural organizations, schools, and community groups to broaden participation and audience diversity.

Explore **regional partnerships** with neighbouring municipalities and cultural institutions to co-host or tour events, sharing costs and audiences.

Identify and apply for **grant opportunities** to expand programming, with a focus on inclusive and youth-oriented initiatives.

## Lead

Town of Lunenburg: in partnership with cultural organizations and the Lunenburg Board of Trade.

## Phasing

phase  
— 01 —  
2025-2026

Launch cultural calendar; initiate one or two collaborative programming pilots; identify funding streams.

phase  
— 02 —  
2027-2029

Scale up successful pilots; formalize regional partnerships; secure multi-year funding where feasible.

phase  
— 03 —  
2029+

Integrate larger-scale or permanent cultural programming elements into the Town’s long-term event strategy.

## Key Partners

Local arts and cultural organizations | Schools and youth groups | Lunenburg Board of Trade | Regional municipalities | Provincial arts and culture agencies | Private sponsors and philanthropic foundations

## Resource Considerations

- Modest staff time for calendar coordination and partnership facilitation.
- Event-specific budgets drawn from grants, sponsorships, and partner contributions.
- Potential for cost-sharing with regional partners to reduce municipal expenditure.

# UNESCO SITE MANAGEMENT AND STEWARDSHIP



Priority area

Lunenburg’s designation as a UNESCO World Heritage Site is both a significant opportunity and a responsibility. It brings global recognition, attracts visitors, and reinforces the town’s cultural identity, but it also requires ongoing stewardship to meet international standards. Engagement feedback emphasized the importance of connecting this designation to community pride and participation, rather than relying solely on external oversight. Coordination with Parks Canada, heritage organizations, and other partners will be essential to ensure that site management integrates heritage preservation, interpretation, and sustainable tourism practices.

## Proposed Actions

Maintain active collaboration with Parks Canada and the national historic sites process to ensure alignment of local initiatives with federal heritage obligations.

Collaborate with the Atlantic Canada UNESCO Tourism Corridor on initiatives that can benefit Lunenburg.

Develop a UNESCO stewardship and interpretation plan that highlights the site’s significance for both residents and visitors, integrating inclusive narratives and diverse perspectives.

Link UNESCO messaging to the annual cultural programming calendar to encourage year-round engagement with the designation.

Explore digital interpretation tools (e.g., virtual tours, mobile apps) to expand access and deepen visitor understanding without adding pressure to physical infrastructure.

## Lead

Town of Lunenburg: in collaboration with Parks Canada.

## Phasing

phase  
— 01 —  
2025-2026

Initiate joint planning discussions with Parks Canada; integrate UNESCO messaging into cultural programming; pilot at least one interpretation enhancement.

phase  
— 02 —  
2027-2029

Formalize the UNESCO stewardship and interpretation plan; secure funding for ongoing interpretation and preservation initiatives.

phase  
— 03 —  
2029+

Implement long-term infrastructure or policy changes identified through the stewardship plan, in step with municipal and federal planning cycles.

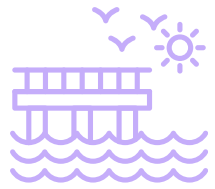
## Key Partners

Parks Canada | Heritage Trusts and preservation societies | Cultural and educational institutions | Tourism operators | Local historians, interpreters, and cultural practitioners

## Resource Considerations

- Initial actions largely achievable within existing heritage and tourism program budgets.
- Funding for interpretation tools or infrastructure improvements may require federal or provincial grants.
- Potential for cost-sharing with Parks Canada and other heritage organizations.

# WATERFRONT ACTIVATION AND INFRASTRUCTURE



Priority area

Lunenburg’s working waterfront is central to its identity, offering both a living connection to maritime heritage and a focal point for cultural tourism. Engagement feedback consistently highlighted the importance of maintaining the authenticity of the waterfront while enhancing its role as a year-round gathering place. Infrastructure investments, public realm improvements, and sensitive activation can support economic vitality, cultural programming, and community use without undermining traditional marine activities. Coordination with waterfront stakeholders is essential to balance operational needs with visitor expectations.

## Proposed Actions

Continue to collaborate on implementing the Lunenburg Waterfront Master Plan and the upcoming 5-year Strategic Plan (RFP issued by Lunenburg Waterfront Association in August 2025) as well as with other partners on integrating cultural programming, public space enhancements, and marine operations.

Enhance wayfinding and interpretive signage to connect the waterfront to the UNESCO designation, heritage assets, and town centre.

Identify opportunities for additional seasonal and year-round events that showcase the working waterfront (e.g., boatbuilding demonstrations, seafood festivals, artist-in-residence programs). A comprehensive asset map is part of the Cultural Tourism Economic Impact Study.

## Lead

Town of Lunenburg: in collaboration with Build Nova Scotia, Lunenburg Waterfront Association, and waterfront stakeholders.

## Phasing



## Key Partners

Build Nova Scotia | Lunenburg Waterfront Association | Waterfront property owners and operators | Cultural and heritage organizations | Tourism and hospitality businesses | Event and festival producers | Fisheries and marine sector representatives

## Resource Considerations

- Modest investment for early-phase signage and programming pilots.
- Potential need for capital funding in later phases, sourced through municipal budgets, provincial/federal infrastructure programs, and private investment.
- Staffing or contracted support for event coordination and public realm management.

# INDIGENOUS ENGAGEMENT AND CULTURAL INCLUSION



Priority area

Lunenburg’s cultural story is incomplete without the voices, histories, and contemporary contributions of the Mi’kmaq. Engagement feedback emphasized that Indigenous engagement must be authentic, relationship-based, and grounded in formal reconciliation processes, not prescriptive actions developed without Indigenous leadership. Cultural inclusion also extends to recognizing and integrating the contributions of diverse communities who have shaped Lunenburg over time. This approach strengthens the authenticity of the visitor experience and fosters greater community cohesion.

## Proposed Actions

Initiate and maintain relationship-building discussions with Mi’kmaq communities and organizations to explore opportunities for cultural tourism collaboration.

Support Indigenous-led storytelling, programming, and interpretation initiatives within Lunenburg, ensuring leadership remains with Indigenous partners.

Expand cultural inclusion by showcasing the contributions of diverse cultural communities in programming, interpretation, and marketing materials.

Coordinate with Parks Canada to integrate Indigenous narratives into UNESCO and National Historic Site interpretation, where appropriate.

## Lead

Town of Lunenburg: in collaboration with Indigenous partners and Parks Canada.

## Phasing

phase  
— 01 —  
2025-2026

Initiate conversations with Indigenous partners; identify potential collaborative projects; begin integrating inclusive narratives into existing programming.

phase  
— 02 —  
2027-2029

Support delivery of Indigenous-led initiatives; expand cultural inclusion efforts in events and interpretation.

phase  
— 03 —  
2029+

Embed long-term Indigenous and cultural inclusion initiatives into municipal cultural tourism planning and infrastructure projects.

## Key Partners

Mi’kmaq communities and organizations | Parks Canada | Cultural and heritage institutions | Local and regional multicultural organizations | Arts and performance groups

## Resource Considerations

- Initial costs centred on staff time and relationship-building activities.
- Project-specific budgets to be determined in collaboration with Indigenous and cultural partners, potentially supported by targeted grants.
- Longer-term funding opportunities through federal and provincial cultural and reconciliation programs.

# MARKETING, PROMOTION, AND VISITOR EXPERIENCE



Priority area

Lunenburg’s cultural tourism success depends not only on the quality of its offerings but also on how they are presented and experienced. Engagement feedback pointed to the need for consistent, authentic storytelling that reflects Lunenburg’s heritage, creative energy, and community diversity. Effective marketing and promotion should work hand-in-hand with visitor experience improvements, from wayfinding and interpretive tools to hospitality training, ensuring that every touchpoint reinforces the town’s identity and encourages longer stays. Coordination across partners will avoid duplication and amplify reach.

## Proposed Actions

Develop a coordinated cultural tourism marketing plan that aligns with regional and provincial tourism campaigns while highlighting Lunenburg’s unique stories and assets.

Integrate inclusive narratives into promotional materials, showcasing diverse voices and perspectives.

Enhance visitor wayfinding and interpretation to create a seamless experience from arrival to departure.

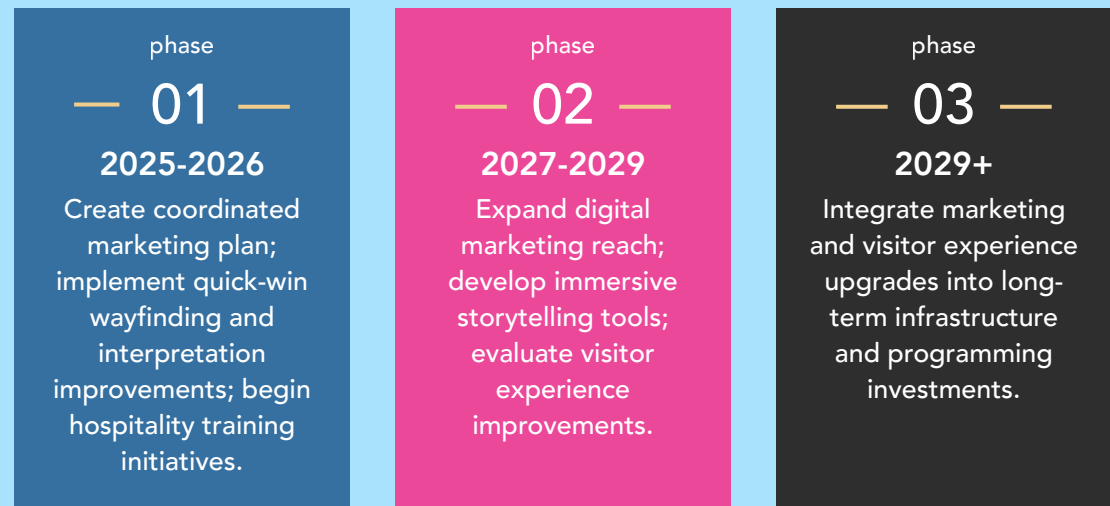
Support hospitality and service training for frontline staff and volunteers to ensure high-quality, welcoming interactions.

Strengthen digital presence, including the use of social media, video, and virtual experiences to extend engagement before and after visits.

## Lead

Town of Lunenburg: in partnership with the Lunenburg Board of Trade and tourism operators.

## Phasing



## Key Partners

Lunenburg Board of Trade | Tourism Nova Scotia | Tourism Industry Association of Nova Scotia | Cultural and heritage organizations | Event and festival producers | Local businesses and hospitality providers | Regional tourism networks

## Resource Considerations

- Modest early-phase costs for marketing coordination and training can be shared among partners.
- Potential for co-investment with provincial tourism marketing programs.
- Later phases may require capital investment for wayfinding infrastructure and advanced digital tools.

# Implementation Roadmap

The Implementation Roadmap provides a clear view of how the Sustainable Cultural Tourism Plan will unfold over time. It organizes the recommended actions into three phases, aligning with the Town's capacity, municipal planning cycles, and the availability of external partnerships and funding.

This phased approach ensures that early actions build visible momentum, while more resource-intensive initiatives are sequenced to coincide with broader planning and capital investment windows.

phase  
— 01 —  
**2025-2026**

Early actions achievable within current budgets and staffing, focused on visible wins and building momentum.

phase  
— 02 —  
**2027-2029**

Initiatives requiring modest new resources or expanded partnerships, sequenced with medium-term municipal planning updates.

phase  
— 03 —  
**2029+**

Larger-scale projects, governance adjustments, and infrastructure investments coordinated with major Town policy reviews and capital planning cycles.







phase

01

2025-2026

Foundation and Early Wins

Focus on actions achievable within existing resources, strengthening coordination, and demonstrating tangible progress.

Priority Area	Key Early Actions	Lead	Key Partners	Resources
 <b>Governance &amp; Coordination</b>	Pilot cultural tourism coordination function; launch partnership forum	Town	Board of Trade, cultural orgs	Staff time; meeting costs
 <b>Cultural Programming &amp; Partnerships</b>	Launch annual programming calendar; start collaborative pilots	Town	Cultural orgs, schools	Staff time; small event budgets
 <b>UNESCO Site Management</b>	Begin joint planning with Parks Canada; integrate UNESCO messaging	Town	Parks Canada, heritage groups	Staff time; modest interpretation costs
 <b>Waterfront Activation</b>	Initiate activation plan; pilot events; update basic signage	Town	Build NS, waterfront operators	Staff time; small capital for signage
 <b>Indigenous Engagement &amp; Inclusion</b>	Begin relationship-building; integrate inclusive narratives	Town	Mi'kmaq partners, Parks Canada	Staff time; meeting costs
 <b>Marketing &amp; Visitor Experience</b>	Develop marketing plan; quick-win wayfinding; launch hospitality training	Town	Board of Trade, Tourism NS	Shared marketing budget; training fees







phase

02

2027-2029

**Expansion and Partnership Development**

Scale up successful pilots, secure additional resources, and implement medium-scale projects in alignment with municipal and partner priorities.

Priority Area	Key Early Actions	Lead	Key Partners	Resources
 <b>Governance &amp; Coordination</b>	Refine coordination model; assess resourcing	Town	Board of Trade	Staff time; possible budget adjustment
 <b>Cultural Programming &amp; Partnerships</b>	Formalize regional partnerships; expand funded programming	Town	Regional municipalities, arts councils	Grant funding; sponsorship
 <b>UNESCO Site Management</b>	Finalize stewardship plan; secure project funding	Town	Parks Canada, heritage orgs	External grants; staff/contract time
 <b>Waterfront Activation</b>	Launch priority infrastructure improvements; expand events	Town	Build NS, private sector	Capital funding; sponsorship
 <b>Indigenous Engagement &amp; Inclusion</b>	Deliver Indigenous-led programming; expand inclusion efforts	Town	Mi'kmaq partners, multicultural orgs	Grants; partner budgets
 <b>Marketing &amp; Visitor Experience</b>	Grow digital presence; immersive storytelling tools	Town	Tourism NS, private sector	Co-investment in digital tools







phase

03

2029+

**Long-Term Integration and Major Investments**

Introduce large-scale infrastructure, policy changes, and enduring partnerships, coordinated with major municipal planning cycles.

Priority Area	Key Early Actions	Lead	Key Partners	Resources
 <b>Governance &amp; Coordination</b>	Consider broader governance reforms if warranted	Town	Council, community leaders	Staff and Council time
 <b>Cultural Programming &amp; Partnerships</b>	Integrate permanent programming into event strategy	Town	Cultural sector	Ongoing municipal & partner funding
 <b>UNESCO Site Management</b>	Implement major infrastructure or policy changes	Town	Parks Canada	Capital and operational funding
 <b>Waterfront Activation</b>	Complete capital projects from activation plan	Town	Build NS, federal/prov programs	Major capital funding
 <b>Indigenous Engagement &amp; Inclusion</b>	Embed Indigenous and inclusion initiatives into Town planning	Town	Indigenous partners	Sustained funding streams
 <b>Marketing &amp; Visitor Experience</b>	Integrate marketing and visitor upgrades into capital works	Town	Board of Trade, Tourism NS	Capital & operational budgets

Monitoring and review complete the planning cycle, providing the feedback loop that links implementation back to the plan’s goals and guiding principles, and ensuring that actions remain on track and responsive to changing conditions.

# Monitoring and Review

Ongoing monitoring and periodic review are essential to ensure that the Sustainable Cultural Tourism Plan remains relevant, actionable, and aligned with Lunenburg’s evolving needs and opportunities. A clear monitoring framework will help track progress, flag emerging challenges, and support adaptive decision-making over the life of the plan.

## Annual Progress Review

- Conduct a formal review of progress on each priority area at least once per year.
- Document milestones achieved, resources used, and lessons learned.
- Identify where actions are ahead of schedule, on track, or delayed, and recommend adjustments as needed.
- Incorporate both quantitative indicators (e.g., number of events, visitation trends, partnership agreements) and qualitative measures (e.g., community satisfaction, stakeholder feedback).

## Mid-Phase Check-Ins







- Schedule structured reviews at the midpoint of each implementation phase (e.g., 2026, 2028) to reassess priorities, timelines, and resource allocation.
- Use these check-ins to integrate new opportunities (e.g., funding programs, partnerships) and respond to challenges (e.g., economic shifts, infrastructure constraints, environmental events).
- Ensure alignment with concurrent Town planning cycles, including updates to the Municipal Planning Strategy, budget processes, and capital investment planning.

## Public Reporting and Engagement

- Provide an annual public progress update to Council, stakeholders, and the broader community, highlighting achievements, upcoming priorities, and any course corrections.
- Use multiple channels for reporting, including Council presentations, the Town website, newsletters, and community meetings, to maintain transparency and build continued public support.
- Invite feedback during these updates to ensure the plan continues to reflect community values and aspirations.

By embedding monitoring and review into the plan’s life cycle, the Town can remain proactive, agile, and accountable, ensuring that cultural tourism development continues to advance in step with Lunenburg’s broader growth and stewardship objectives.

To support consistent tracking and accountability, the following draft monitoring framework outlines the key indicators, data sources, and review timelines for each priority action area. It is intended as a practical tool for Council, staff, and partners to assess progress at a glance and guide the annual and mid-phase reviews.

Priority Area	Key Indicators	Data Sources	Review Frequency	Lead Responsibility
 <b>Governance &amp; Coordination</b>	Number of partnership forum meetings held- Stakeholder satisfaction with coordination function- Tracking system in active use	Town admin records, meeting minutes, stakeholder surveys	Annual	Town of Lunenburg (Cultural Tourism Coordination Function)
 <b>Cultural Programming &amp; Partnerships</b>	Number and diversity of events on annual calendar- Attendance levels at collaborative programs- Number of regional partnerships established	Event calendars, ticket sales/attendance data, partner reports	Annual	Town of Lunenburg, Lunenburg Board of Trade
 <b>UNESCO Site Management</b>	Completion of UNESCO stewardship plan - Number of interpretation initiatives launched - Joint projects with Parks Canada - UNESCO Atlantic Canada Corridor partnership	Parks Canada reports, Town heritage files, visitor feedback	Annual; mid-phase review	Town of Lunenburg & Parks Canada
 <b>Waterfront Activation</b>	Waterfront activation plan status- Number of waterfront events held- Public realm enhancements completed	Town capital project tracking, event logs, site inspections	Annual	Town of Lunenburg, Build Nova Scotia
 <b>Indigenous Engagement &amp; Inclusion</b>	Number of relationship-building meetings with Mi'kmaq partners- Indigenous-led projects supported- Inclusion of diverse cultural narratives in programming	Partnership agreements, event/program reports, marketing materials review	Annual; ongoing	Town of Lunenburg with Indigenous partners
 <b>Marketing &amp; Visitor Experience</b>	Marketing plan completion and updates- Website/social media engagement metrics- Visitor satisfaction ratings- Hospitality training participation	Marketing analytics, tourism surveys, training attendance records	Annual	Town of Lunenburg, Lunenburg Board of Trade

# Conclusion

The Sustainable Cultural Tourism Plan sets out a clear, achievable, and community-driven path for strengthening Lunenburg's cultural tourism offer while protecting the heritage, values, and quality of life that make the town unique. Its phased approach ensures that ambition is matched with municipal capacity, allowing the Town and its partners to build early wins, expand through strategic partnerships, and pursue major initiatives in step with broader planning and investment cycles.

Successful delivery will depend on sustained commitment from Council, staff, cultural organizations, local businesses, and residents. By embedding monitoring and review into the life of the plan, the Town can remain agile and responsive, adjusting priorities as new opportunities and challenges emerge.

Lunenburg's cultural story, one that is rich, diverse, and globally recognized, is also a living one. Through shared stewardship, inclusive storytelling, and coordinated action, the community can ensure that its cultural tourism sector continues to thrive, contributing to economic vitality, community pride, and a visitor experience that is both authentic and memorable for years to come.



# Appendices

*Attached separately*

Appendix A: What We Heard Report

Appendix B: Case Studies

Appendix C: Crosswalk with Relevant Town Strategies and Plans

# Case Studies

## Town of Lunenburg Sustainable Cultural Tourism Plan



Prepared by 21FSP Advisory  
March 2025

# Introduction

## Objectives

The following case studies - Camden, Maine; Husavik, Iceland; Bamberg, Germany; and Ouro Preto, Brazil - each offer compelling examples of tourism destinations that have leveraged their natural assets, historic economic culture, and/or UNESCO designation to build successful, sustainable, and thriving tourism industries.

The case studies were selected to provide examples of, and key takeaways from, working waterfront towns and UNESCO sites with successful sustainable cultural tourism sectors, with a focus on those that balance both heritage and growth.

## Method

The case study research was conducted using desktop research methods including a scan of academic literature, travel blogs, official tourism websites, governmental reports, and available census data and tourism data.





# Camden, Maine

# Context and Overview

## Site Background

Camden, Maine, was originally inhabited by Penobscot Abenaki people, with European settlers arriving in the 18th century. It was incorporated as a town in 1791. Camden has a rich maritime history—historically, the town thrived on shipbuilding, fishing, and maritime commerce. Steamships connected Camden with Boston, Bath, and other coastal towns.

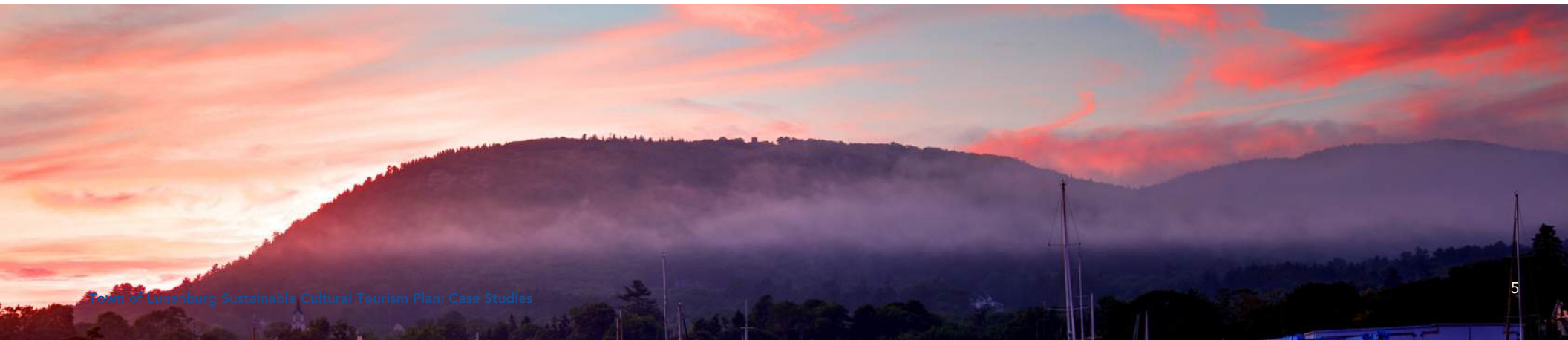
The town’s tourist economy began developing in the late 19th century. Summer cottages were built in the town starting in the 1880s, attracting both seasonal and semi-permanent residents. Maine as a whole became known as “Vacationland,” spurred on by an increase in modern automobiles, which helped to democratize tourism culture. Visitors came to Camden from Boston and New York, drawn to its scenic harbour. Camden slowly became known as a resort town and largely caters to affluent families.

# Strategic Positioning

## Visitor Numbers and Global Recognition

While Camden’s population is only around 5,000 year-round residents (2020 Census), it sees significant seasonal influx—tens of thousands of tourists pass through each summer, especially in July and August. Specific visitor numbers to the town of Camden are not readily available; however, the Camden State National Park alone saw over 180,000 visitors in 2021, which gives a sense of the scale of visitor traffic around the area.

Camden’s harbour, framed by the Camden Hills and Penobscot Bay, is frequently featured in travel publications, earning global recognition for its picturesque views. The area is known for its **windjammer cruises, lobster festivals, and vibrant culinary scene**, positioning it as a quintessential New England coastal experience.



# Governance Model

## Funding Structure

Camden relies on a combination of funding mechanisms that maintain and grow its tourism sector: municipal budget allocations, regional and state tourism funding, chamber of commerce and business associations, and private and nonprofit contributions.

The Town of Camden allocates a portion of its municipal budget toward maintaining public infrastructure, harbour facilities, and local events that attract visitors (e.g., harbour maintenance, parks, and public spaces).

The Maine Office of Tourism provides marketing support and grants to towns and organizations for promotional activities. Camden often collaborates with regional marketing campaigns such as “Midcoast Maine” promotions.

Local business groups (e.g., Penobscot Bay Regional Chamber of Commerce) pool resources for joint marketing initiatives, advertising, and festival organization. Membership dues and sponsorships fund various tourism development and destination marketing efforts.

Nonprofits (such as historical societies) receive donations and grants to support heritage preservation and cultural events. Local businesses invest in improving their properties (e.g., inns, restaurants) to maintain the town’s attractiveness to visitors.

## Key Governing Bodies

- Town of Camden
- Camden Area Business Group
- Penobscot Bay Regional Chamber of Commerce
- Nonprofit Organizations: Camden-Rockport Historical Society

# Tourism Assets and Branding

## Market Positioning

- Camden’s brand emphasizes its coastal scenery, historic charm, and cultural offerings. Key phrases often used in marketing include “Where the Mountains Meet the Sea” and “Quintessential New England Coastal Town.”
- Tourism experiences are centred around maritime adventures, outdoor recreation, cultural and heritage events, cuisine, and boutiques. Specific offerings and events include:
  - Windjammer cruises, sailing lessons, harbour tours. outdoor recreation at Camden Hills State Park, local art exhibits, historical society tours, Camden Winterfest Week, US National Toboggan Championships, Camden Conference, Camden Windjammer Festival, Camden International Film Festival, two Harbor Arts & Books Fairs, PopTech and Christmas by the Sea

## Tourism Website

The website [Experience Camden Maine](#), run by the Camden Area Business Group, is sophisticated. It includes a spotlight on seasonal experiences (with a page dedicated to each season), embedded YouTube videos on touristic experiences, and detailed information on what to do, where to stay, food and drink, shopping, and local services. The website also boasts an events page and business directory.

## Tourism Strategy

Camden does not currently have a standalone tourism-specific strategy or plan. Instead, tourism is incorporated within broader economic development and downtown revitalization initiatives:

- The [2017 Camden Comprehensive Plan](#) notes that there has been a greater reliance on tourism and hospitality to provide jobs to locals. The town's goals are to support businesses, both tourism and year-round, to promote a robust downtown.
- Though not recent nor specifically related to tourism, Camden's [2012 Downtown Master Plan](#) led to Camden's designation as a Maine Downtown Network community under the Maine Development Foundation's Downtown Center program.
- Additionally, the [2011 Strategic Economic Development Action Plan](#) focuses on sustainable community and business development.

## Winter Tourism

Camden leverages assets like the [Camden Snow Bowl](#), which offers unique ocean-view skiing, tobogganing, inns, and restaurants, diversifying its tourist offerings beyond the traditional summer season.

## Visitor Demographics

Demographic data on visitors to Camden is limited. However, data on visitors to the Maine mid-coast region, which includes Camden, offers some insights (Maine Office of Tourism 2019):

- **Origin of Visitors**
  - Overnight visitors are more likely to be from Pennsylvania
  - Day visitors are more likely to be US residents
- **Demographics**
  - Age: Overnight visitors have an average age of 38.8 years, while day visitors average 42.8 years
  - Income: The mean household income for overnight visitors is approximately \$86,090, and for day visitors, it's around \$67,660
  - Education: A majority of visitors possess a college degree or higher—62% of overnight visitors and 64% of day visitors
- **Interests and Activities**
  - Overnight Visitors: Show a strong interest in food, beverage, and culinary activities (62%), touring or sightseeing (50%), and history or culture (41%)
  - Day Visitors: Favour touring or sightseeing (54%), food-related activities (53%), and shopping (46%)

## Accommodations

There are ~40 accommodation options in Camden and the immediate surrounding area. These include a mix of hotels, bed and breakfasts, and motels, in addition to camping at the state park.

## Dining and Retail

Camden is known for their innovative cuisine offerings, with a mix of cuisines including Italian, French, Asian, Mediterranean, and local seafood.

- TripAdvisor lists ~46 restaurants in the town
- In the broader Camden-Rockland region, the Penobscot Bay Regional Chamber of Commerce lists 91 dining establishments
- Downtown Camden boasts a variety of boutiques specializing in home goods, clothing, gifts, leather goods, and antiques



## Camden's Waterfront

Camden's waterfront is perhaps its largest tourism draw. It reflects both its identity and economy as a working waterfront, and boasts multiple tourism assets:

- Historic Harbour: A working harbour with sailing vessels, recreational boats, and traditional schooners. Visitors can take tours on historic schooners like the *Surprise* and *Olad*.
- Curtis Island and Lighthouse: This historic lighthouse was built in 1835 on Curtis Island, accessible only by small boat. The island also boasts a museum, perimeter trail, and summer caretaker cottage.
- Public Landing and Amphitheater: Camden's public landing and the adjacent amphitheater designed by the Olmsted Brothers. The amphitheater exemplifies early 20th century classical form adapted for popular use. The Riverwalk and Public Landing Project lead to the development of a stretch of trails broken into two sections - the Tannery Section, with benches and viewing platforms along the river, and the Seabright Section, a wooded path that passes the Seabright Dam.
- Downtown Proximity: The waterfront is seamlessly integrated with the downtown area. There is easy pedestrian access to boutique shopping, local eateries, galleries, and inns. This integration serves to enhance visitor expenditure and retention.
- Cultural Heritage: Maritime festivals, boat-building workshops, and sailing regattas frequently leverage the waterfront, enriching Camden's cultural tourism profile and drawing niche visitors interested in nautical heritage.

## Sea-Level Rise and Mitigation Planning

Recognizing the potential impacts of sea-level rise, Camden has engaged in studies and initiatives to protect its waterfront properties and natural habitats.

A [2017 report](#) by the Watershed School, [Getting on Board: Preparing for Sea Level Rise in Camden, Maine](#), found that \$16 million worth of Camden's waterfront property would be at risk with just a foot of sea level rise. The plan includes recommendations for preparing for sea level rise and transitioning to non-carbon energy.



## Key Takeaways for Lunenburg

- Integrating environmental conservation with cultural preservation ensures that tourism development enhances, rather than detracts from, the community's character.
- Regularly updating and improving public spaces and facilities can boost tourism by providing visitors with high-quality experiences.; recently, [Camden received \\$10M in an Bond Anticipation Note](#) to finance infrastructure improvements.
- Proactively addressing environmental challenges, such as climate change and sea level rise, protects valuable assets and demonstrates a commitment to sustainability, which can be a significant draw for modern travelers.
- Offering a variety of activities across different seasons appeals to a broader audience and mitigates the risks associated with seasonal tourism fluctuations. Developing year-round tourism offerings and leaning into the Snow Bowl draws in visitors beyond the summer months.



# Húsavík, Iceland



# Context and Overview

## Site Background

Húsavík, situated along Iceland's scenic northern coastline on Skjálfandi Bay, has emerged as a distinctive and compelling tourism destination renowned globally as Iceland's whale-watching capital. Historically a quiet fishing village, Húsavík has strategically transformed its maritime heritage and rich natural environment into a thriving eco-tourism hub.

In the 1990s, local entrepreneurs and fishermen began offering whale-watching tours, initially small-scale operations. Word began to spread, and Husavik capitalized on its maritime heritage to appeal to tourists.

After the 2008 financial crisis, Iceland as a whole underwent economic restructuring, and many small communities transitioned from a predominantly fishing economy to embracing tourism as a way to drive sustainable growth.

# Strategic Positioning

## Visitor Numbers and Global Recognition

The annual number of whale-watching tourists visiting Húsavík grew significantly from approximately 2,200 passengers in 1995 to around 272,000 whale watchers by 2015 during a notably extended season (Nicosia 2016).

In the national context, in 2022 Iceland welcomed just under 1.7 million international visitors, a significant increase from approximately 698,000 in 2021, reflecting a robust recovery in tourism post-pandemic. This upward trend continued into 2023, with the country attracting over 2.21 million international tourists, marking a 31% increase from 2022 and far surpassing pre-pandemic levels.

Húsavík has benefitted from global recognition in pop culture, recently spurred by the film *Eurovision Song Contest: The Story of Fire Saga*.



# Governance Model

## Key Governing Bodies

- Húsavík Chamber of Commerce and Tourism (Húsavíkurstofa)
- Visit Husavik
- Icelandic Tourist Board
- Business Iceland (Íslandsstofa)
- Icelandic Travel Industry Association (SAF)

## Funding Structure

- **Private Sector Driven:** The whale-watching industry in Húsavík primarily involves private businesses and local entrepreneurs (North Sailing; Gentle Giants; Husavik Adventures) who have developed whale-watching tours and related services.
- **Public-Private Partnerships and Local Collaborations:** There's collaboration among whale-watching companies, local authorities, and institutions like the Húsavík Whale Museum. An example of such partnerships is between the Húsavík Whale Museum and North Sailing. This collaboration allows museum staff to collect data in the field each summer, contributing to ongoing research and enriching the museum's educational offerings.
- **Grants and External Funding:** The article on social media analysis explicitly mentions research funding from the European Union's Horizon 2020 Framework Programme, which implies that certain tourism-related studies and initiatives may receive external research or project-based funding support

# Tourism Assets and Branding

## Market Positioning

Húsavík core brand attributes centre around its authentic maritime identity, premier whale watching destination, and nature / sustainability.

Some of its key tourism assets and offerings include:

- Ocean Films Húsavík
- GeoSea Geothermal Baths
- Northern lights viewing
- Húsavík Whale Museum
- Heritage Tourism
- Proximity to Lake Mývatn and Diamond Circle
- Trails in Húsavíkurfjall
- Local Cuisine and Sustainable Food



## Tourism Website and Digital Media

Visit Húsavík operates a website and robust social media presence. Their tagline is “where adventure meets tranquility,” and showcases winter tourism development, attractions, whale watching, activities in the region, accommodations, food and drink, and events.

- Their Instagram page Visit Húsavík, with ~3,800 followers, showcases the picturesque village and leans heavily into its identity as a whale watching capital and its heritage buildings and geothermal spa.

## Tourism Strategy

Iceland’s Tourism Strategy for 2021-2030 emphasizes leading sustainable development that is profitable, competitive, and in harmony with the nation and its residents. One of the Strategy’s goals is to have 90% of locals take a positive attitude toward tourism, and to encourage tourism that generates a better quality of life from Icelanders.

Húsavík itself does not have a dedicated tourism strategy that is publicly available.



## Visitor Demographics

Though specific visitor demographic for Húsavík are not publicly available, the Tourism in Iceland in Figures reports track specific visitor indicators and trends that paint a picture of tourists to the region.

- **Origin of Visitors**
  - Top five countries: USA, UK, Germany, Poland, and China
- **Demographics**
  - Average age: 39.7
  - Gender: 48.9% female; 50.3% male
  - Income: 38.8% average; 52.5% above average; 8.7% below average
- **Purpose of Visit**
  - Overwhelmingly, visitors to Iceland are travelling for holiday (91.4%)
- **Average Length of Stay**
  - 7.6 nights
- **Interests and Activities**
  - Visitors to Iceland are influenced to a great extent by the country’s nature as a factor influencing their decision to visit
    - Top 5 recreational activities: nature bath, spa or wellness, museum, sightseeing by bus, and guided hiking or mountain trip
  - Visitors to Húsavík are primarily drawn to its whale watching offerings. Gómez et al (2024) found that visitors largely associate whale-watching with pleasure and aesthetic consumption, prioritizing visual enjoyment and photography ("ocular consumption") rather than ecotourism principles.

## Accommodations

In Húsavík and the surrounding area there are approximately ~16 accommodations options, including a variety of options such as campsites, hotels, hostels, guesthouses, apartments, and cottages.

## Dining and Retail

Húsavík offers five restaurants and eight cafes/bistros/bars.

There are a few clothing boutiques in the town (~4), but retail is not a primary focus of the town's tourism offerings.



## Húsavík Waterfront's and Key Takeaways for Lunenburg

Húsavík has a small but lively downtown due to the tourism influx that accumulates at its waterfront. Along the waterfront are several prominent tourism assets, including whale watching tour operators, the Húsavík Whale Museum, Geosea Geothermal Sea Baths, the Exploration Museum, the Húsavík Museum, the Húsavíkurkirkja (a wooden church built in 1907), as well as dining options.

Húsavík's waterfront development highlights key lessons for Lunenburg:

- Leveraging natural assets by focusing on a niche tourism offering - whale watching.
- Integrating wellness and nature - the sea baths show how wellness tourism can exist in harmony with naturally beautiful landscapes, a key draw for visitors to the region who value both nature and 'ocular consumption'
- Cultural preservation - promoting historic sites and investing in multiple museums ensures that Húsavík's heritage and culture are both preserved and taught to visitors
- Seasonal diversification - Húsavík is actively promoting winter tourism, promoting its museums, geothermal sea baths, restaurants, yoga and meditation classes, horseback rides, northern lights watching, skiing, and Jeep tours



# Bamberg, Germany

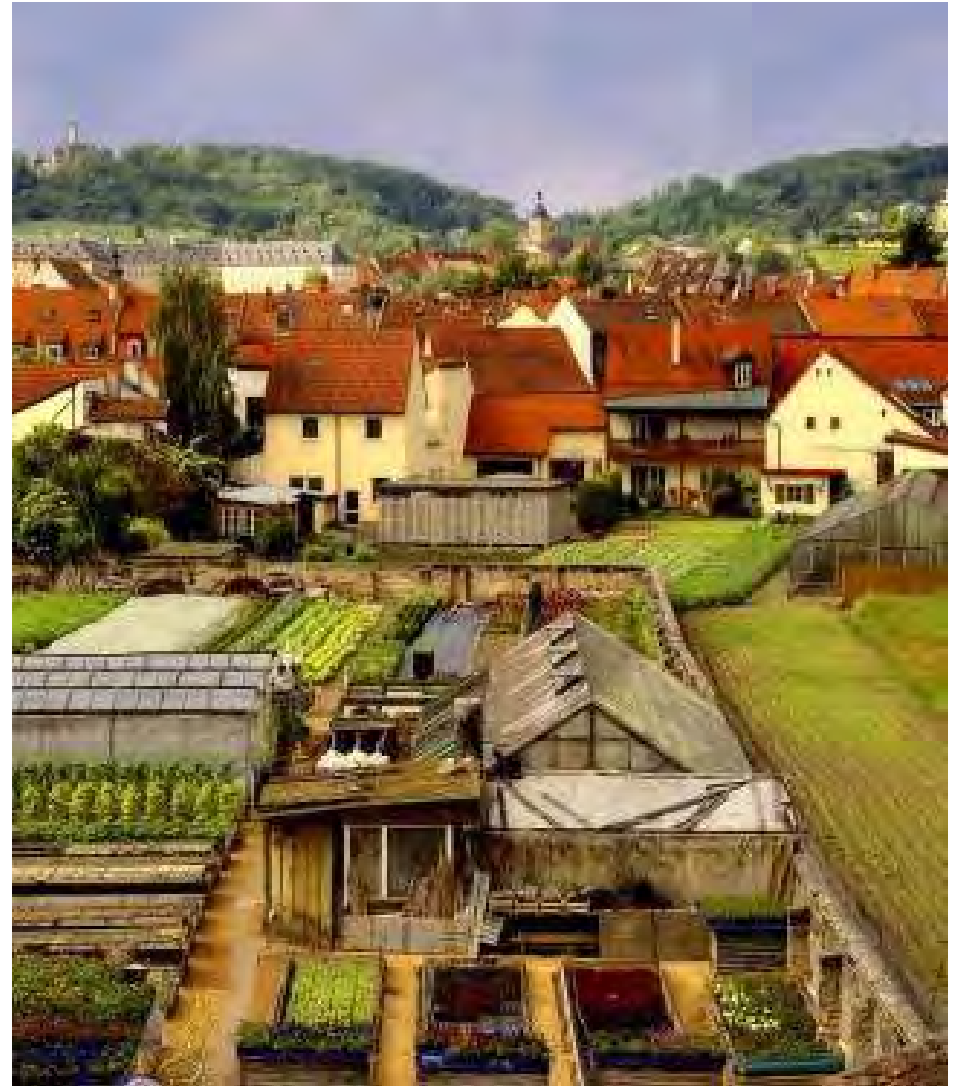
# Context and Overview

## Site Background

Bamberg, located in Northern Bavaria, Germany, is a well-preserved medieval city that has effectively leveraged its cultural heritage to boost tourism. Bamberg was recognized as a UNESCO World Heritage Site in 1993.

Bamberg's **intangible cultural heritage** is characterized by **urban gardening**, a practice dating back to the Middle Ages, and which has played a vital economic and cultural role in Bamberg. The Market Gardeners' District is a key part of the city's World Heritage designation, having emerged along an important medieval trade route. This land is protected from building development, however, the connection between these market gardens and the urban centre is evident and unique.

Through maintaining and preserving this medieval practice, Bamberg is recognized for its food sustainability practices, and **they leverage this unique UNESCO heritage** in tourism products, as well: gardening aprons from recycled materials are sewn by migrant women, which can be purchased at the Vintner's Museum and other locations, which also helps to raise awareness of the link between sustainable development and World Heritage.



# UNESCO Designation

Since receiving its UNESCO World Heritage status in 1993, Bamberg has amplified its global positionality as a well-preserved medieval town. It has several historic districts: the City on the Hills, the Island District, and the Market Gardeners' District. All three districts belong to the 142-hectare UNESCO World Heritage site.

In 2005, Bamberg established a municipal-level World Heritage Office to implement the World Heritage Convention locally, coordinate heritage-related initiatives, and represent the site.

The office collaborates closely with the municipal tourism department, museums, heritage conservation specialists, the local World Heritage Foundation, and educational institutions.

Bamberg's initial World Heritage Management Plan, developed in 2004, was relatively concise. However, advancements in international heritage standards and recent local developments necessitated the creation of an updated, comprehensive planning document aligned with current local regulations and institutional frameworks.

As a result, the World Heritage Office initiated a new management planning process in November 2015, and released a World Heritage Management Plan in 2019.



## World Heritage Management Plan 2019

The current Management Plan outlines key guidelines, tools, and organizational structures essential for preserving the Town of Bamberg as a UNESCO World Heritage site and its Outstanding Universal Value (OUV). It defines tasks and establishes a framework to guide the site's sustainable development.

The plan inventories relevant national and international protection and planning instruments and analyzes potential risk factors. Through a participatory approach across five thematic areas, the plan identifies short-, medium-, and long-term actions and recommendations to mitigate these risks and promote sustainability. Some actions, like establishing the World Heritage Visitor Centre, were initiated during the planning phase.

Thematic panels provided specialized insights:

- **The Architectural Heritage and Urban Development** panel focused on conserving and sustainably developing the historic Old Town.
- **The Education and Research** panel created interdisciplinary research and education strategies related to Bamberg's heritage.
- **The Urban Gardening** panel addressed the preservation and utilization of inner-city gardens and promoted awareness of the Intangible Cultural Heritage within the Market Gardeners' District.
- **The World Heritage and Tourism** panel explored opportunities to leverage synergies between heritage conservation and tourism.
- **The World Heritage and Economy** panel examined the economic dimensions of holding a World Heritage title.



## Utilizing the UNESCO Designation

Bamberg's management plan identifies short, medium, and long-term actions which help to best utilize its UNESCO designation. Some of these actions include:

- **Urban Development:** Implementation of design guidelines, upgrading public spaces, reduction of car traffic, and protection of significant sightlines and visual integrity.
- **Tourism Management:** Development of thematic guided tours, certification of guides, improvement of visitor infrastructure, and proactive management to avoid overtourism.
- **Economic Integration:** Leveraging UNESCO status for economic benefit, such as premium products linked explicitly to Bamberg's identity (e.g., "Bamberg smoked garlic") and promoting local market gardening traditions.
- **Educational Initiatives:** Development of digital resources, educational programming, and interdisciplinary research opportunities connecting heritage to contemporary issues.



Another way in which Bamberg effectively uses its UNESCO World Heritage title is by emphasizing cultural tourism, distinctive experiences, authenticity, and through strategic partnerships. Examples include:

- Positioning itself among Bavaria's "100 Genussorte" (places to savor) to attract niche markets.
- Creation and marketing of specialized heritage experiences (e.g., guided tours of the Market Gardeners' District).
- Emphasis on education and research partnerships with local institutions (such as Bamberg University, through the establishment of a dual Bachelor's degree program in Monument Conservation).
- Systematic identification and mitigation of risks (urban pressure, environmental threats, overtourism, museumification, and socio-economic shifts).

## Mitigating Overtourism

The management plan has several strategies in place for mitigating overtourism, including:

- Strategic visitor management through planned visitor routes
- Improved visitor infrastructure (wayfinding, public toilets, etc.)
- Encouraging visitors to go to the World Heritage Centre to explore the city's heritage
- Coordinating events through targeted event management

# Governance Model

## Key Governing Bodies

- Bamberg World Heritage Office
  - The central coordinating body for all World Heritage matters within the municipal administration. It coordinates the local implementation of the UNESCO World Heritage Convention in collaboration with various other offices such as the Bavarian State Conservation Office, municipal Building Office, Economic Development Office, educational and research institutions, and the Bamberg Tourism & Congress Service.
- City of Bamberg Administration: Various departments within the city administration are involved, including Building, Planning, Cultural Affairs, and Economic Development
- Advisory Board: Provides political oversight and support for the management plan development. Members include representatives from local and regional government bodies
- Scientific Committee: Comprises experts from academia, cultural heritage, conservation, and other relevant disciplines
- Several hundred civic associations that are either directly or indirectly involved in managing the historic site

## Funding

The World Heritage Management Plan describes that Bamberg's UNESCO World Heritage site is funded through a mix of public support and subsidies, primarily under the framework known as the "**Bamberg Model.**"

This model, established in 1958, provides property owners within the historic areas financial subsidies and expert advice from the municipal administration to help conserve historic buildings. This funding strategy has significantly contributed to the high level of preservation of Bamberg's historic buildings.

Bamberg's intangible cultural heritage - namely, urban gardening - received a fund of 1.3M euros from the National Investment Programme for World Heritage "for awareness raising activities, a marketing campaign and the implementation of a sustainable land use approach." This funding enabled the formation of an interest group of 19 market gardeners, initiated by the World Heritage Office.

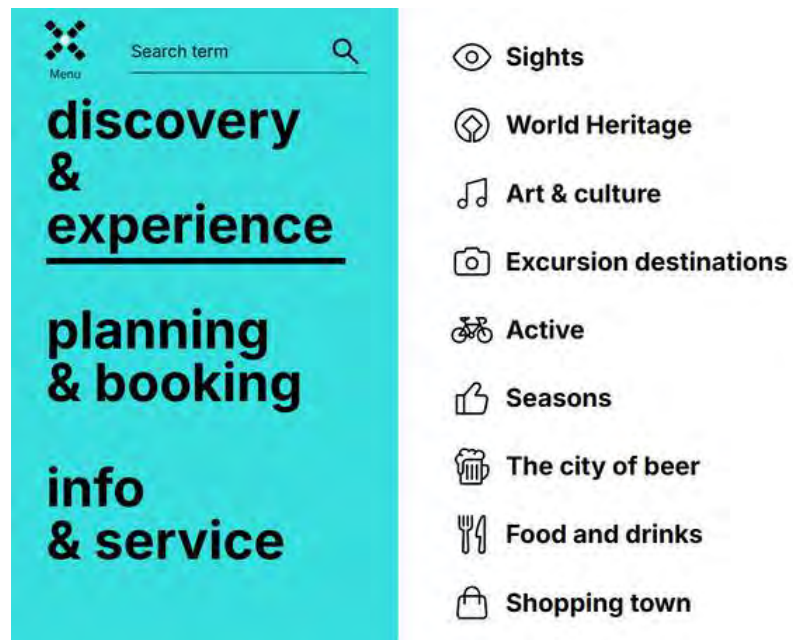


## Tourism Website

[Bamberg Tourismus](#) contains touristic information for visitors, with pages categorized into Discovery and Experience, Planning and Booking, and Info and Service. The homepage mentions its UNESCO designation front and centre.

## Visitor Numbers

Visitor numbers for Bavaria, which Bamberg is within, totalled ~39 million in 2023. Of all German states it was the most popular destination based on visitation numbers. This is likely due to its proximity to the Alps as well as the festivals offered in the region (home of Oktoberfest in Munich).



## Accommodations

Visitors to Bamberg can choose from a variety of accommodations options:

- ~33 hotels
- ~25 apartments
- A youth hostel
- 11 campgrounds / RV campsites

## Dining and Retail

Bamberg has a distinctive culinary and beer history, known for its smoked beer, Franconian asparagus, and unique potato variety, "Bamberger Hörnla", along with other specialties like the "Bamberger crescent" pastry and hearty dishes like "Leberkäs-Brödla" and "Schlenkerla".

For tourists interested in retail experiences, Bamberg boasts a variety of small specialty shops and traditional markets.



## Lessons / Key Takeaways for Lunenburg

- Leveraging UNESCO Heritage for Tourism Development - Bamberg capitalizes on its UNESCO World Heritage status by integrating its tangible and intangible cultural heritage (including urban gardening and medieval traditions) into marketable tourism products. Sustainable heritage tourism products include locally-made goods (e.g., gardening aprons from recycled materials sewn by migrant women) that align with sustainability goals.
- Effective Management Plans - A comprehensive World Heritage Management Plan developed through stakeholder collaboration outlines clear short-, medium-, and long-term goals for sustainable development. The plan uses thematic panels to target specific areas of development: architectural heritage, education and research, urban gardening, tourism management, and economic integration.
- Strategic Visitor Management - Proactive steps to prevent overtourism include carefully planned visitor routes, improvement of infrastructure (signage, public facilities), and promoting the World Heritage Centre as the starting point for city exploration. Additionally, coordinated event management helps to facilitate sustainable visitor distribution across locations and times of day / festival and event seasons.
- Educational Initiatives and Research Collaborations - Integration of academic partnerships with institutions like Bamberg University enables robust local capacity in heritage conservation. The university offers specialized educational programs that sustain heritage expertise.
- Centralized Coordination - The establishment of a municipal-level World Heritage Office ensures integrated management across tourism, conservation, economic development, and education sectors.
- Advisory Structure - An Advisory Board with political representatives and a Scientific Committee with multidisciplinary experts provides oversight on the management plan so that it remains relevant and effective; moreover, the plan is updated periodically, showing an iterative process to heritage management.



# Ouro Preto, Brazil



# Context and Overview

## Site Background

Ouro Preto, Brazil, stands as a compelling case study in the realm of heritage tourism management. Founded in the late 17th century, this city rapidly ascended to prominence as the epicenter of the Brazilian Gold Rush during the 18th century.

This period of intense economic activity resulted in the development of a rich cultural and architectural heritage, predominantly in the Brazilian Baroque style, manifested in its numerous churches and public edifices. While the exhaustion of gold mines in the 19th century triggered economic decline and a shift in political influence, this period of stagnation inadvertently contributed to the preservation of Ouro Preto's original colonial architecture and urban layout.

The city's recognition as a national monument in 1933, followed by its designation as a UNESCO World Heritage site in 1980, marked its successful transition towards a tourism-based economy that leverages its historical and cultural assets. Ouro Preto's trajectory underscores how economic changes can unexpectedly foster heritage preservation, which can then be strategically employed to revitalize the economy through tourism.

# Strategic Positioning

## Tourism Industry Positioning and Numbers

In 2024, Brazil saw **6,650,000 inbound tourists**. Brazil's travel and tourism total GDP was ~\$148B CAD (in 2021).

In 2023, Minas Gerais, which Ouro Preto is within, led Brazil in tourism growth, attracting approximately 31 million visitors and generating R\$34 billion (approximately ~\$8.5 billion CAD) in revenue.

Notably, tourism created about 50,000 jobs in 2023, representing 26% of all new positions in the state for that year. Key attractions boosting visitor numbers included specialized tourist routes such as Cafés do Cerrado, Cafés do Sul de Minas, and Rota das Artes. The Rota das Artes ("arts route") includes stops in Ouro Preto, one of eight municipalities included in the route.



## Tourism Website

Ouro Preto's tourism website, Ouro Preto Turismo, mentions its UNESCO World Heritage status on the homepage. The website highlights the city's architectural heritage, art, sculptures, religious events, culinary specialties, and festivals.

## Tourism Strategy: Mais Turistas

The surge in tourism to Minas Gerais resulted primarily from targeted initiatives by the State Secretariat of Culture and Tourism and the "Mais Turistas" program, which focused on decentralizing tourism, developing new attractions, and promoting statewide employment.

The "Mais Turistas" program, launched in July 2023, is a strategic initiative aimed at enhancing the state's tourism sector. The program has an anticipated investment of approximately R\$1 billion, sourced from various channels including federal laws, state funds, and public-private partnerships.



## Visitor Information and Interests

### • Origin of Visitors

- Visitors to Brazil are led by those from Argentina, followed by the United States, Chile, Paraguay, and Uruguay.

### • Interests and Activities

- Ouro Preto attracts visitors interested in Brazil's colonial history, architecture, and outdoor activities.
- A study of TripAdvisor review of Ouro Preto revealed the following main attractions drawing visitors to the area:
  - Churches and cathedrals
    - The city's numerous Baroque churches stand as prime examples, showcasing the zenith of Brazilian Baroque art and architecture. Examples include the Church of São Francisco de Assis, the Matriz de Nossa Senhora do Pilar, and Nossa Senhora do Carmo
  - Specialized museums
    - Several former colonial buildings have been repurposed into museums - the Museu da Inconfidência, Museu Casa dos Contos, and the Museu Mineralógico da Escola de Minas
  - Architectural works
  - Outdoor activities
- Additionally, there are multiple old mines that have been since developed into tourism attractions, and academic research shows the potential of developing more of these ancient gold mines into touristic experiences.

# Governance Model

## Key Governing Bodies and Collaborators

- Prefeitura Municipal de Ouro Preto holds primary responsibility for overseeing tourism at the local level. The Secretaria Municipal de Cultura e Turismo is the key department within the municipal government tasked with the planning, promotion, and management of tourism activities.
- The Tourism Observatory of Minas Gerais, a state level agency
- The National Historical and Artistic Heritage Institute (Instituto do Patrimônio Histórico e Artístico Nacional – IPHAN)
- The Conselho Municipal de Turismo (COMTUR) in Ouro Preto, a local tourism body
- Association of Municipalities of the Ouro Preto Tourist Circuit (ACO)
- Federal University of Ouro Preto (UFOP)
- Public-private partnerships
  - This network includes representatives from the Municipal Department of Tourism, Industry, and Commerce, the Municipal Department of Culture and Heritage, the Ouro Preto City Council, as well as civil society organizations such as the Commercial and Business Association of Ouro Preto (ACEOP), the Convention & Visitors Bureau (CVB), and the Brazilian Association of Hotel Industry (ABIH) Regional Golden Circuit

## Funding Structure

Financial support for Ouro Preto's tourism sector originates from multiple levels:

- The National Historical and Artistic Heritage Institute (Instituto do Patrimônio Histórico e Artístico Nacional – IPHAN) is a key federal body involved in the preservation of Brazil's cultural heritage
- Prefeitura Municipal de Ouro Preto and its Fundo Municipal de Turismo (FUMTUR), a dedicated fund designed to attract financial resources from both public and private sectors and allocate them towards sustainable tourism development within the municipality



## Accommodations

Ouro Preto offers a range of accommodations to suit various preferences and budgets:

- Colonial-style hotels
- Traditional Brazilian guesthouses known as *pousadas*
- Student houses (*repúblicas*) sometimes rent out rooms

## Dining and Retail

Ouro Preto's culinary identity is integral to its heritage tourism offering, reflecting its diverse cultural influences—Portuguese, African, and Indigenous.

The culinary scene in the city has unique selling points - cultural authenticity, integration with heritage, and regional ingredients / sustainability.

- Traditional dishes like Feijão Tropeiro, Tutu de Feijão, and artisanal Pão de Queijo differentiate Ouro Preto from competing destinations.
- Dining establishments are commonly housed in colonial-era buildings, enhancing the dining experience by embedding gastronomy within the city's UNESCO-recognized heritage landscape.
- Promoting locally sourced ingredients—such as artisanal cheeses, cachaça, and organic produce—strengthens sustainability and provides opportunities for agricultural tourism.



## Ouro Preto's UNESCO Designation

Ouro Preto's attainment of UNESCO World Heritage status in 1980 was a significant milestone that has profoundly influenced its tourism industry. The designation was granted based on criteria (i) and (iii), recognizing the city's exceptional aesthetic quality, its irregular urban pattern as a testament to human genius, and its built heritage as an outstanding example of a society shaped by pioneering mining wealth under Portuguese colonial rule.

The UNESCO designation is actively and prominently used in Ouro Preto's tourism promotion and branding strategies. Official tourism websites, such as Ouro Preto Turismo, explicitly highlight the city's World Heritage status.

This designation serves as a key marketing tool, attracting both domestic and international tourists who are drawn to sites recognized for their universal cultural value.

Promotional materials often use the UNESCO designation as a way to guide visitors to the key attractions that contributed to its inscription, (Baroque churches and the historic town center, for instance). The emphasis on the UNESCO status in official communications plays a crucial role in shaping the perception of Ouro Preto as a must-visit destination for those interested in history, art, and cultural heritage.



## Key Takeaways for Lunenburg

- **Tourism and Economic Revitalization:** Converting historical mine sites into tourist attractions has generated substantial economic activity, created significant opportunities for employment, and supports the local economy.
- **Community Engagement and Ownership:** Tourist mines in Ouro Preto typically remain under family ownership, passed from generation to generation, preserving local heritage and providing direct economic benefits to families historically associated with mining.
- **Technical and Institutional Support:** Collaboration between local owners and academic institutions or technical bodies (like UFOP in Ouro Preto) is crucial to ensuring safe, informed, and structured development of tourism sites.
- **Safety and Licensing of Abandoned / Historic Sites:** Ensuring safety through proper licensing, compliance with public safety standards, geotechnical evaluations, and adequate infrastructure is essential for developing abandoned sites into successful tourist destinations.
- **Reclaiming Historical Narratives:** Tourism offers an opportunity to reinterpret historically challenging narratives (e.g., slavery and colonialism) positively, turning sites associated with suffering into educational and economically empowering resources.
- **Managing Negative Environmental Impacts:** Tourism-driven redevelopment should include environmental remediation and risk mitigation to handle issues related to abandoned mining infrastructure (subsidence, contamination).
- **Mitigating and Planning for Over-tourism:** Ouro Preto's experience with urban expansion, traffic, and the impact of tourism underscores the importance of strategic planning and management to get ahead of potential influxes in visitors.
- **Mobilizes UNESCO designation in marketing materials:** A notable example of this is the Google Arts and Culture feature on Ouro Preto (part of Google Arts and Culture's UNESCO theme), which tells the story of Ouro Preto's history and showcases its UNESCO-worthy architectural history. This feature may be something Lunenburg considers pursuing with [Google Arts and Culture](#).



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## Appendix C: Snapshot Crosswalk with Relevant Town Strategies and Plans

The Sustainable Cultural Tourism Plan has been developed to complement and reinforce existing municipal, regional, and provincial strategies. This snapshot crosswalk identifies where objectives, policies, and actions in other plans intersect with the cultural tourism priorities in this document. It enables coordinated implementation, avoids duplication, and leverages existing commitments and resources.

This is not intended to be an exhaustive list; it may not take into consideration all extant initiatives.

**Table C.1 – Snapshot Crosswalk of Key Plans and Linkages**

Related Plan / Strategy	Relevant Objectives & Policies	Linkages to Cultural Tourism Plan	Opportunities for Integration
<b>Municipal Planning Strategy (MPS)</b>	Heritage preservation, community development, tourism-supportive land use	Supports Goal 2 (Leverage UNESCO Designation) and Goal 4 (Improve Collaboration & Infrastructure)	Use plan priorities to inform heritage zoning, public realm design, and tourism-related land use amendments during MPS review
<b>Land Use By-Law (LUB)</b>	Regulations for cultural facilities, signage, events, and heritage properties	Supports implementation of marketing/wayfinding (Priority 6) and infrastructure enhancements (Priority 4)	Review LUB provisions to ensure cultural programming and activation initiatives are permissible and streamlined
<b>Comprehensive Community Plan (CCP)</b>	Economic resilience, social inclusion, environmental stewardship	Directly supports plan's guiding principles: stewardship, inclusion, balanced growth	Coordinate sustainability indicators between CCP monitoring and cultural tourism reporting

<b>Waterfront redevelopment concepts / Build NS initiatives</b>	Activation of public space, marine heritage, mixed-use waterfront	Links to Priority 4 (Waterfront Activation) and Priority 3 (UNESCO Stewardship)	Synchronize capital projects and activation programming to support tourism and community use
<b>Cultural Tourism Economic Impact Study</b>	Asset inventory, economic value of cultural sector	Provides baseline data for asset scan (Section 3.2) and informs monitoring framework	Use study updates to track ROI of cultural tourism investments
<b>Provincial &amp; regional tourism strategies</b>	Year-round visitation growth, inclusive marketing, heritage product development	Supports Priority 6 (Marketing & Visitor Experience) and Priority 2 (Cultural Programming)	Co-invest in campaigns and align events with regional promotion windows
<b>Parks Canada management plans</b>	Protection and interpretation of heritage sites	Anchors Goal 2 (UNESCO Stewardship) and Priority 3 actions	Jointly develop interpretation, digital tools, and community engagement initiatives

The Sustainable Cultural Tourism Plan is designed to complement, not duplicate, the Town’s existing strategies. It serves as a delivery lens, translating shared objectives from documents such as the MPS, LUB, ICSP, and CSP into actionable, phased initiatives. Many of the plan’s recommendations can be advanced in tandem with scheduled reviews or updates to these core municipal frameworks, ensuring efficiency and minimizing additional resource demands.

Successful implementation will also depend on strong partnerships. By aligning with initiatives led by Build Nova Scotia, Tourism Nova Scotia, and Parks Canada, the Town can leverage external funding, coordinate project timing, and maximize the reach and impact of cultural tourism initiatives. This integrated approach positions Lunenburg to strengthen its cultural tourism offer while advancing broader municipal and regional priorities.

# Socioeconomic & Economic Impact for the Arts, Culture & Heritage Sector Town of Lunenburg

Prepared for the Town of Lunenburg (TOL)  
by ASBB Economics & Research

MARCH | 2026







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# ACKNOWLEDGEMENTS

This study would not have been possible without the generosity of time, insight, and care shared by many within the Town of Lunenburg community.

We extend our sincere gratitude to all survey participants who took the time to share their experiences, perspectives, and stories. Your voices form the foundation of this work and ensure that the analysis reflects the lived realities, creativity, and commitment that animate Lunenburg's arts, culture, and heritage sector.

We are deeply thankful to the members of the Working Committee for their thoughtful guidance, constructive feedback, and continued engagement throughout the study. Your stewardship helped shape a report that is both grounded in evidence and guided by community values, and attentive to the responsibilities and opportunities that come with Lunenburg's UNESCO World Heritage designation.

We also thank the Town of Lunenburg staff for their guidance, patience, and support throughout this process.

It is our hope that this report serves not only as an economic assessment, but as a reflection of Lunenburg's true and enduring asset: a living heritage of global significance, recognized through UNESCO and sustained locally through creativity, care, and community. May it help illuminate the beauty, resilience, and value of the arts, culture, and heritage that continue to define Lunenburg—for residents, visitors, and future generations alike.

# List of Acronyms

**TOL:** Town of Lunenburg

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**UNESCO:** United Nations Educational,  
Scientific and Cultural Organization

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**GDP:** Gross Domestic product

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**ACH:** Arts, Culture and Heritage

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# 1. EXECUTIVE SUMMARY

## PURPOSE OF STUDY

The Town of Lunenburg is a UNESCO World Heritage Site and one of the most frequently visited destinations in Nova Scotia. It plays a key role in promoting Nova Scotia across Canada and internationally. As part of the Atlantic Canada UNESCO<sup>1</sup> corridor, Lunenburg also serves as an important cultural anchor for Atlantic Canada.

Visitors are drawn to Lunenburg for its well-preserved historic architecture, vibrant waterfront, museums, arts community, festivals, and its deep-rooted fishing and shipbuilding heritage. Tourism is clearly important to the town. However, before this study, there was no complete report that showed exactly how much cultural and heritage tourism contributes to the local economy.

### This study was done to:

- Estimate how many people visit Lunenburg.
- Understand how visitors spend their money.
- Measure how tourism supports jobs, wages, and businesses.
- Calculate the tax revenue generated from tourism.

The purpose of this study is to highlight the significant economic impacts generated by the arts, culture, and heritage sector in the Town of Lunenburg. It will also examine the important role that the UNESCO designation plays in attracting visitors to the town, and how this tourism benefits the broader provincial economy.

### The scope of the study includes the following components:

**Employment Impacts** – Economic impacts associated with employment in the tourism sector of the Town of Lunenburg, including the following industries: accommodations, food and beverage services, retail and shopping, arts and culture organizations, heritage sites and museums, festivals and events, recreation and entertainment activities, marine and waterfront tourism, and local transportation services.

**Visitor Spending Impacts** – Economic impacts generated by visitor spending in the Town of Lunenburg related to accommodation, food and beverage, arts, culture and heritage activities, UNESCO-specific experiences, retail purchases, recreation, transportation, and other tourism-related expenditures.

**Tax Impacts** – Tax impacts in this study were estimated using tax multipliers for taxes on products and taxes on production. These multipliers are based on provincial economic input–output models and are commonly used in economic impact studies. By applying these multipliers to

<sup>1</sup> The Atlantic Canada UNESCO Tourism Corridor connects 13 UNESCO-designated sites across Nova Scotia, New Brunswick, and Newfoundland and Labrador to promote the region's cultural and natural heritage through sustainable tourism. Now in the implementation phase, the strategy included successful media familiarization tours in 2024 to boost international coverage. The initiative aims to attract more domestic and international visitors seeking world-class heritage experiences.

visitor and business spending, the study estimates the direct, indirect, and induced tax revenues generated through tourism and heritage-related economic activity in the Town of Lunenburg.

**Visitor Survey (ASBB)** – Visitors to the Town of Lunenburg were surveyed to understand their profile and behaviour, including: the origin of visitors, length of stay, type of accommodation, participation in arts, culture, heritage, and UNESCO-related experiences, trip expenditures by category, importance of UNESCO in travel decisions.

**Business Survey (ASBB)** – Local tourism-related businesses were surveyed by ASBB to collect information on: Number of employees, payroll and wages, operating expenditures, business type and sector and the share of business activity linked to UNESCO.

**Public Data (Tourism NS and Statistics Canada)** – ASBB gathered data on non-local visitor volumes and their spending patterns from multiple sources, including Statistics Canada and Tourism NS.



# 1.1 Measuring Economic Impacts of Tourism Industry in Town of Lunenburg

To assess the direct employment impacts in Lunenburg, ASBB reviewed and surveyed the employment and business activities of tourism-related firms within the Town. This includes accommodations, food and beverage establishments, retail businesses, arts and culture organizations, heritage sites, marine and waterfront tourism operators, and local transportation providers.

Impacts related to visitor spending were assessed using data from the ASBB Visitor Survey, LightCast and supported by provincial tourism data sources. Visitor expenditures were analyzed across key categories such as accommodation, food and beverage, arts and culture activities, UNESCO-related experiences, retail, recreation, transportation. Figure 1 outlines the firm types and industries associated with the three key direct economic impact categories in Lunenburg.

**Figure 1: Firm Types & Industries Associated with Economic Impacts**

DIRECT IMPACT CATEGORIES & ASSOCIATED FIRMS TYPES/ INDUSTRIES	
Accommodations	Visitor Spending
Camping and RV	Accommodation
Hotel/B&B/Inn	Food and Beverages (Restaurants)
Campground	Groceries and Liquor
Hostels	Arts, Culture, and Heritage Activities
Resorts and Motels	Recreation & Entertainment
Staying with family/ friends	UNESCO-specific experiences
Vacation Rental & Guest Houses	Retail and Shopping
	Transportation (local)
	Private Vehicle Operations
	Other Spending



ASBB estimated the indirect and induced effects using economic multipliers based on Statistics Canada's Input–Output methodology, supplemented by regional multiplier data from Lightcast. The study applied these multipliers to measure how visitor spending circulates through the local and provincial economy.

The multiplier analysis was used to estimate indirect and induced impacts arising from tourism-related spending. Indirect impacts reflect business-to-business supply chain effects, while induced impacts reflect additional economic activity generated when employees spend their wages within the community.

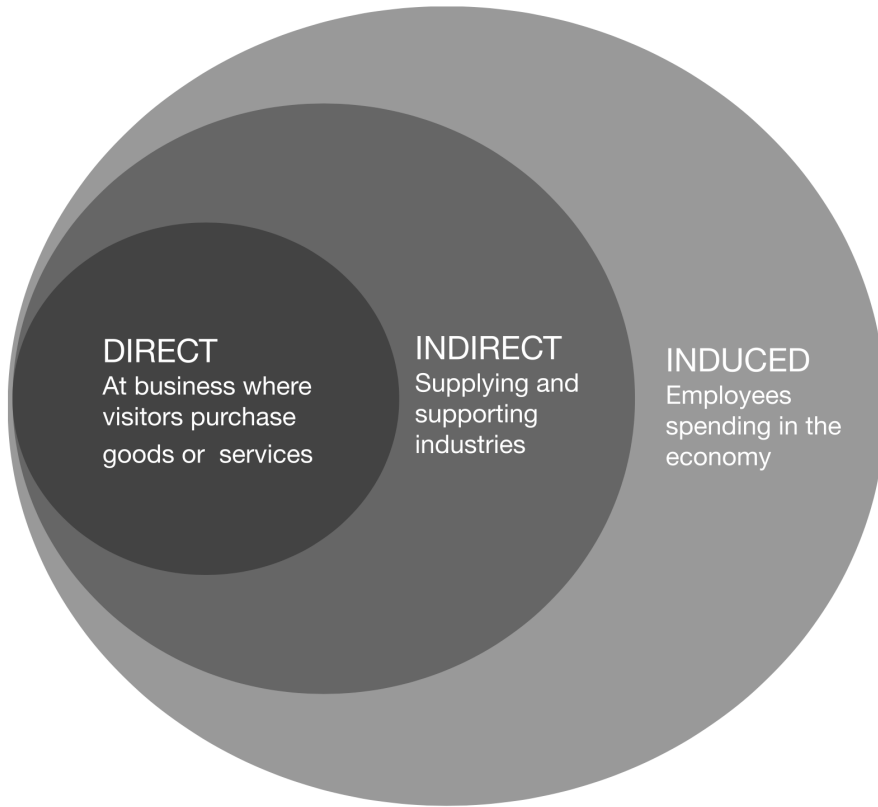
Data from the ASBB Visitor Survey, Business Survey, provincial tourism data sources, and supporting desk research were used to calculate the associated tax

impacts (government revenue) generated by tourism-related activities and operations in the Town of Lunenburg.

The three major components of economic impact in this study are classified as direct, indirect, and induced impacts. Collectively, these components capture how tourism activity linked to Lunenburg's arts, culture, heritage assets, and UNESCO designation affects the local and provincial economy.

Figure 2, below, illustrates the various elements that account for the economic impact of tourism in the Town of Lunenburg.

**Figure 2: Components of Economic Impact: Direct, Indirect, and Induced Effects.**



## 1.2 TOL Visitor Profile and Spending

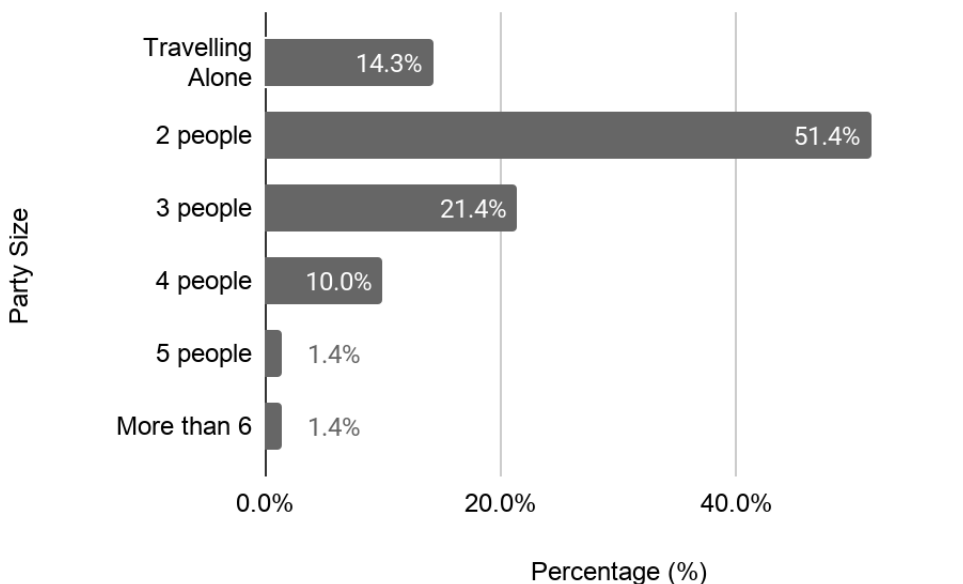
An estimated 1.7 million<sup>2</sup> visitors travel to the Province of Nova Scotia. Of these, on an average, 347,750 non-resident visitors stopped and/or stayed a night in Lunenburg, as a part of their Nova Scotia visit. While the majority are overnight visitors staying in hotels, inns, short-term rentals, campgrounds, second homes, or with friends and family.

Visitors to the Town of Lunenburg come from a wide range of regions and backgrounds, including Nova Scotia,

other Canadian provinces, the United States, Europe, and overseas destinations. The majority of visitors come from other provinces in Canada, along with a significant number from Nova Scotia.

Survey results indicate a high level of visitor satisfaction with trips to Lunenburg, reflected in the visitors' willingness to return and recommend the town to others. Many respondents indicate that they would recommend the town to friends and family, reflecting the strong appeal of Lunenburg's UNESCO designation, historic character, waterfront setting, and cultural experiences. Based on the ASBB Visitor Survey (2025), most visitors travel in small groups, as shown in Figure 3 (Visitor Party Size):

**Figure 3: Visitor Party Size**



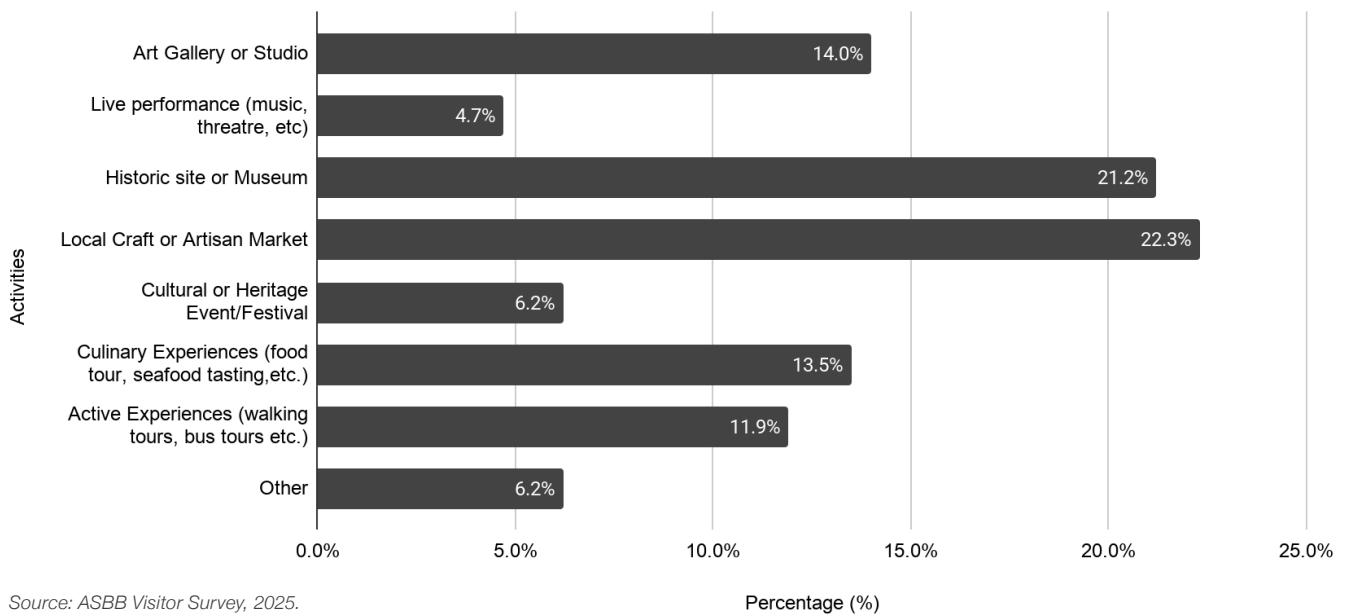
Source: ASBB Visitor Survey, 2025.

<sup>2</sup>Tourism Nova Scotia. (n.d.). Visitation statistics. <https://tourismns.ca/visitation-statistics>

In addition to this, ASBB’s own visitor survey (Figure 4) indicates that the majority of visitors to the Town of Lunenburg are categorized as cultural tourists, visiting arts, culture, and heritage sites. Arts and crafts markets are among the most popular

activities, highlighting the importance of arts, crafts, and the cultural economy, and its demand amongst non-local visitors. Our survey also indicates that the waterfront area is the most visited site during the majority of tourism-related visits.

**Figure 4: Visitor Participation**



We also analyzed visitor spending to understand which categories and business sectors saw expenditures based on the data below. From the ASBB Visitor Survey, average spending per stay was \$328.40 on accommodation, the highest amongst

all the categories, followed by food & beverages at \$201.60 and retail at \$106.80. Arts, culture, and heritage activities, including UNESCO-specific experiences, represent a significant share of visitor expenditures at \$85.80.

**Table 1: Average spending, per person, per trip, by visitors during their visit to Lunenburg**

Category	Average Spending per Person per Trip (in dollars)
Accommodation	\$328.9
Food & Beverage (restaurants)	\$201.6
Groceries & Liquor	\$84.8
Total Food & Beverages	\$286.4
Arts, Culture & Heritage Activities	\$85.8
Recreation & Entertainment	\$67.6
UNESCO-Specific Experiences	\$21.9
Retail / Shopping	\$106.8
Transportation (Local)	\$56.2
Private Vehicle Operations	\$64.7
Other	\$120.9

Source: ASBB Visitor Survey & Internal Calculations 2025.

## 1.3 Summary of Economic Impacts

The Arts, Culture, and Heritage sector in the Town of Lunenburg makes a strong and important contribution to the local economy. This sector includes cultural businesses, organizations, and activities, along with spending by visitors who come to experience Lunenburg's history and culture. Table 2, below, shows the total economic impacts of the arts, culture, and heritage sector in the Town of Lunenburg, including direct, indirect, and induced effects from both business and visitor spending.

In total, the sector generated about \$693.6 million in economic output. Out of this, \$370.2 million came from direct spending within the sector itself. This includes

money spent by businesses, organizations, and visitors directly on arts, culture, and heritage activities.

An additional \$142.4 million came from indirect impacts. These impacts happen when businesses in the sector purchase goods and services from other businesses, such as suppliers and service providers. A further \$181.0 million came from induced impacts.

The sector also contributed about \$373.0 million to Gross Domestic Product (GDP). This shows how much value the sector adds to the economy. Of this, \$218.9 million was generated directly, \$69.7 million came from indirect activity, and \$84.4 million came from induced activity.

In terms of income, the sector generated about \$227.2 million in total labour income. This includes wages, salaries, and benefits paid to workers. Direct labour income was

\$159.9 million, while \$39.8 million came from indirect impacts and \$27.6 million from induced impacts.

The sector also generated important tax revenues. It produced about \$7.6 million in taxes on products, such as sales taxes. This includes \$2.1 million in direct taxes, \$0.7 million in indirect taxes, and \$4.8 million in induced taxes. In addition, about \$18.0 million in taxes on production were generated. These are taxes related to business operations. Of this, \$8.6 million came from direct activity, \$4.6 million from indirect activity, and \$4.8 million from induced activity.

Finally, the arts, culture, and heritage sector supported a total of 2,264 jobs. This includes 1,743 direct jobs within the sector, 327 indirect jobs in supporting industries, and 194 induced jobs created through broader spending in the economy.

Overall, these results show that the arts, culture, and heritage sector is a major part of Lunenburg's economy. It supports jobs, creates income for workers, generates tax revenue, and drives strong economic activity across the community.

**Table 2: Total Direct, Indirect and Induced Economic Impacts of Town of Lunenburg's Art, Culture and Heritage Sector.**

Total Impacts (Business + Visitor Spending)	Direct	Indirect	Induced	Total
Output	\$370,234,924	\$142,391,035	\$180,972,545	\$693,598,504
Taxes on Products	\$2,054,153	\$710,822	\$4,794,990	\$7,559,964
Gross Domestic Product (GDP) at Basic Prices	\$218,948,522	\$69,682,425	\$84,357,427	\$372,988,373
Labour Income	\$159,858,839	\$39,778,122	\$27,601,898	\$227,238,859
Taxes on Production	\$8,575,031	\$4,608,423	\$4,784,779	\$17,968,233
Jobs	1743	327	194	2264

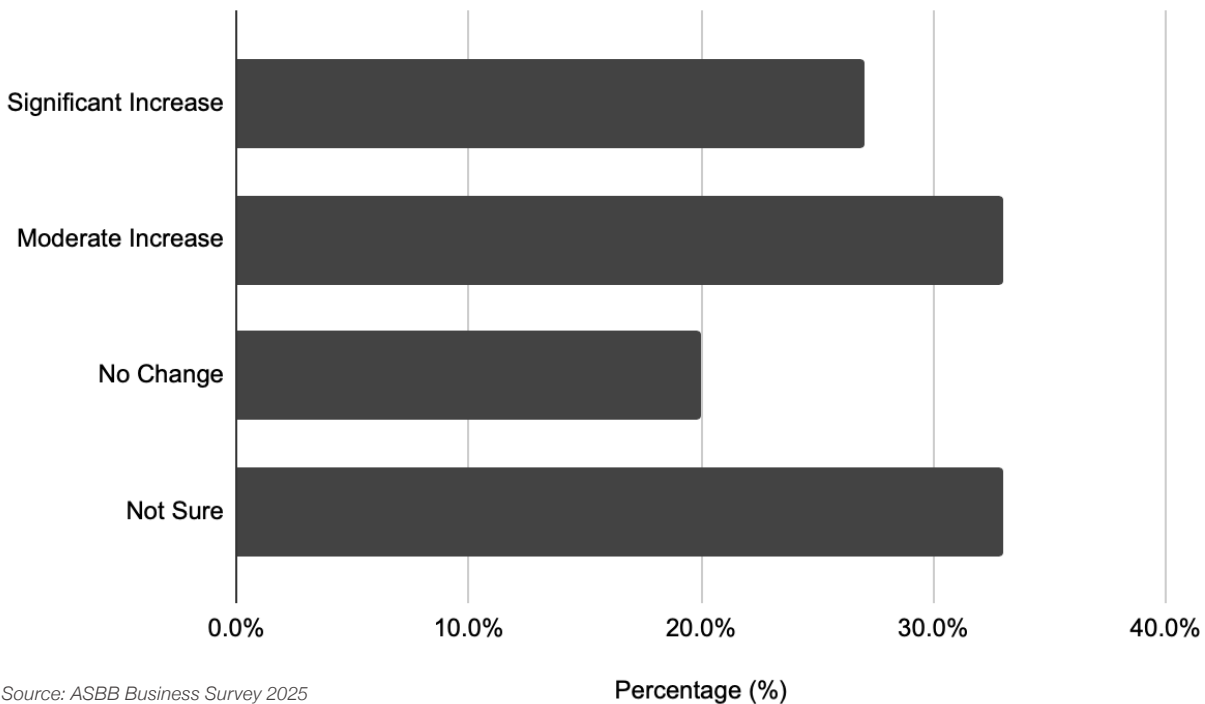
Source: ASBB I-O Model.

# 1.4 UNESCO Impacts on TOL's Economy

The UNESCO designation accounts for a large share of activity in Lunenburg, reflecting its prominence in the local economy. About 37% of the businesses that responded to ASBB's Business Survey operate in the arts, culture, and heritage sector including art galleries, museums, heritage sites such as the Blue Notes, and related attractions. Figures 5 and 6 show that nearly 60% of businesses

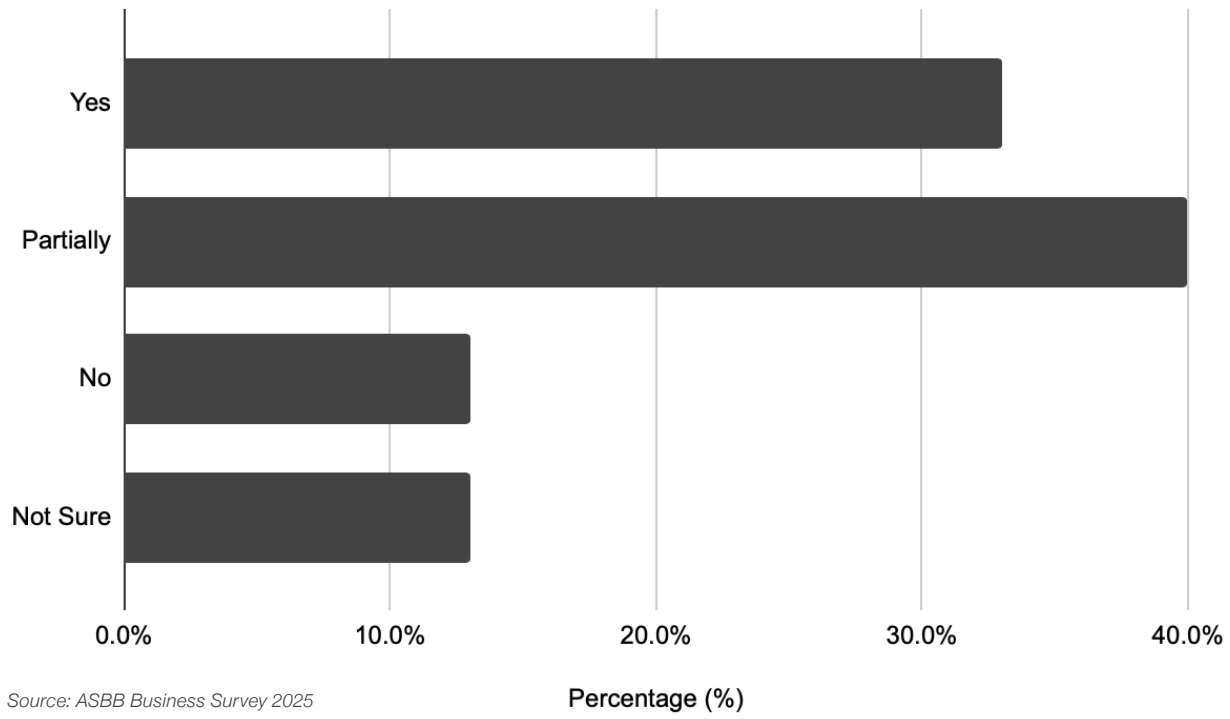
report that their revenues were significantly influenced by UNESCO-related tourism, and 73% of visitors cited UNESCO sites as a reason for their visit. In fact, the ASBB Survey indicates that 23% of total visitor spending was directed toward UNESCO-related activities, underscoring UNESCO's importance as a draw for customers and a key driver of overall visitation and economic impact in the province.

**Figure 5: Impact of UNESCO World Heritage Status on Business Revenue (Survey Results)**



Source: ASBB Business Survey 2025

**Figure 6: Influence of UNESCO World Heritage Status on Customer Visits**





# 2. INTRODUCTION

## 2.1 Purpose of the study

The purpose of this work is to examine and clearly articulate how Lunenburg’s UNESCO World Heritage designation and its Arts, Culture, and Heritage (ACH) sector operate as core economic assets, and to quantify their economic contributions and benefits.

### Scope

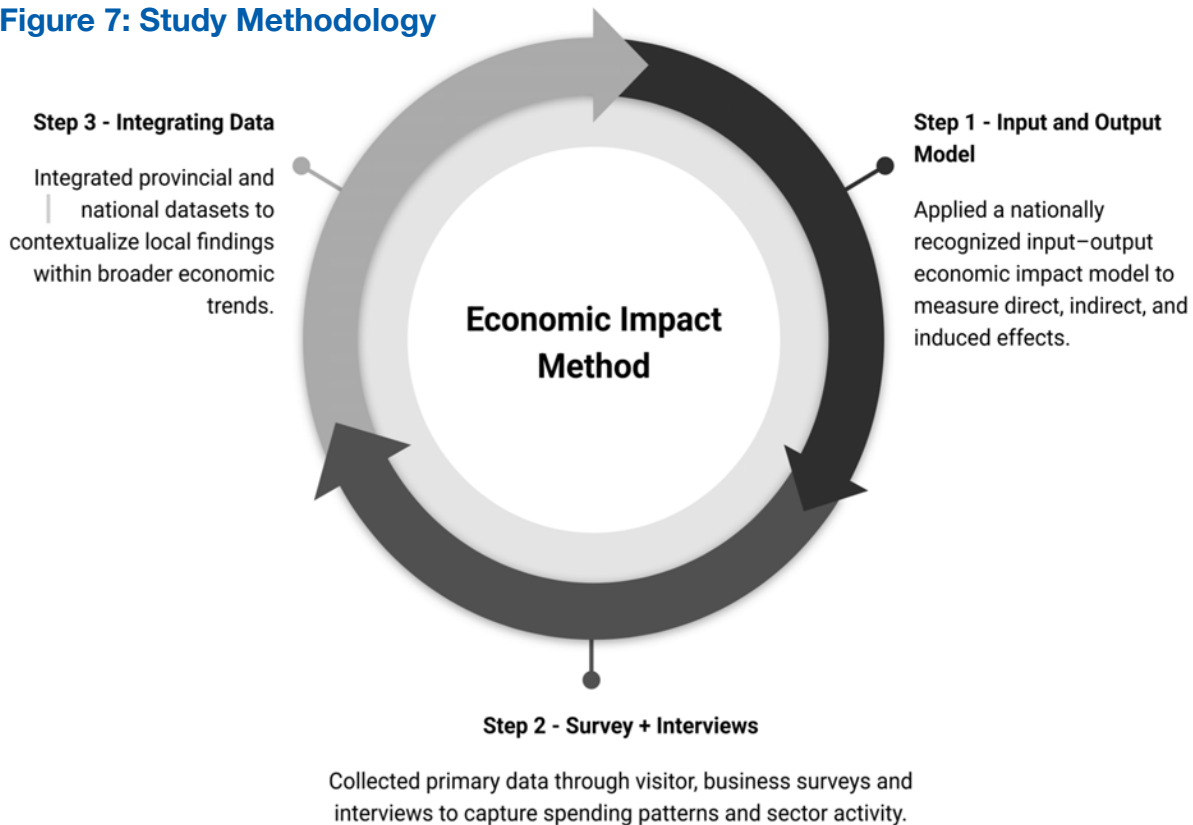
- Examine the economic contribution of the Arts, Culture, and Heritage sector to Lunenburg’s local economy and identity.

- Assess how UNESCO designation influences tourism demand, investment interest, and global visibility.

- Quantify economic impacts while also recognizing broader social, cultural, and community benefits that define Lunenburg’s value.

We combined primary research, secondary data analysis, and economic modeling to assess the economic contribution of Lunenburg’s Arts, Culture, and Heritage sector and UNESCO designation. Figure 6, below, summarizes the study methodology.

**Figure 7: Study Methodology**



Although tourism is clearly important to the Town of Lunenburg, until now there has been little data at the local level about how cultural tourism contributes to the economy. Most available tourism information covers larger regions or the whole province and doesn't break out results for Lunenburg specifically. This has left gaps in our understanding of how many visitors come to town, how they spend their money, how many jobs are supported, and how much tax revenue these activities generate—especially for cultural and UNESCO heritage tourism in Lunenburg.

**The Town of Lunenburg identified the need for a comprehensive economic impact assessment to better understand:**

- The contribution of cultural tourism to the local economy.
- The role of heritage and cultural assets in attracting visitors.
- The economic linkages between tourism and other sectors, and
- The broader community and fiscal implications of tourism activity.

This study gives the Town clear and reliable information to help guide decisions and future planning. It provides facts and data that can support TOL when making choices about tourism and development.

The study also helps the Town work better with tourism groups, cultural organizations, and local partners. At the same time, it makes sure that any future tourism growth respects Lunenburg's history, protects its heritage, and supports the needs and values of the community.

## 2.2 Context of Tourism in Town of Lunenburg

The Town of Lunenburg is a historic community located on the South Shore of Nova Scotia and is internationally recognized for its well-preserved built heritage and maritime history. Founded in 1753, Lunenburg was designated a UNESCO World Heritage Site in 1995 in recognition of its intact British colonial town plan and architecture<sup>3</sup>. The designation has positioned Lunenburg as a key cultural and heritage tourism destination within Nova Scotia and Atlantic Canada.

Tourism plays a significant role in Lunenburg's local economy, with visitation driven by the town's historic streetscape, waterfront, museums, cultural institutions, festivals, arts community, and marine-related activities<sup>4</sup>. In addition to overnight visitors, Lunenburg attracts a substantial number of day visitors from across Nova Scotia and beyond, particularly during the peak tourism season. Tourism activity supports a wide range of local businesses, including accommodations, food services, retail, cultural venues, tours, and transportation services.

<sup>3</sup> <https://whc.unesco.org/en/list/741/>

<sup>4</sup> Explore Lunenburg. (n.d.). Let's celebrate! Lunenburg's annual festivals & events. <https://www.explorelenenburg.com/lunenburgs-annual-festivals-events/>

## 2.3 Scope of the Arts, Culture & Heritage Sector in Lunenburg

For the purpose of this study, “Arts, Culture & Heritage” is defined broadly to capture the diversity of organizations, activities, and practitioners that contribute to the Town’s cultural life and heritage economy. This includes:

- Arts:** Visual arts, crafts, music, theatre, dance, literature, design, film, and other creative expression by local artists, cultural organizations, and creative businesses.

- Culture:** Festivals, cultural events, culinary traditions, and community programs that reflect Lunenburg’s way of life, traditions, and contemporary cultural expression.

- Heritage:** The preservation, interpretation, and promotion of Lunenburg’s built heritage, landscapes, maritime history, museums, archives, and storytelling traditions.

This scope also includes businesses, including not-for-profit organisations, who derive income or engagement from these activities, as well as the supporting infrastructure venues, cultural facilities, heritage sites, and public spaces that enable them.

### Town of Lunenburg has garnered numerous accolades over the years.

2021 ATLANTIC PLANNERS INSTITUTE COMPREHENSIVE POLICIES AND PLANS AWARD OF EXCELLENCE	COAST BEST OF HALIFAX AWARDS GOLD: BEST STAYCATION SPOT	CULTURAL DESTINATION OF THE AMERICAS AWARD	WORLD'S MOST BEAUTIFUL SMALL TOWNS BY DK EYEWITNESS TRAVEL
<p>For its Comprehensive Community Plan, recognizing the town’s exceptional efforts in strategic planning and community development.</p>	<p>Lunenburg was voted as the top location for a staycation, highlighting its attractiveness as a close-to-home getaway that offers a rich mix of history, culture, and scenic beauty.</p>	<p>By the Luxury Travel Guide, this award acknowledges Lunenburg as a leading cultural destination across the Americas, celebrated for its historical significance and vibrant cultural offerings.</p>	<p>Lunenburg has been featured on this list, recognized globally for its picturesque beauty and well-preserved historical architecture.</p>

## 2.4 What are Economic Impacts?

For the purposes of this study, economic impact refers to the measurable contribution of Lunenburg’s Arts, Culture, and Heritage (ACH) sector to the local and provincial economy. It captures the chain of economic activity generated when money is spent on cultural activities, heritage sites, events, and creative enterprises from the first dollar spent on a ticket or painting, to the wages paid to staff, to the grocery purchases that support wages.

The model used for this study, the Culture, Arts, Heritage and Sport Economic Impact Model (CAHSEIM) developed by the Policy Research Group at the Department of Canadian Heritage follows Statistics Canada’s Input–Output methodology. This approach measures not only the direct effects of cultural spending but also the indirect and induced effects as money circulates through the economy.

Economic impact can be evaluated using several indicators, including employment, wages, Gross Domestic Product (GDP), and overall economic output, as illustrated in Figure 8. These measures capture the total level of economic activity or spending generated by a particular sector, project, or policy change.

**Figure 8: Measures of Economic Impact**

<b>Employment</b>	<p>Employment is measured in terms of jobs or number of employees. However, as some employment are part- time and/or seasonal employees, they are converted into full-time equivalents (FTEs).</p> <p>The FTEs employed by businesses directly or indirectly linked to activities and operations in Tofino’s firms that serve visitors.</p>
<b>Wages</b>	<p>The wages, salaries, bonuses, benefits and other remuneration earned by people linked to activities and operations of Lunenburg’s tourism sector.</p>
<b>Gross Domestic Product (GDP)</b>	<p>The value of the operating surpluses (i.e. the “value- add”) of businesses linked to activities and operations serving Lunenburg’s visitors, plus the remuneration and net indirect taxes paid to government.</p>
<b>Economic Output</b>	<p>The total gross spending by firms, organizations and individuals involved in activities linked to operations at Lunenburg’s tourism-related firms, including intermediate consumption.</p>
<b>Taxes (Tax on Product and Tax on Production)</b>	<p>The value of indirect taxes paid to government that are linked to tourism-related activities. These include taxes on products (such as sales taxes on good and services purchased by visitors) and taxes on production (such as business property taxes).</p>

In this study, economic impact means more than just counting how much money visitors spend. It shows how Lunenburg’s UNESCO World Heritage title creates benefits for the whole community.

## 2.5 The Role of Tourism in Understanding Economic Impact

Tourism is a major driver of Lunenburg's Arts, Culture and Heritage economic impact. Many visitors come specifically for cultural experiences — exploring heritage streetscapes, visiting museums and galleries, attending music festivals, or joining guided heritage tours.

These visitors spend well beyond the cultural attraction itself, generating additional local economic activity in:

- **Accommodation** – Hotels, inns, B&Bs
- **Food and Beverage** – Restaurants, cafés, and grocery stores
- **Retail** – Souvenirs, artisan goods, and other local products
- **Transportation** – Car rentals, local transit, fuel, and parking

### 2.5.1 Input–Output Modelling and Multipliers

We used Statistics Canada's and LightCast's inter-provincial Input–Output Model (average of the years 2018, 2019, 2021, 2022) to estimate the economic effects of spending. This model incorporates:

- **Multipliers** – Factors that estimate how much total economic activity is generated per dollar spent, measured across GDP, labour income, employment (jobs and full-time equivalents), and taxes.

- **Coefficients** – Proportions of spending that stay within the province versus those that “leak” to other provinces or countries.

The multipliers reflect Nova Scotia's specific economic structure, taking into account inter-provincial trade flows, local production capacity, and the distribution of economic activity across industries.

## 2.5.2 Limitations and Considerations

While this study offers useful insights into how tourism and heritage activities affect Lunenburg's economy, there are a few limitations to keep in mind. Firstly, not every visitor or local business was surveyed because participation was voluntary and response rates were limited. To make the findings more reliable, we used average spending data from Tourism Nova Scotia and grouped revenue by business type (as shown in the Appendix), drawing on additional information from Tourism Nova Scotia. Secondly, the sample sizes for both visitors and businesses were relatively

small, which can add uncertainty to the estimates. To address this, we relied on average values and cross-checked results against available tourism statistics and other data sources to ensure the estimates are reasonable. Thirdly, the analysis excludes COVID-19 years, since tourism activity during that period was highly unusual and not representative of typical patterns. Instead, we focused on normal years and multi-year averages to provide a stable picture of tourism activity. Finally, the economic multipliers used come from the latest provincial input-output data. While they may not perfectly match current year conditions, these multipliers are standard in economic impact studies and offer a consistent method for estimating indirect and induced effects.



## 2.5.3 Components of Economic Impact

We considered three types of impacts are considered:

**1. Direct Impacts** – Direct impacts are the immediate economic effects of spending by visitors or organizations directly involved in arts, culture, and heritage activities.

### Examples (Visitor Spending):

- A tourist buys a ticket to a museum or heritage site.
- Visitors pay for guided tours of a historic district.
- Visitors purchase artwork from local galleries or craft shops.
- Visitors attend cultural festivals, theatre performances, or music events.

### Examples (Business Activity):

- A heritage museum hires staff and guides.
- An arts festival pays local performers, stage technicians, and event staff.
- A cultural venue purchases lighting equipment or marketing services.

**2. Indirect Impacts** – Indirect impacts are the economic effects generated when arts, culture, and heritage businesses purchase goods and services from other local businesses to operate.

These are often called supply chain effects.

### Examples:

- A museum purchases printing services from a local print shop for brochures.
- A festival buys food and beverages from local suppliers.
- A heritage attraction hires a
  - marketing agency for promotion.

An art gallery purchases frames, display materials, or cleaning services.

**3. Induced Impacts** – Induced impacts occur when employees who earn income from the direct and indirect activities spend their wages in the local economy.

This reflects household spending effects.

### Examples:

- A museum employee spends their salary at local grocery stores.
- A festival worker pays rent or buys clothing locally.
- A local artist spends income on restaurants, transportation, or retail.

The open impact includes direct + indirect effects, while the closed impact includes all three (direct + indirect + induced).

In the section below, we begin with a brief overview of Nova Scotia's tourism industry to provide context for how the Town of Lunenburg compares to the rest of the province.



## 3. BACKGROUND

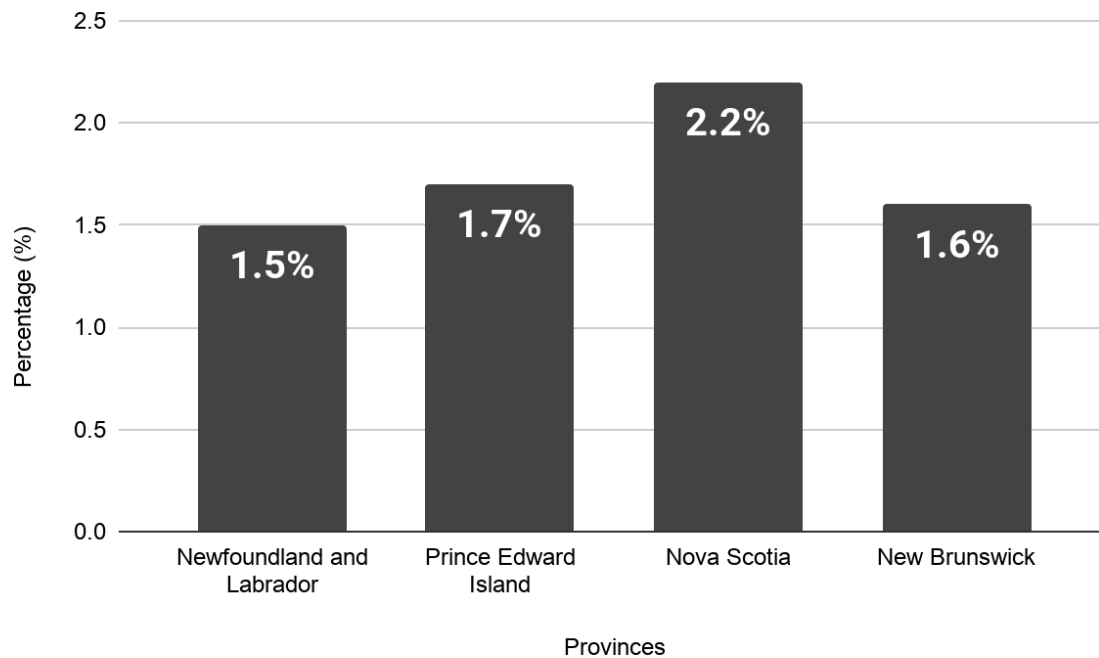
This section provides an overview of tourism in Nova Scotia as well as TOL's Arts, Culture and Heritage (ACH) sector.

### 3.1 Provincial-level economic contribution GDP contribution

In 2025, Nova Scotia received approximately two million visitors, representing a modest decline compared to the previous year. However, tourism revenues reached \$3.5 billion—an increase of 10% year-over-year<sup>5</sup>. This rise in spending was driven in part by higher air travel arrivals and focused marketing

initiatives designed to attract visitors from Western Canada and the United States. Nova Scotia's culture economy generated \$1.181 billion in GDP in 2023, representing under 2.2% of the provincial economy, as shown in Figure 9 below, indicating that the NS's cultural tourism sector is one of the largest across Atlantic provinces.

**Figure 9: Atlantic Canada's Culture and Sport Gross Domestic Product (GDP), as a share of the total economy, 2023**



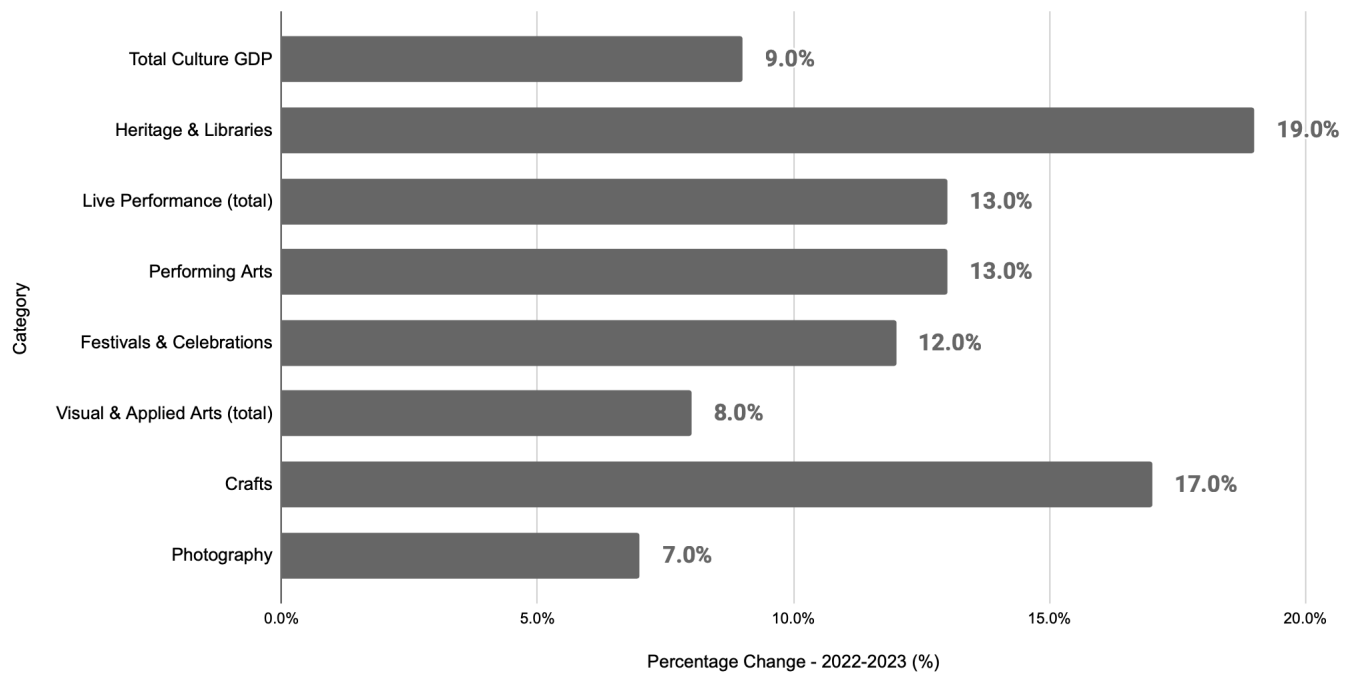
Source: Statistics Canada [Table 36-10-0452-01 Culture and sport indicators by domain and sub-domain, by province and territory, product perspective \(x 1,000\)](#)

<sup>5</sup>Tourism Nova Scotia. (n.d.). Visitation statistics. Tourism Nova Scotia. <https://tourismns.ca/visitation-statistics>

Below, in Figure 10, we present the percentage changes across cultural tourism domains in the province of Nova Scotia. As illustrated in the graph, the Heritage and Libraries sector experienced the largest growth, increasing by 19% in 2023, as compared to 2022. This was followed by the Crafts sector, which grew by 17%, and

represents a significant share of individual artisans and independent artists—one of the province’s most dynamic cultural segments. Growth was also observed in live performances, festivals and celebrations, and related event-based activities, all of which are particularly important industries for the Town of Lunenburg.

**Figure 10: Culture and Sport GDP by Arts and Culture Related Categories by Province (Nova Scotia).**

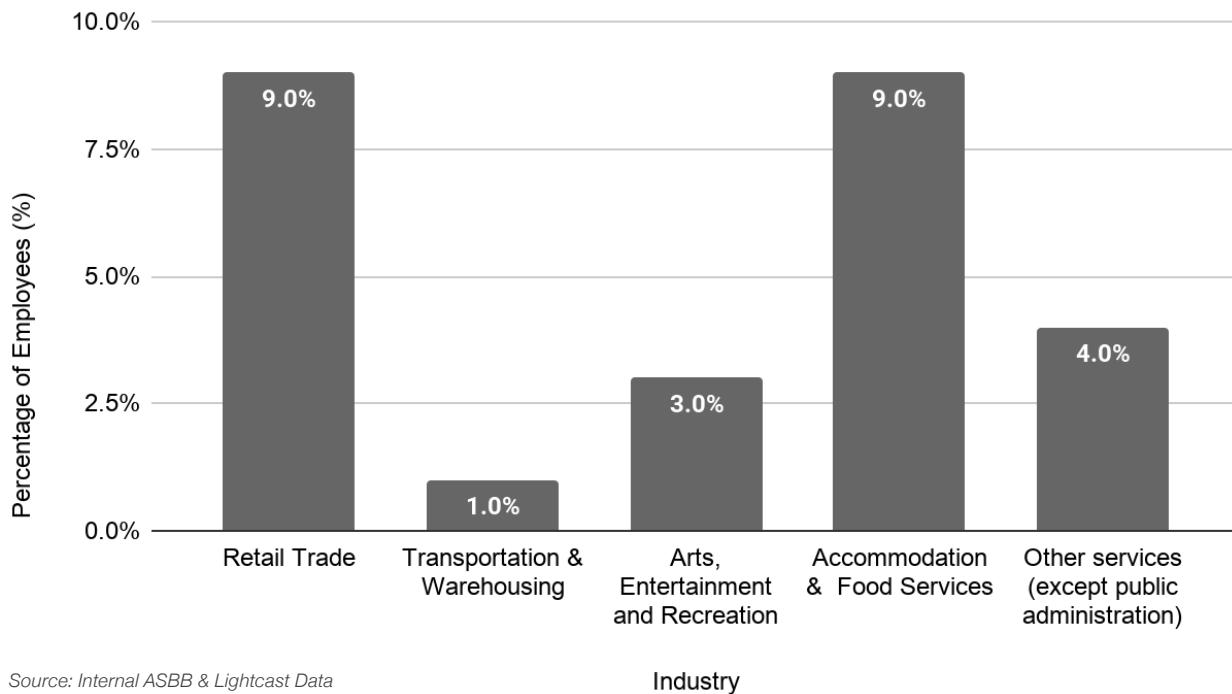


Source: Nova Scotia Department of Finance, Economics and Statistics Division. (2025, June 2). Culture and sport indicators, 2023. Province of Nova Scotia. [https://novascotia.ca/finance/statistics/archive\\_news.asp?id=21052](https://novascotia.ca/finance/statistics/archive_news.asp?id=21052)

## 3.2 Arts and Culture Sectors in Lunenburg

In Figure 11, businesses with employees in sectors related to arts, culture, and tourism make up about 26% of all employer businesses in the Town of Lunenburg. The largest shares are in retail (9%), accommodation and food services (9%), showing the importance of shops, restaurants, cafés, and galleries in supporting tourism and cultural activity.

**Figure 11: Business counts in TOL by Sectors**



### 3.3 Top employment industries in Lunenburg (County)

The table below shows the top 10 industries in Lunenburg County based on total employment. These industries provide a clear picture of where people work and which sectors are most important for jobs in the region. The largest employer is rubber product manufacturing, with about 1,045 people employed. This shows that manufacturing plays a key role in the local economy.

The second largest employer is elementary and secondary schools, with around 975 workers. This highlights the importance of education services in the community. Close behind are nursing and residential care facilities, employing about 960 people, and hospitals, with about 910 workers. These numbers show that health care is a major source of employment in the region.

In the service sector, full-service restaurants and limited-service eating places employ about 645 people, showing the importance of food services, especially in a tourism-based area like Lunenburg.

Grocery stores employ about 600 people, supporting everyday needs in the community. Building and dwelling services, such as cleaning and maintenance, employ about 535 workers, while building finishing contractors employ about 495 people. These sectors support housing and infrastructure in the region. The fishing industry employs about 455 people, reflecting the long-standing importance of the fishery to Lunenburg's economy and identity.

Lastly, building equipment contractors, such as electricians and plumbers, employ about 405 workers, supporting construction and maintenance activities.

Overall, these results show that Lunenburg County has a diverse economy. Manufacturing, health care, education, and service industries all play important roles in providing jobs and supporting the community.

**Table 3: Top 10 Industries by Total Employment (4-Digit NAICS), Lunenburg County**

Industry Groups - North American Industry Classification System (NAICS) 2017	Employed (in numbers)
3262 Rubber product manufacturing	1,045
6111 Elementary and secondary schools	975
6230 Nursing and residential care facilities (6231 to 6239)	960
6220 Hospitals (6221 to 6223)	910
7225 Full-service restaurants and limited-service eating places	645
4451 Grocery stores	600
5617 Services to buildings and dwellings	535
2383 Building finishing contractors	495
1141 Fishing	455
2382 Building equipment contractors	405

Source: Employment by Industry (NAICS) 2021 Source: Statistics Canada [Table 98-10-0592-01 Class of worker by industry groups, labour force status, age and gender: Canada, provinces and territories and census divisions](#)

## 3.4 Comparing TOL to Other UNESCO Designations Globally

To better understand how the Town of Lunenburg (TOL) is performing relative to other UNESCO designations with similar characteristics, we conducted a benchmarking analysis. This approach compares Lunenburg to culturally distinctive, compact, and tourism-dependent heritage towns. The assessment focuses on governance and funding models, visitor volume and spending patterns, community engagement, and tourism management practices. The insights and data presented below are drawn from the Town's case studies.

**Table 4: International Peer Benchmarking – UNESCO World Heritage Sites.**

Site	Scale (Visitors/ Spending)	Investment & Governance	Programming & Branding	Key Lesson for Lunenburg
Old Québec (Canada)	4M visitors and \$1.63B annual spending	\$45M fortification investment; strong legal protection	UNESCO branding central; hallmark festivals (New France Festival)	Capital budgets + visible UNESCO branding raise demand and willingness to pay
Salzburg (Austria)	8.1M visitors; 20M overnights, €4.9B annual	Historic Centre Maintenance Fund (€1M/yr), resident engagement (Dialogue Mülln)	International marketing, strong events calendar	Scale brings value but also risks, visitor-management tools needed early
Old Rauma (Finland)	500k visits, €37M annual spending	National coordination, foundation co-funds; micro-grants (€235k in 2023)	Steady restoration support	Micro-grants + national cooperation sustain small-town outcomes
Cuenca (Ecuador)	400% sales growth in start-ups (post-UNESCO IFCD)	UNESCO IFCD seed funding >\$84k, incubator for creative industries	Maker spaces, training, cultural entrepreneurship	Heritage branding can drive creative industries; inclusive policies needed
Visby (Sweden)	Medieval Week up to 40k visitors; strong cruise traffic	Mixed ownership; World Heritage Forum; EU-funded collaborations	Festivals anchor shoulder seasons; proactive visitor planning	Shared governance + season-extending programming protect liveability



## 4. VISITOR & BUSINESS SPENDING IN TOL

### 4.1 Visitor Spending in TOL

The table below shows the top 10 TOL is famous for its arts, culture, and UNESCO heritage sites. Tourists who visit spend money across a range of goods and services—places to stay, meals, shopping, transportation, and activities. This spending supports local businesses, creates jobs, and brings in tax revenue for the province. The UNESCO designation helps attract visitors who are drawn to the town’s heritage and cultural experiences, which in turn boosts spending both locally and across Nova Scotia.

The table below shows the total spending by visitors in the Town of Lunenburg across different categories during their stay. This spending reflects how visitors support local businesses and services.

Visitors spent the most on food and beverage, with total spending reaching about \$145.7 million. This includes spending at restaurants, cafés, and

other food services, making it the largest category of visitor spending.

Spending on accommodations was also high, totaling about \$136.2 million. This includes hotels, inns, short-term rentals, and other places where visitors stay.

Visitors spent about \$87.2 million on local transportation. This includes travel within the area, such as taxis, rental vehicles, and other local transport services.

Spending on shopping and other items reached about \$26.8 million. This includes retail purchases, souvenirs, and other personal spending.

Finally, visitors spent about \$18.8 million on activities, excursions, and entertainment. This includes cultural events, tours, attractions, and recreational activities.

Overall, these results show that visitor spending is spread across many parts of the local economy, with the largest shares going to food services and accommodations. This spending supports a wide range of businesses and helps drive economic activity in Lunenburg.

We summarize the numbers below.

**Table 5: Gross spending by visitors per person per visit**

Spend Category	Gross spending (in dollars)
Accommodations	\$136,202,083
Food & Beverage	\$145,707,250
Activities, excursions, and entertainment	\$18,778,500
Shopping and other	\$26,776,750
Local Transport	\$87,169,333

Source: ASBB Visitors Survey 2025, Internal Calculations

**Non-residents visiting Lunenburg:**

Approximately 347,750 non-residents visited TOL in 2025. Non-residents who include Lunenburg in their NS trip spent about \$1,149 per person on average. Overnight visitors spent more (\$1,340) than day visitors (\$1,111), mainly due to hotel stays and higher spending on food and transportation. Overall, non-residents spent about \$60 million in 2024 in the Lunenburg area. UNESCO-related experiences were a notable part of that spending, underscoring the town’s appeal as a heritage and culture destination.

**Why this matters for the province:**

When visitors spend money in Lunenburg, that money moves through the entire province. Local businesses pay wages, buy supplies, and collect taxes, which helps the province’s economy grow, creates jobs, and funds public services. The UNESCO draw helps attract visitors who stay longer and spend more, amplifying the benefits beyond Lunenburg and strengthening Nova Scotia’s reputation as a cultural and heritage destination.

**What this means for planning and investment:**

- **Lodging and getting around:** Maintain a good mix of places to stay and ensure

easy access to Lunenburg and within town, including reliable transportation options.

- **Arts, culture, and heritage:** Keep museums, galleries, UNESCO sites, and events thriving to attract visitors who spend more and stay longer.

- **Food, retail, and services:** A vibrant dining and shopping scene helps convert visitors into repeat customers and supports local employment.

- **Transportation and accessibility:** Strong, convenient travel options and clear wayfinding encourage longer visits and higher per-visitor spending.

- **Data and monitoring:** Ongoing local data collection helps refine marketing, budgeting, and investment decisions and keeps the sector responsive to trends.

- **Partnerships and coordination:** Collaboration among lodging, attractions, restaurants, and transit providers can improve visitor experiences and boost total spending.

We summarize non-resident spending below.

**Table 6: Estimate spending by non-resident visitors**

Average spending in Nova Scotia per person per trip, among those who included the town of Lunenburg in their trip	NS visitors who made a day visit to Lunenburg	NS visitors who made an overnight visit to Lunenburg	All Nova Scotia visitors who stopped and/or stayed in Lunenburg as part of their NS visit
Accommodations	\$360	\$441	\$374
Food & Beverage	\$387	\$472	\$398
Activities, excursions, and entertainment	\$58	\$48	\$56
Shopping and other	\$79	\$74	\$78
Local Transport	\$218	\$298	\$236
Total Spending	\$1,111	\$1,340	\$1,149

Source: Tourism Nova Scotia, Visitor Exit Survey (VES), visitor spending estimates for visitors who included Lunenburg in their Nova Scotia trip.

## 4.2 Visitor Spending Impacts

This section analyzes how visitors to the Town of Lunenburg spend money, based on Tourism Nova Scotia’s Exit Survey — the province’s primary source for visitor spending data. The survey gathers trip details, length of stay, and spending across main categories such as accommodation, food and beverages, transportation, retail, and recreation. Figure 10 shows how average spending per visitor is distributed across categories, highlighting the sectors supported by tourism.

### Key spending shares:

- **Accommodation:** 21.2% of total per-visitor spending

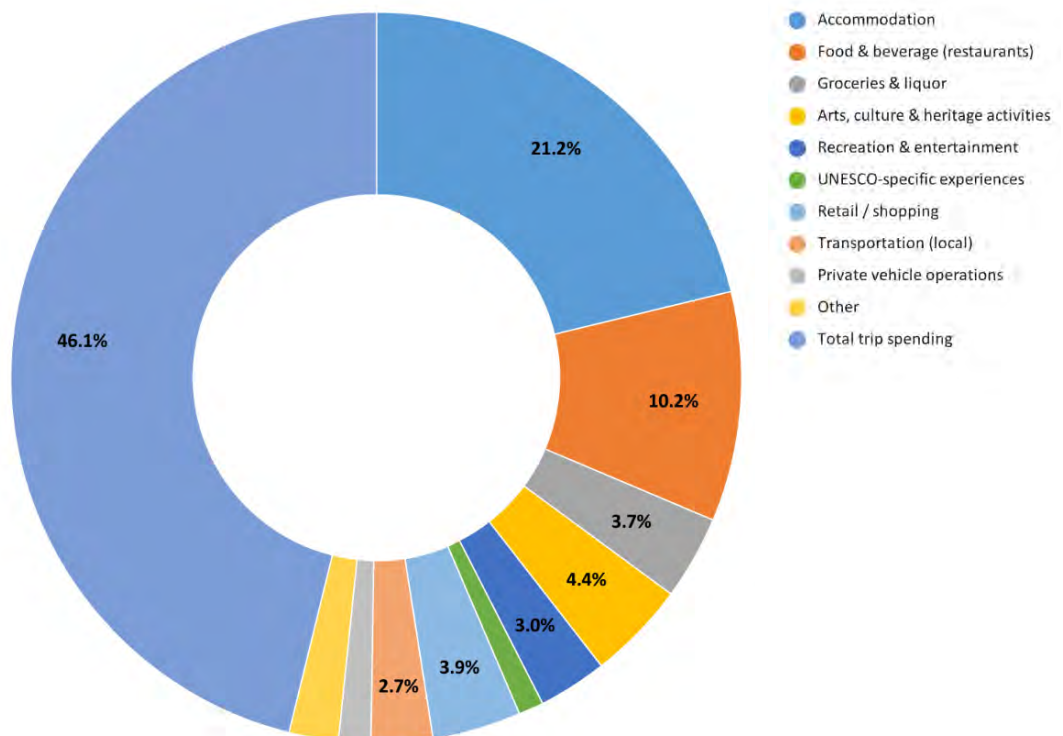
- **Food and beverages:** 10.2%
- **Groceries and liquor (retail):** 3.7%
- **Arts, culture, and heritage activities:** 4.4%
- **Recreation and entertainment:** 3.0%
- **Retail and shopping:** 3.9%
- **Local transportation:** 2.7%

### Overall takeaway:

Accommodation and food capture the largest shares of visitor spending, but arts, culture, retail, and transportation together also benefit the local economy. This diversified spending supports jobs and economic activity across Lunenburg’s economy and underscores cultural tourism as a key driver of both direct and indirect impacts. We show this in Figure 12 below.

**Figure 12:**  
Average spending per visitor by category

Source: ASBB Visitor Survey Calculations.



## 4.3 Business Spending in TOL

Understanding where local business spending goes helps us see how Lunenburg's economy works beyond the tourism headlines. It shows which activities keep money circulating in the town, supports local jobs, and strengthens public finances. By looking at how much firms invest in things like buildings, equipment, and services, we can identify which areas drive growth, resilience, and community benefit, and where policy or coordination might have the biggest impact.

### What the categories mean in plain terms

- **Infrastructure and facilities (non-residential, other infrastructure):** When firms invest in new or upgraded buildings and facilities, they're expanding capacity and improving the town's ability to host events, production, and services. These investments have a long lifespan and can attract more business activity over time.

- **Office space:** Spending on offices reflects the ongoing need for where people work. It signals stability and operational capacity for local firms and organizations.

- **Materials, supplies, and machinery/equipment:** These are the everyday inputs and tools that businesses use to produce goods or deliver services. Sustained investment here supports productivity and may enable new offerings.

- **Professional and specialized services:** Consultants, designers, and other experts help firms run better, reach more customers, or carry out large projects. This kind of spending boosts quality and competitiveness.

- **Utilities and maintenance:** Essential costs that keep operations running smoothly. While not glamorous, reliable energy, water, and upkeep are fundamental to keeping businesses open and efficient.

- **Rentals and event spaces:** Spending on spaces and gear enables events, campaigns, and projects that can attract customers and raise visibility for the town.

- **Business expansion:** Funds allocated to new products, services, or markets indicate growth ambitions and potential for higher local sales and employment.

- **Tax-like obligations and gifts:** PILTs and charitable donations reflect the broader civic responsibilities and community engagement of local firms.

- **Transportation and communications:** Moving people and goods, plus staying connected with customers, is crucial for reaching markets and coordinating operations.

- **Information and outreach:** Investments in marketing, publications, and outreach help firms tell their story, attract visitors, and build relationships with customers.

### Why does this matter for the overall economy?

- **Money keeps moving:** Each category represents a piece of the flow of money through the local and provincial economy. When firms spend locally, suppliers and workers benefit, creating a ripple effect that strengthens the broader economy.
- **Jobs and wages:** Spending on infrastructure, equipment, and growth supports jobs and salaries, which in turn fuels more spending in households and communities.

- **Public finances:** Business spending contributes to tax revenue and public funds, supporting services people rely on.

- **Resilience and opportunity:** A diverse mix of spending across many areas helps the town adapt to changes in tourism or other economic forces, rather than relying on a single activity.

We outline the details below in Table 7.

**Table 7: Average spending and Gross spending (per category) by Businesses.**

Spending Category	Average spend (in dollars)	Gross Business Spend (in dollars)
1. Personnel for Government and Other Institutions	\$1.56	\$131.25
2. Personnel for Sporting and Cultural Events	\$10.94	\$918.75
3. Transportation and Communications	\$2569.38	\$215827.50
4. Information (eg, publishing, media, outreach)	\$2069.06	\$173801.25
5. Professional and Special Services (eg, Consulting, Design)	\$15937.81	\$1338776.25
6. Rentals (e.g. Event space, equipment)	\$1906.25	\$160125.00
7. Purchased repairs and Maintenance	\$3856.56	\$323951.25
8. Utilities (electricity, water ,gas, etc.)	\$13207.19	\$1109403.75
9. Payments in lieu of taxes	\$1131.25	\$95025.00
10. Transfer payments and Public debt Charges	\$0.00	\$0.00
11. Materials and supplies	\$15470.31	\$1299506.25
12. Office Space(s)	\$16500.00	\$1386000.00
13. Charitable Gifts	\$397.00	\$33348.00
14. Acquisition of machinery and equipment	\$15312.50	\$1286250.00
15. Residential infrastructure (new or renovations)	\$1250.00	\$105000.00
16. Non-Residential infrastructure (new or renovations)	\$22568.75	\$1895775.00
17. Transportation infrastructure	\$1250.00	\$105000.00
18. Business Expansion (i.e. new product/service development)	\$9406.25	\$790125.00
19. Other infrastructure investments	\$22500.00	\$1890000.00

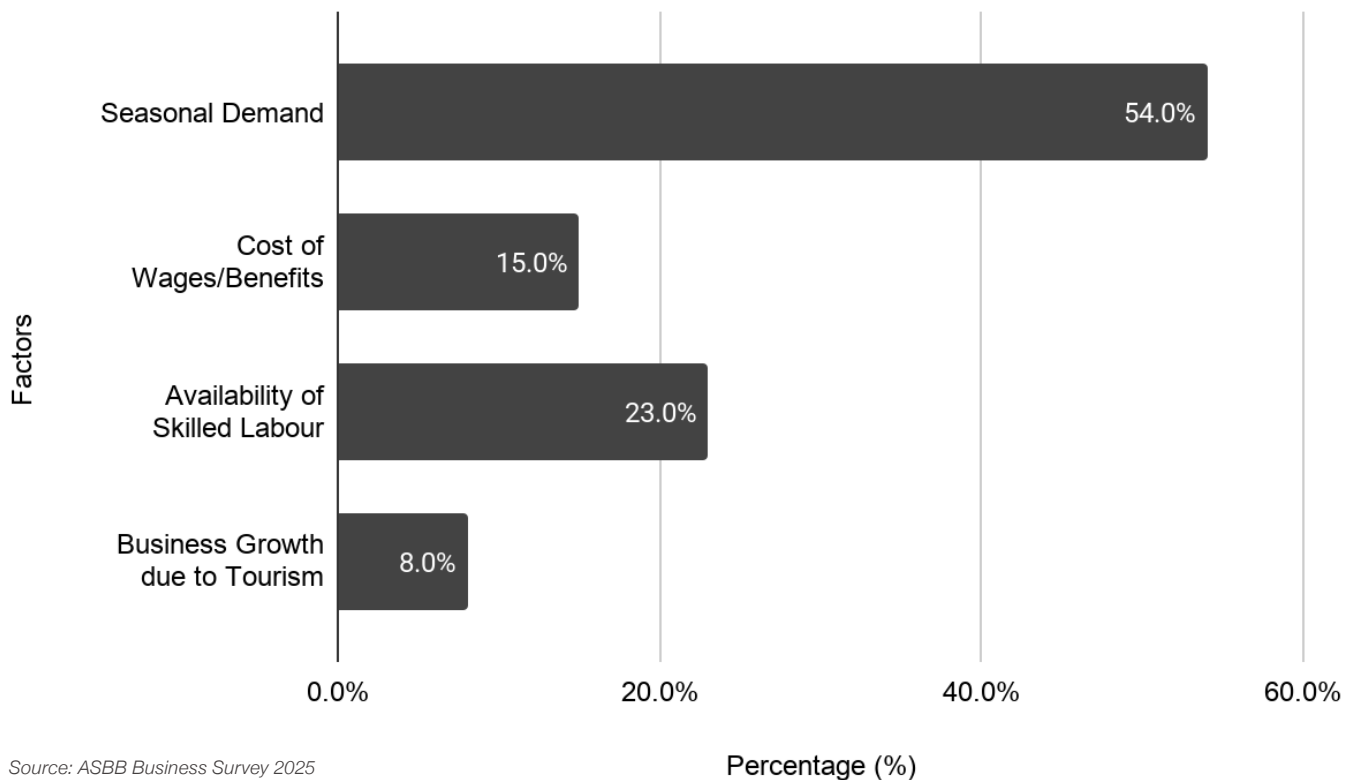
Source: ASBB Business Survey 2025 & Internal Calculations.

In addition to the business spending, our ASBB Survey has some indications about the seasonality of the business sector and we include some figures below.

Survey responses indicate that seasonality remains a key characteristic of the tourism economy in the Town of Lunenburg. Over half of the surveyed businesses (56%) reported that they increase their number of employees during peak tourist seasons, reflecting higher demand during the summer and major visitor periods.

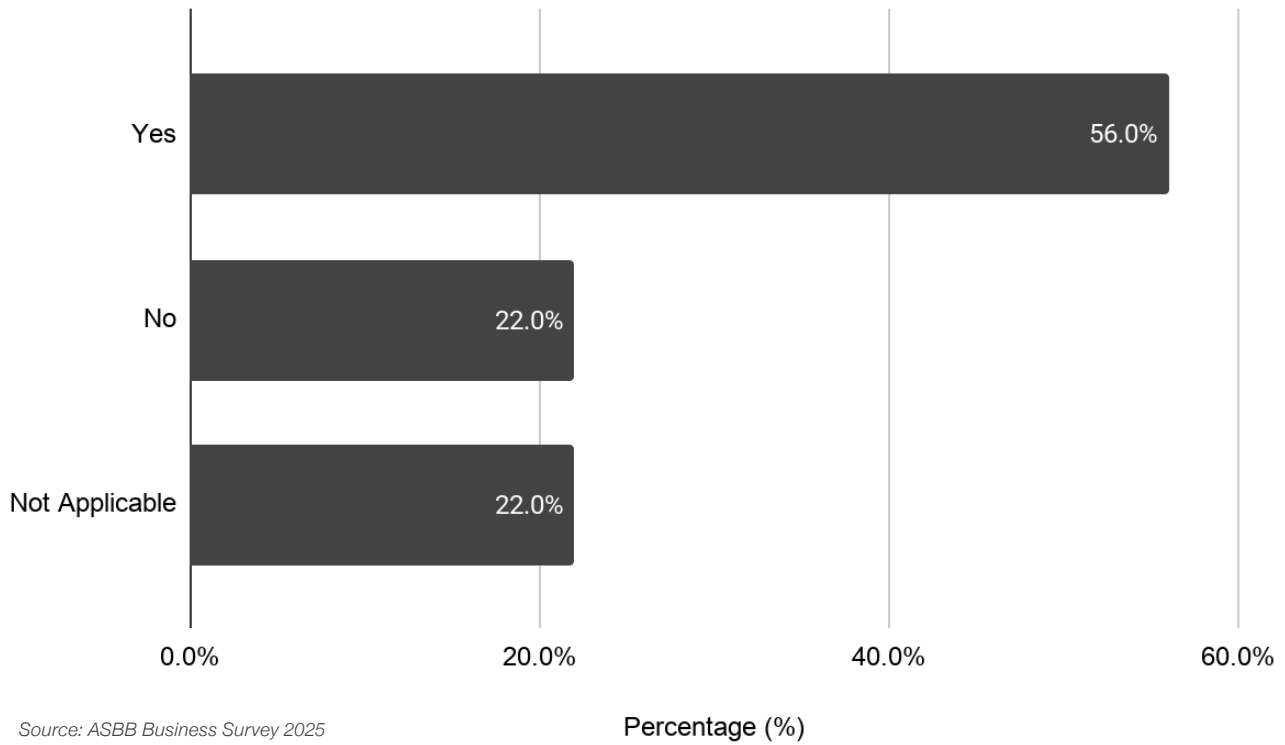
This pattern highlights the strong seasonal fluctuations in tourism activity, where businesses expand staffing to accommodate increased visitor volumes. Seasonal hiring is particularly common in sectors such as hospitality, retail, food services, and cultural attractions, which experience heightened demand during peak travel months.

**Figure 13: Factors Influencing the Balance Between Full-Time and Seasonal Positions in Local Businesses**



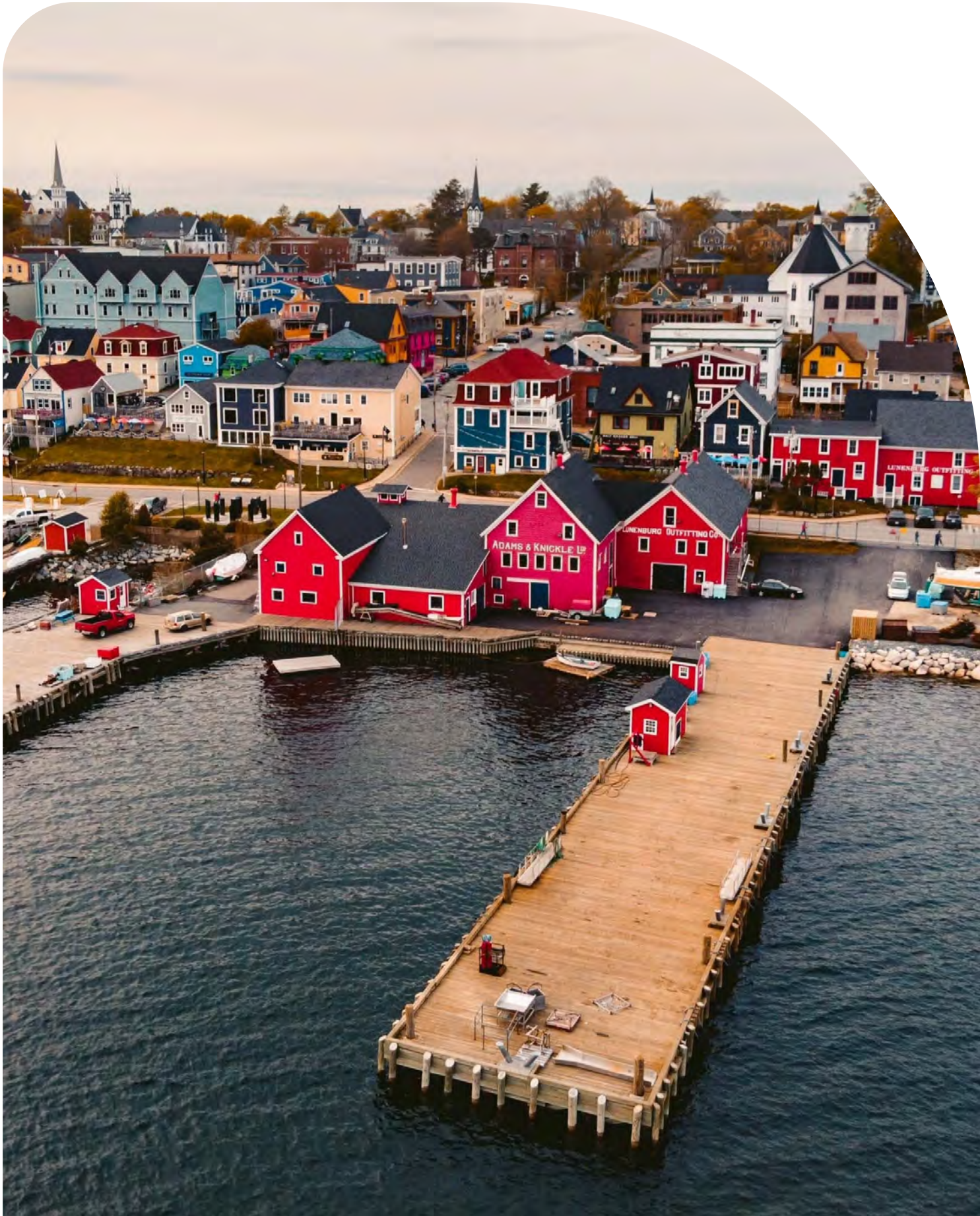
Source: ASBB Business Survey 2025

**Figure 14: Business Staffing Changes During Peak Tourism Periods**



Source: ASBB Business Survey 2025





## 5. ECONOMIC IMPACTS

### 5.1 Total Economic Impacts for Visitor Spending and Business Activity

Table 8 below shows the total economic impacts from both visitor spending and business activity in the Town of Lunenburg. It includes direct, indirect, and induced impacts across key economic measures.

In total, the Arts, Culture, and Heritage sector generated about \$693.6 million in economic output.

This reflects the full level of economic activity supported in the town. Of this, \$370.2 million came from direct impacts, which include spending by businesses and visitors. An additional \$142.4 million came from indirect impacts, and \$181.0 million came from induced impacts as money continued to circulate through the economy.

The sector contributed about \$373.0 million to Gross Domestic Product (GDP). This represents the value added to the economy. Out of this, \$218.9 million was generated directly, \$69.7 million came from indirect activity, and \$84.4 million came from induced activity.

In terms of income, the sector generated about \$227.2 million in labour income, including wages, salaries, and benefits. Direct labour income accounted for \$159.9 million, while \$39.8 million came from indirect impacts and \$27.6 million from induced impacts.

The sector also generated tax revenues. It produced about \$7.6 million in taxes on products, such as sales taxes. This includes \$2.1 million in direct taxes, \$0.7 million in indirect taxes, and \$4.8 million in induced taxes.

In addition, about \$18.0 million in taxes on production were generated. These are taxes related to business operations. Of this, \$8.6 million came from direct impacts, \$4.6 million from indirect impacts, and \$4.8 million from induced impacts.

Finally, the sector supported a total of 2,264 jobs. This includes 1,743 direct jobs, 327 indirect jobs, and 194 induced jobs.

Overall, the results show that the Arts, Culture, and Heritage sector is a major contributor to Lunenburg's economy. It supports businesses, creates jobs, generates income, and brings strong economic benefits to the community.

The findings highlight the province-wide value of investing in Lunenburg's cultural tourism assets. UNESCO-related attractions draw visitors who stay longer and spend more, amplifying both direct and ripple effects. Strengthening supplier networks and transportation, as well as supporting events and experiences, can boost the multiplier effect, increasing employment and provincial tax revenues. Ongoing data collection and analysis are essential to refine marketing, budgeting, and investment decisions and to identify where interventions have the strongest impact. Improved coordination among lodging, attractions, restaurants, and transit providers can enhance visitor experiences and maximize economic benefits.

**Future Considerations:**

- Focus on sustaining and promoting UNESCO-related experiences to attract higher-spending, longer-stay visitors.
- Invest in local procurement and supplier development to maximize the indirect benefits and local employment.
- Invest in transportation access and information to improve visitor flow and per-visit spend.
- Maintain regular data monitoring to track the impact of policy changes and investments on direct, indirect, and induced effects.

**Table 8: Total Direct, Indirect and Induced Impacts from Visitor and Business Activity.**

Total Impacts (Business + Visitor Spending)	Direct	Indirect	Induced	Total
Output	\$370,234,924	\$142,391,035	\$180,972,545	\$693,598,504
Taxes on products	\$2,054,153	\$710,822	\$4,794,990	\$7,559,964
Gross domestic product (GDP) at basic prices	\$218,948,522	\$69,682,425	\$84,357,427	\$372,988,373
Labour income	\$159,858,839	\$39,778,122	\$27,601,898	\$227,238,859
Taxes on production	\$8,575,031	\$4,608,423	\$4,784,779	\$17,968,233
Jobs	1743	327	194	2264

Source: Tourism Nova Scotia, Visitor Exit Survey (VES), visitor spending estimates for visitors who included Lunenburg in their Nova Scotia trip.

## 5.2 Economic Impacts from Business Activity in TOL

Arts, culture, and heritage businesses in the Town of Lunenburg contribute to Nova Scotia's tourism economy by running operations, purchasing from suppliers, and engaging with visitors. This activity creates value across the province, supports jobs, and generates tax revenue for governments. Table 9 below summarizes the substantial combined impact of these local businesses, using ASBB data and provincial multipliers to show direct, indirect, and induced effects.

### Economic outputs and value added:

These businesses generate a total economic output of about \$59.6 million. Direct output, the money that flows straight through the businesses themselves, accounts for roughly \$39.0 million. Indirect output, created when local firms buy from suppliers, totals about \$11.9 million, and induced output, the spending by employees in turn, adds about \$8.7 million. Collectively, this activity contributes about \$35.2 million to Nova Scotia's GDP (value added at basic prices), with about \$21.8 million from direct business operations, \$6.5 million from supplier purchases, and \$6.9 million from the way employees spend their wages in the wider economy.

## Wages and income:

The sector supports about \$18.6 million in wages and salaries. Direct wages total around \$12.6 million, while wages in supplier-related roles add approximately \$3.7 million, and the wages generated by household spending linked to these activities add about \$2.2 million. This flow of income helps sustain households and stimulates further local spending.

## Taxes and public revenues:

Tax contributions linked to these activities total about \$2.5 million, distributed across product taxes and related levies. These funds support public services at municipal, provincial, and national levels, reinforcing the broader fiscal base associated with cultural tourism.

## Jobs:

In total, roughly 554 jobs are supported by arts, culture, and heritage businesses in Lunenburg. Of these, about 361 jobs are direct, 142 are indirect in supplier roles, and 51 are induced in the broader economy through household spending. This

concentration of employment underscores the sector's role as a stable source of local and regional livelihoods.

## Considerations of Policy & Planning:

- The three-layer impact—direct, indirect, and induced—shows how money from tourism circulates through the economy, benefiting not only local businesses but also suppliers and households province-wide.
- UNESCO-related cultural assets attract visitors who stay longer and spend more, amplifying both direct and ripple effects across Nova Scotia.
- Strengthening local supply chains, improving transportation and accessibility, and supporting cultural events can boost the multiplier effect, increasing employment and tax revenues.
- Ongoing data collection and analysis are essential to track changes, refine investments, and maximize the positive impact on the provincial economy.

**Table 9: Impacts from Business Activity.**

Total Impacts (Business + Visitor Spending)	Direct	Indirect	Induced	Total
Output	\$39,032,029	\$11,934,376	\$8,664,752	\$59,631,157
Taxes on products	\$572,274	\$503,794	\$1,428,074	\$2,504,142
Gross domestic product (GDP) at basic prices	\$21,782,704	\$6,528,533	\$6,854,138	\$35,165,375
Labour income	\$12,580,426	\$3,746,745	\$2,241,809	\$18,568,979
Taxes on production	\$1,099,145	\$413,036	\$0	\$1,512,182
Jobs	361	142	51	554

Source: ASBB Business Survey, 2025 Internal Calculations.

## 5.3 Economic Impacts from Visitor Spending

Lunenburg's arts, culture, and UNESCO heritage offerings attract visitors who spend across lodging, dining, shopping, transportation, and activities, generating broad economic benefits for Nova Scotia. Table 10, below, shows the economic impacts created by visitors to the Town of Lunenburg who come to experience its arts, culture, and heritage attractions. These impacts include direct, indirect, and induced effects.

Visitors play a major role in supporting the local economy. In total, visitor spending generated about \$634.0 million in economic output. Out of this, \$331.2 million came from direct spending by visitors on things like accommodations, food, events, and cultural experiences.

An additional \$130.5 million came from indirect impacts. These occur when businesses that serve visitors purchase goods and services from other local businesses.

A further \$172.3 million came from induced impacts. These happen when workers spend their income in the local economy on everyday needs such as groceries, housing, and transportation.

Visitor spending also contributed about \$337.8 million to Gross Domestic Product (GDP). This reflects the total value added to the economy. Of this, \$197.2 million was generated directly, \$63.2 million came from indirect activity, and \$77.5 million came from induced activity.

In terms of income, visitors supported about \$208.7 million in labour income. This includes wages, salaries, and benefits for workers. Direct labour income was \$147.3 million, while \$36.0 million came from indirect impacts and \$25.4 million from induced impacts.

Visitor spending also generated significant tax revenues. It produced about \$16.5 million in taxes on products, such as sales taxes. This includes \$6.1 million in direct taxes, \$1.5 million in indirect taxes, and \$14.6 million in induced taxes.

In addition, about \$22.2 million in taxes on production were generated. These are taxes related to business operations. Of this, \$7.5 million came from direct activity, \$4.2 million from indirect activity, and \$4.8 million from induced activity.

Finally, visitor spending supported a total of 1,710 jobs in the local economy. This includes 1,382 direct jobs in businesses serving visitors, 185 indirect jobs in supporting industries, and 143 induced jobs created through broader economic activity.

Overall, these results show that visitors are a key driver of economic activity in Lunenburg. Their spending supports businesses, creates jobs, generates income, and contributes significantly to the overall strength of the local economy.

**Table 10: Total Economic Impacts from Visitor Spending.**

Visitors	Direct	Indirect	Induced	Total
Output	\$331,202,896	\$130,456,659	\$172,307,792	\$633,967,347
Taxes on products	\$6,120,951	\$1,462,868	\$14,614,150	\$16,456,052
Gross domestic product (GDP) at basic prices	\$197,165,817	\$63,153,892	\$77,503,289	\$337,822,998
Labour income	\$147,278,413	\$36,031,377	\$25,360,089	\$208,669,880
Taxes on production	\$7,475,886	\$4,195,386	\$4,784,779	\$22,197,969
Jobs	1382	185	143	1710

Source: ASBB Internal Calculations using Stats Canada and Tourism Nova Scotia data.

## 5.4 Tax Impacts from Business Revenues

Taxes flow to the province through the economic activity generated by tourism-supported businesses in Lunenburg. There are two main types of taxes: taxes on production (taxes tied to running the business, paying workers, and buying services) and taxes on products (taxes collected when people buy goods and services such as tickets, souvenirs, and cultural experiences). The data shows how these taxes accumulate across different business categories in the province.

Across the three levels of activity—direct, indirect, and induced—the arts, culture, and heritage sector in Lunenburg contributes to provincial tax revenue in meaningful ways. For taxes on production, direct, indirect, and induced taxes amount to roughly \$1.099 million, \$0.413 million, and \$0 in the arts, entertainment, and recreation category, with totals that reflect the broader

activity of employing people and buying services. In retail and related sectors, production taxes total about \$1.099 million in direct, \$0.413 million in indirect, and \$0 in induced effects, adding to the province's tax base. For taxes on products, which come from consumer purchases like event tickets and gifts, the totals are about \$572,274 in direct taxes, \$503,794 in indirect taxes, and \$1,428,074 in induced taxes across all relevant sectors.

A closer sectoral view shows where these tax revenues come from. Arts, entertainment, and recreation contribute \$5,945 in direct production taxes, \$9,661 in indirect production taxes, and \$7,679 in induced production taxes, with much larger figures in taxes on products—\$152,874 direct, \$354,357 indirect, and \$131,349 induced. Accommodation and food services generate \$896,000 in direct production taxes, \$259,000 indirect, and \$287,000 induced, plus \$308,000 direct taxes on products, \$98,000 indirect taxes on products, and \$882,000 induced taxes on products. Retail, transportation, and other sectors also contribute to the tax mix, supporting government revenues at both local and provincial levels.

Overall, the table shows how tax revenues rise when arts, culture, and heritage businesses grow. More business activity leads to higher wages, more spending, and increased purchases from suppliers, which in turn raises both production and consumption taxes for the province. This demonstrates that Lunenburg's cultural economy is not only culturally valuable but also financially important for Nova Scotia's public finances.

**Table 10: Tax Impacts by Business Revenue Category.**

Visitors Spending Categories	Tax on Production			Tax on Products		
	Direct	Indirect	Induced	Direct	Indirect	Induced
Retail trade [44-45]	\$145,225	\$105,450	\$74,463	\$25,900	\$30,063	\$226,625
Transportation and warehousing [48-49]	\$51,975	\$38,925	\$61,875	\$85,500	\$21,375	\$188,100
Arts, entertainment and recreation [71]	\$5,945	\$9,661	\$7,679	\$152,874	\$354,357	\$131,349
Accommodation and food services [72]	\$896,000	\$259,000	\$287,000	\$308,000	\$98,000	\$882,000
Totals	\$1,099,145	\$413,036	\$0	\$572,274	\$503,794	\$1,428,074

Source: ASBB I-O Model (Economic Impacts).

## 5.4.1 Tax Impacts from Visitor Spending

When visitors come to the Town of Lunenburg, they spend money on hotels, meals, activities, shopping, and transportation. This spending helps local businesses grow and also generates tax revenue for the province. Table 11 breaks down how these visitor expenditures translate into two types of taxes: tax on

production and tax on products, across direct, indirect, and induced effects.

Table 11 below shows how visitor spending across different categories generates tax revenues in the Town of Lunenburg. These taxes are divided into taxes on production (paid by businesses) and taxes on products (such as sales taxes paid on goods and services). Each category includes direct, indirect, and induced impacts.

Visitor spending on accommodations generated about \$4.4 million in direct taxes on production, along with \$1.3 million in indirect and \$1.4 million in induced

production taxes. At the same time, it generated about \$1.6 million in direct taxes on products, \$0.5 million in indirect, and \$4.3 million in induced product taxes.

Spending on food and beverage also made a strong contribution. It generated about \$2.1 million in direct production taxes, \$1.6 million indirect, and \$1.8 million induced. In terms of taxes on products, this category produced about \$2.1 million direct, \$0.6 million indirect, and \$5.4 million induced.

For activities, excursions, and entertainment, visitor spending generated about \$0.01 million in direct production taxes, \$0.3 million indirect, and \$0.3 million induced. Taxes on products in this category were about \$0.8 million direct, \$0.1 million indirect, and \$0.9 million induced.

Spending on shopping and other items generated about \$0.4 million in direct

production taxes, \$0.4 million indirect, and \$0.2 million induced. It also generated about \$0.05 million in direct product taxes, \$0.1 million indirect, and \$0.6 million induced.

Finally, local transport spending contributed about \$0.7 million in direct production taxes, \$0.5 million indirect, and \$1.1 million induced. It also generated about \$1.5 million in direct taxes on products, \$0.2 million indirect, and \$3.4 million induced.

Overall, the results show that visitor spending across all categories generates significant tax revenues. Accommodation and food services are the largest contributors, but all categories play an important role in supporting public revenues through both business taxes and sales-related taxes.

**Table 11: Tax Impacts by Visitor Spending Category.**

Visitors Spending Categories	Tax on Production			Tax on Products		
	Direct	Indirect	Induced	Direct	Indirect	Induced
Accommodations	\$4,358,467	\$1,259,869	\$1,396,071	\$1,634,425	\$476,707	\$4,290,366
Food & Beverage	\$2,076,328	\$1,639,207	\$1,784,914	\$2,112,755	\$582,829	\$5,427,595
Activities, Excursions, and Entertainment	\$14,084	\$323,929	\$295,761	\$845,033	\$89,198	\$896,673
Shopping and Other	\$351,445	\$438,469	\$207,520	\$46,859	\$107,107	\$632,601
Local Transport	\$675,562	\$533,912	\$1,100,513	\$1,481,879	\$207,027	\$3,366,916

Source: ASBB I-O Model (Economic Impacts).

# 5.5 UNESCO Attribution

Tourism spending in the Town of Lunenburg is strongly connected to its status as a UNESCO World Heritage Site. The UNESCO designation helps attract visitors who are interested in the town’s history, architecture, and cultural experiences. As a result, part of visitor spending in many categories can be linked to the town’s heritage status.

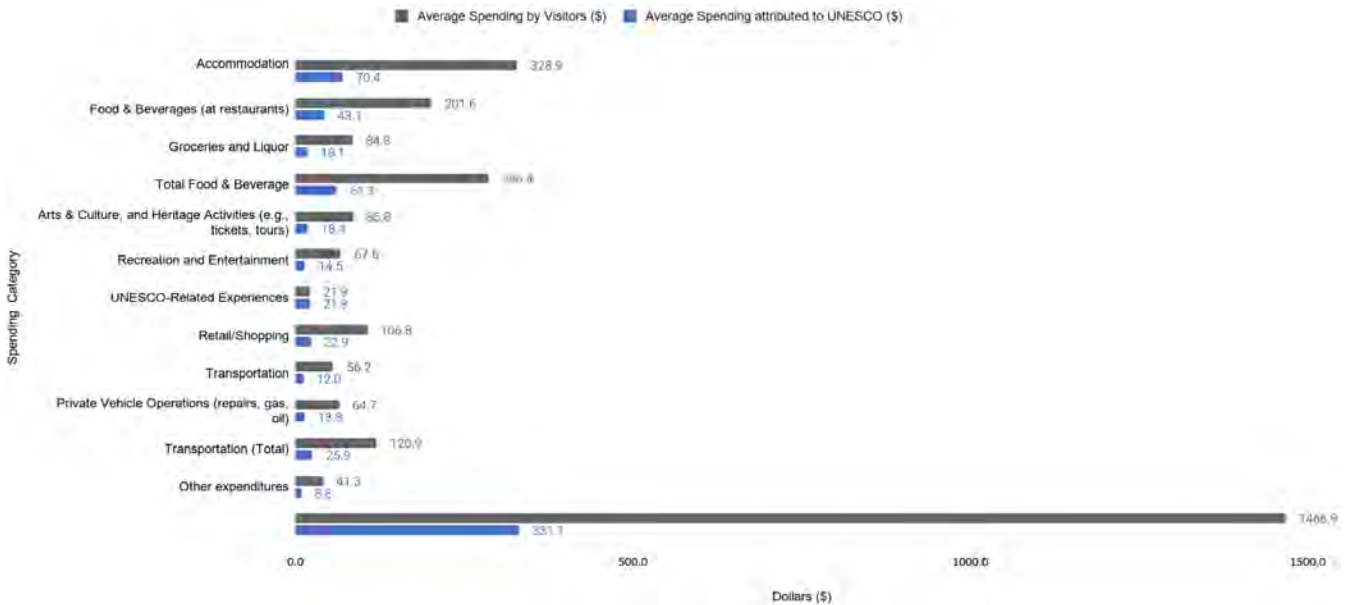
Figure 13 compares average visitor spending with the portion of spending that visitors said was influenced by the UNESCO designation. While visitors spend money in many areas during their trip,

only a portion of that spending is directly connected to the UNESCO attraction.

Accommodation shows the largest visitor spending, with an average of \$328.90 per visitor, of which about \$70.40 is linked to UNESCO-related travel. Visitors also spend significantly on food and beverages, averaging \$286.40 in total, with about \$61.30 attributed to UNESCO influence. Retail shopping, cultural activities, and recreation also receive a share of spending connected to the town’s heritage attractions.

Overall, the results show that the UNESCO designation plays an important role in attracting visitors and supporting spending across several sectors such as accommodation, restaurants, retail, and cultural activities.

**Figure 13: UNESCO Attributed Visitor Spending**



Source: ASBB Visitor Survey 2025, Internal Calculations.

## 6. RECOMMENDATIONS

Using the findings from our economic impact analysis, as well as the insights gathered through the visitor and business surveys, we have developed the following set of recommendations to further strengthen and enhance the economic impacts for the Town of Lunenburg. The recommendations are further broken down into short, medium and long terms key action items.

Recommendations	Sub-Themes	Action
<p><b>Recommendation 1: Strengthen Town of Lunenburg’s UNESCO Designation</b></p> <p><b>Objective:</b></p> <p>To strengthen and expand the economic contribution of the Arts, Culture, and Heritage sector in the Town of Lunenburg, while increasing municipal revenue</p>	<p><b>1.1 Revenue Generation for the municipality</b></p>	<ul style="list-style-type: none"> <li>Establish a dedicated Arts, Culture and Heritage Investment Fund.</li> <li>Visitor-based revenue; municipal marketing levy on short-term accommodations (3%) – <a href="#">Lunenburg marketing levy</a></li> </ul>
	<p><b>1.2 Use levy revenue for destination marketing</b></p>	<ul style="list-style-type: none"> <li>Use levy revenue for destination marketing, events, and visitor management.</li> </ul> <p><b>For example:</b></p> <ul style="list-style-type: none"> <li>Halifax uses its levy to support events and Discover Halifax.</li> <li>Annapolis County uses it to fund tourism marketing opportunities. <a href="#">Annapolis County levy</a></li> <li>Destination Cape Breton is a good example of branding uniqueness in tourism <a href="https://destinationcapebreton.com/">https://destinationcapebreton.com/</a>.</li> </ul>
	<p><b>1.3 Clarify municipal service pricing for visitors</b></p>	<ul style="list-style-type: none"> <li>Visitor spending is heavily concentrated in accommodations (\$136M), food &amp; beverage (\$145M), and transport (\$87M).</li> <li>TOL could refine and review fees for services heavily used by visitors and external users, including parking, public washrooms, event permits, tours, venue rentals, and waterfront/ public space use.</li> </ul>

<p><b>Recommendation 2: Invest in Strengthening Town of Lunenburg’s Cultural Economy Market</b></p> <p><b>Objective:</b></p> <p>To prioritize investments that maximize economic returns (GDP: \$373M, jobs (2,264) and strengthen Lunenburg’s position as a cultural tourism destination.</p>	<p><b>2.2 Targeted infrastructure investment related to tourism</b></p>	<ul style="list-style-type: none"> <li>• Prioritize investments in visitor infrastructure (including signage, washrooms).</li> <li>• Prioritize investments that generate the highest return in GDP, employment, and visitor spending.</li> <li>• Support the arts, culture, heritage, accommodation and food service sectors in addressing labour shortages and operational challenges to help businesses maintain longer operating hours, enhance visitor services, and improve the overall visitor experience.</li> </ul>
<p><b>Recommendation 3: Better Capture Visitor Revenue and Spending</b></p> <p><b>Objective:</b></p> <p>To better capture revenue from visitors and external users who drive the majority of economic activity.</p>	<p><b>3.1 Capture value from day visitors</b></p>	<ul style="list-style-type: none"> <li>• Explore paid parking, tour-bus/cruise management fees, event permit fees, premium guided experiences, and paid heritage interpretation.</li> <li>• The goal is not to discourage visitors, but to ensure external users help pay for the municipal services and heritage assets they rely on.</li> <li>• Banff introduced visitor-pay parking to manage high visitor volumes, improve turnover, and reduce congestion. A 2022 Council report found that 99.8% of visitor-pay parking revenue came from visitors, not residents. <a href="https://banff.ca/DocumentCenter/View/13466/2022-02-28-Council-Report-on-VPP-and-RPP">https://banff.ca/DocumentCenter/View/13466/2022-02-28-Council-Report-on-VPP-and-RPP</a></li> </ul>
	<p><b>3.2 Target high-volume, low-capture visitor segments</b></p>	<p><b>Implement:</b></p> <ul style="list-style-type: none"> <li>• Paid or time-limited premium parking zones</li> <li>• Event permits and vendor fees in high-traffic areas</li> <li>• Paid heritage interpretation or guided experiences</li> </ul> <p>Encourage bundled experiences that increase per-visitor spending.</p>

<p><b>Recommendation 4: Implement a Visitor Marketing Levy with a Clear Strategic Framework</b></p> <p><b>Objective:</b></p> <p>This work can help inform future decisions around potential tools such as a municipal marketing levy by providing a clear, strategic framework supported by incremental and actionable implementation steps.</p>	<p><b>4.1 Implement incrementally to build Council, business, and community confidence</b></p>	<p>The Town should not treat a marketing levy as a one-step solution. It should be phased in with clear governance, transparent reporting, defined reinvestment priorities, and regular evaluation. This would help demonstrate that visitor-generated revenue is being reinvested into the assets and services that support both residents and visitors.</p> <p><b>Suggested incremental path:</b></p> <ul style="list-style-type: none"> <li>• <b>Phase 1:</b> Confirm legal authority, stakeholder support, eligible accommodations, collection process, and governance structure.</li> <li>• <b>Phase 2:</b> Launch the levy with a clear reinvestment plan focused on marketing, events, visitor services, and heritage/downtown improvements.</li> <li>• <b>Phase 3:</b> Report annually on levy revenue, funded projects, visitor outcomes, business benefits, and municipal service impacts.</li> </ul> <p>Banff and Lake Louise use a 2% Tourism Improvement Fee on accommodations to fund destination initiatives, visitor experience improvements, and marketing. Their approach shows how a visitor-based fee can be tied to both marketing and broader destination development. <a href="#">Banff &amp; Lake Louise</a></p>
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<p><b>Recommendation 5: Strengthen Tourism Promotion and Collaboration</b></p> <p><b>Objective:</b></p> <p>Lunenburg’s results show a visitor economy spread across multiple sectors, including food and beverage, accommodations, local transport, shopping, and activities/entertainment. This suggests that tourism benefits are broad, but also fragmented across many actors. A coordinated marketing and organizational model would help the Town align stakeholders, strengthen the UNESCO brand, and direct visitor activity toward higher local spending and municipal revenue opportunities.</p>	<p><b>5.1 Use the UNESCO brand to support year-round cultural tourism</b></p> <p><b>Focus on:</b></p> <ul style="list-style-type: none"> <li>• <b>Heritage and architecture</b></li> <li>• <b>Working waterfront</b></li> <li>• <b>Food and culture</b></li> <li>• <b>Festivals and experiences</b></li> </ul>	<ul style="list-style-type: none"> <li>• TOL could further strengthen its tourism economy by developing a unified UNESCO-based marketing strategy that highlights the Town’s heritage, historic architecture, working waterfront, food culture, museums, festivals, and cultural experiences. A coordinated approach could help convert day visitors into overnight visitors, increasing spending on accommodations, food services, retail, and cultural activities.</li> <li>• Expanding cultural tourism products and experiences — such as cultural maps, heritage trails, guided experiences, artisan programming, and themed tourism packages — could encourage visitors to stay longer and explore more areas of the Town. Longer stays would likely increase average visitor spending per trip, particularly across cultural tourism sectors, while also supporting more balanced year-round visitation and broader economic benefits for local businesses.</li> </ul>
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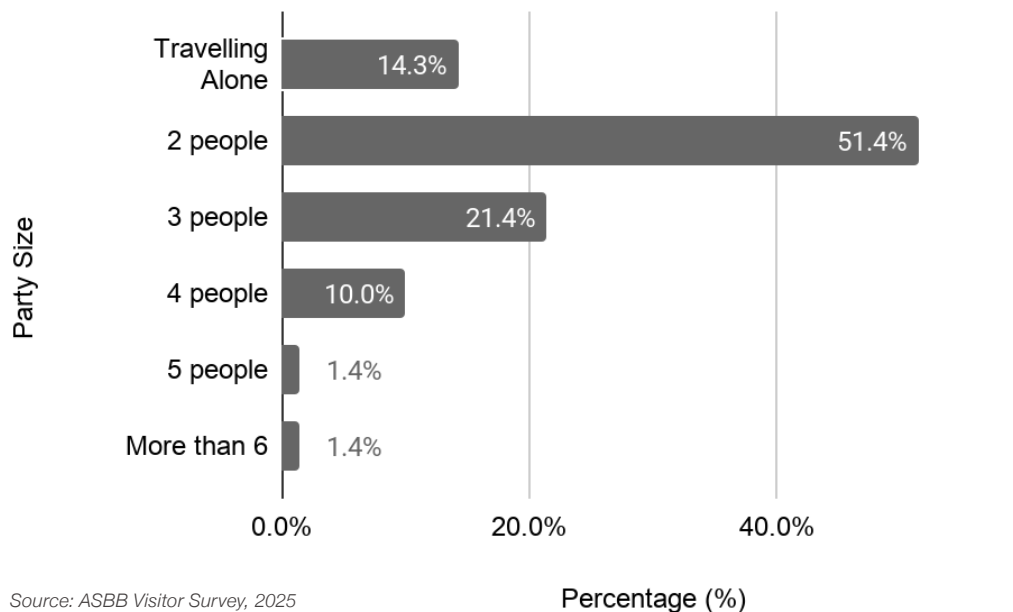
# APPENDIX

## 7. Visitor Profile and Behaviour (ASBB Survey 2025)

### 7.1 Party Size and Composition

Most visitors we surveyed traveled in smaller groups, with 51.4% arriving as pairs and 21.4% as groups of three. This showed that Lunenburg appealed more to couples and small families than to large tour groups. Many of these respondents were also among the visitors attending venues, such as the farmers market, reflecting strong engagement with local events and community spaces.

**Figure: 14 Visitor Party Size.**



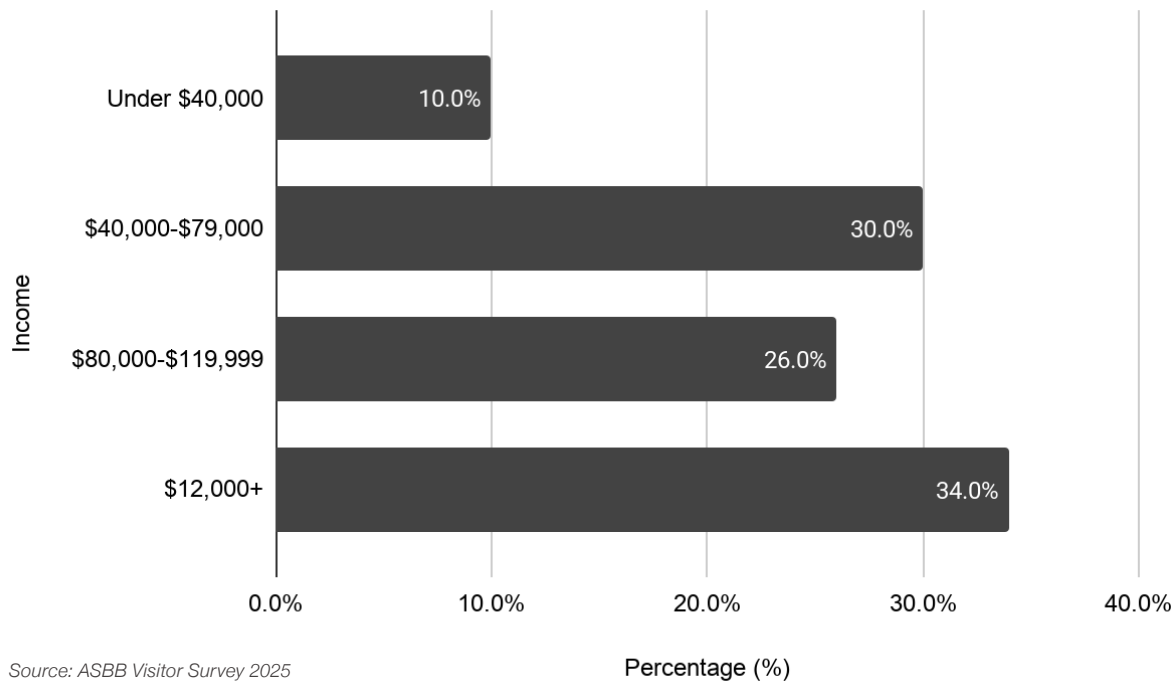
Source: ASBB Visitor Survey, 2025

Percentage (%)

## 7.2 Visitor Origin and Income

The incomes of the respondents are summarized in Figure 15. Most respondents had higher household incomes, with 60% earning \$80,000 or more. Only 10% earn under \$40,000, while 30% fall between \$40,000 to \$79,000. Compared to the median household income in Nova Scotia (approximately \$71,500), our respondents represented a higher-income visitor group.

**Figure 15: Income of the Visitors.**



Source: ASBB Visitor Survey 2025

Figure 16 shows where visitors live. Most visitors (64%) live outside of Nova Scotia. This means that nearly two out of every three people who took the survey travelled from outside the province to visit Lunenburg. About 27% live in Nova Scotia, but more than 30 minutes away from Lunenburg. These visitors are likely coming from other towns or cities in the province for a day trip or short stay. Only 9% of respondents actually live in Lunenburg.

**Figure 16: Residence of Visitors.**

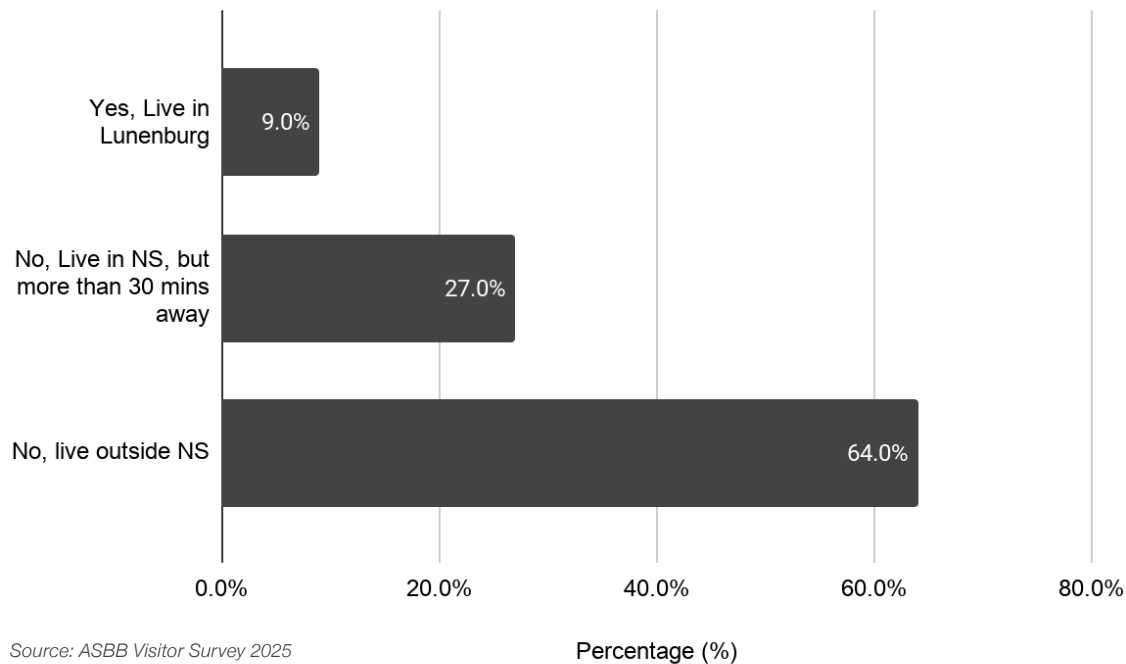
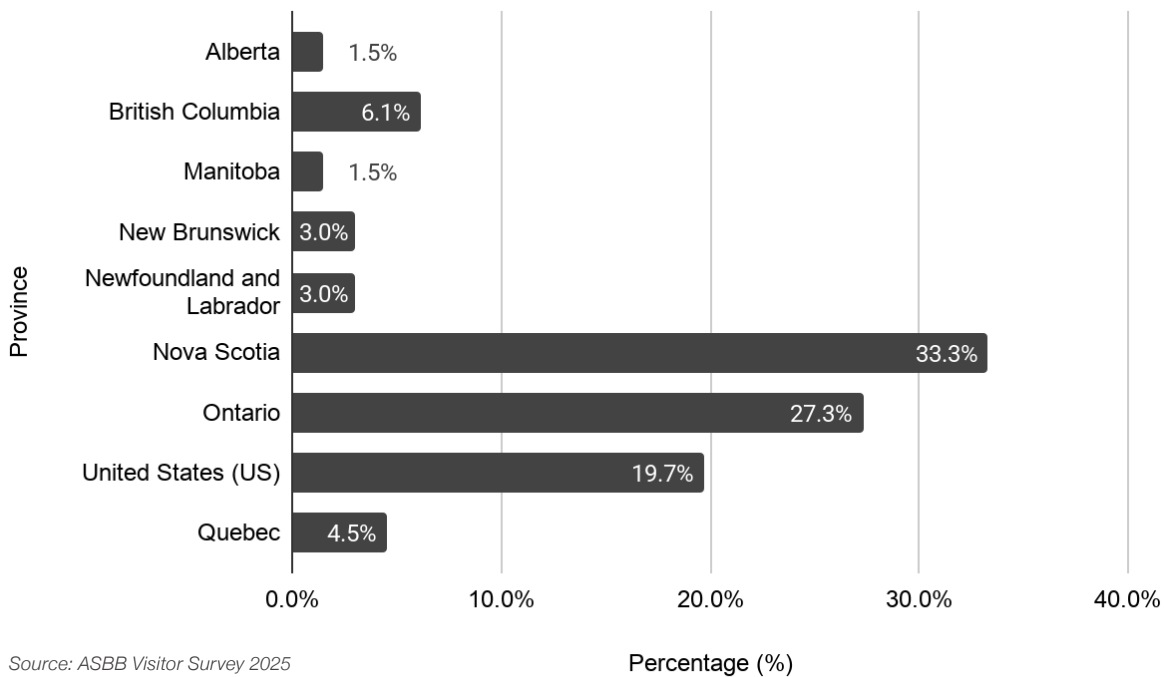


Figure 17 summarises the provincial, national, and international origins of visitors to Lunenburg. Approximately one third of respondents (33.3%) reported that they reside in Nova Scotia. Ontario represents the second largest visitor market at 27.3%, indicating a strong draw from central Canada. Visitors from the United States account for 19.7% of respondents, highlighting the importance of the U.S. market to Lunenburg’s tourism base. Smaller proportions of visitors originate from other Canadian provinces. British Columbia accounts for 6.1% of respondents, followed by Quebec (4.5%). New Brunswick and Newfoundland and Labrador each represent 3.0% of visitors. Alberta and Manitoba each account for 1.5% of respondents.

**Figure 17: Origins of Visitors.**

ORIGIN OF VISITORS.

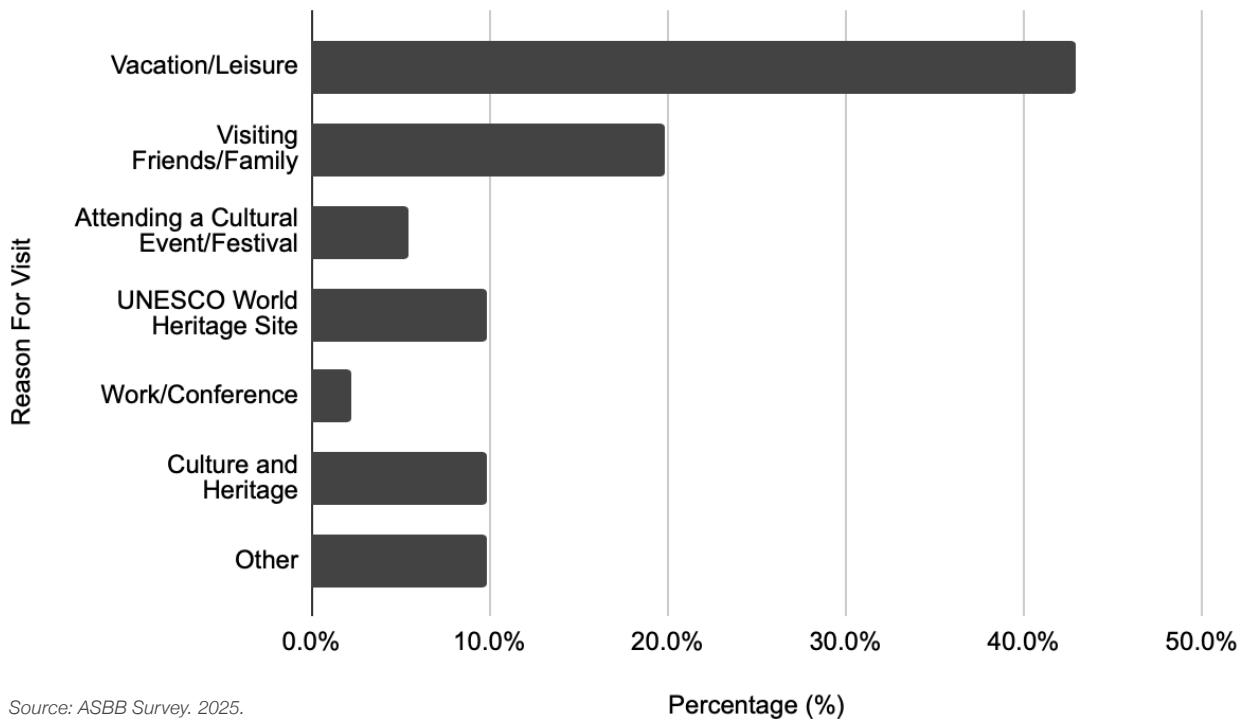


Source: ASBB Visitor Survey 2025

## 7.3 Purpose of the Visit

**Figure 18** shows that the primary purpose of visitors’ trips to the Town of Lunenburg was vacation or leisure (42.9%). This indicates that tourism to Lunenburg is largely driven by leisure travel and recreational experiences. Nearly one fifth of visitors (19.8%) reported visiting friends and/or family as the main purpose of their trip. A smaller proportion of visitors identified attending a cultural event or festival (5.5%) as their primary reason for visiting. Notably, 9.9% of visitors stated that visiting the UNESCO World Heritage Site was their main purpose, while an equal proportion (9.9%) identified culture and heritage more broadly as their primary motivation. A further 9.9% selected other reasons for their visit.

**Figure 18: Main Purpose of the trip.**



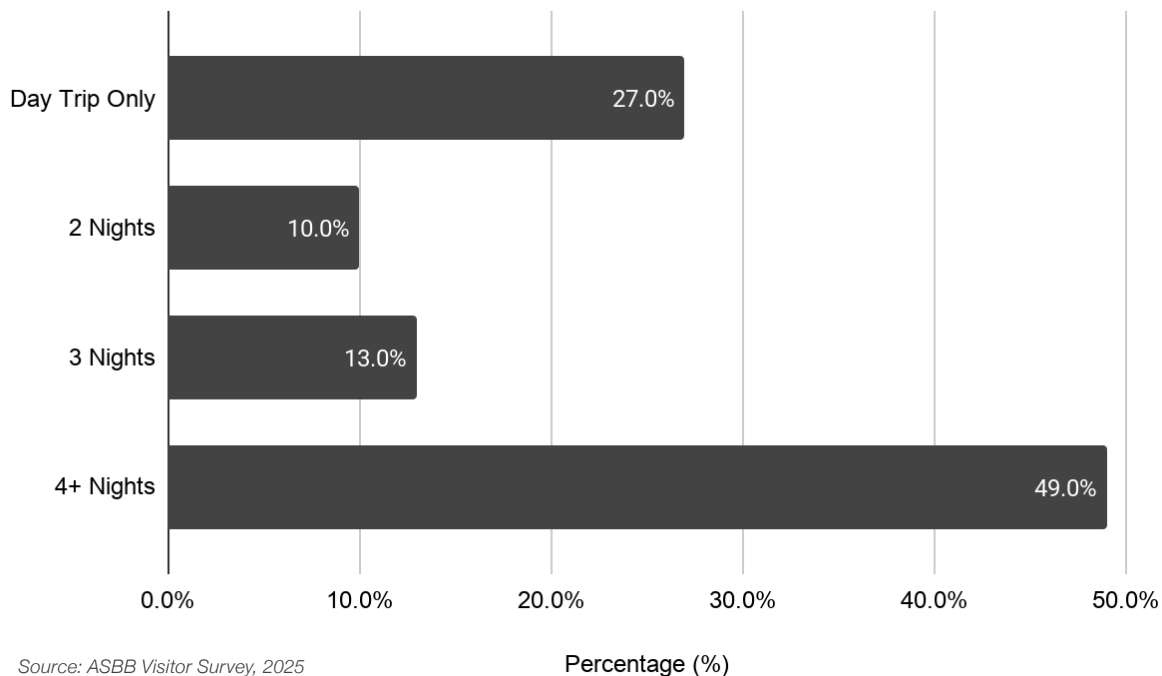
Source: ASBB Survey, 2025.

## 7.4 Accommodation Choices and Length of Stay

### 7.4.1 Length of Stay

As per figure 19, most visitors stayed overnight, with 49% spending four or more nights in the area. Another 27% visited for the day, while 13% stayed three nights and 10% stayed two nights. Longer stays emerged as the most common pattern.

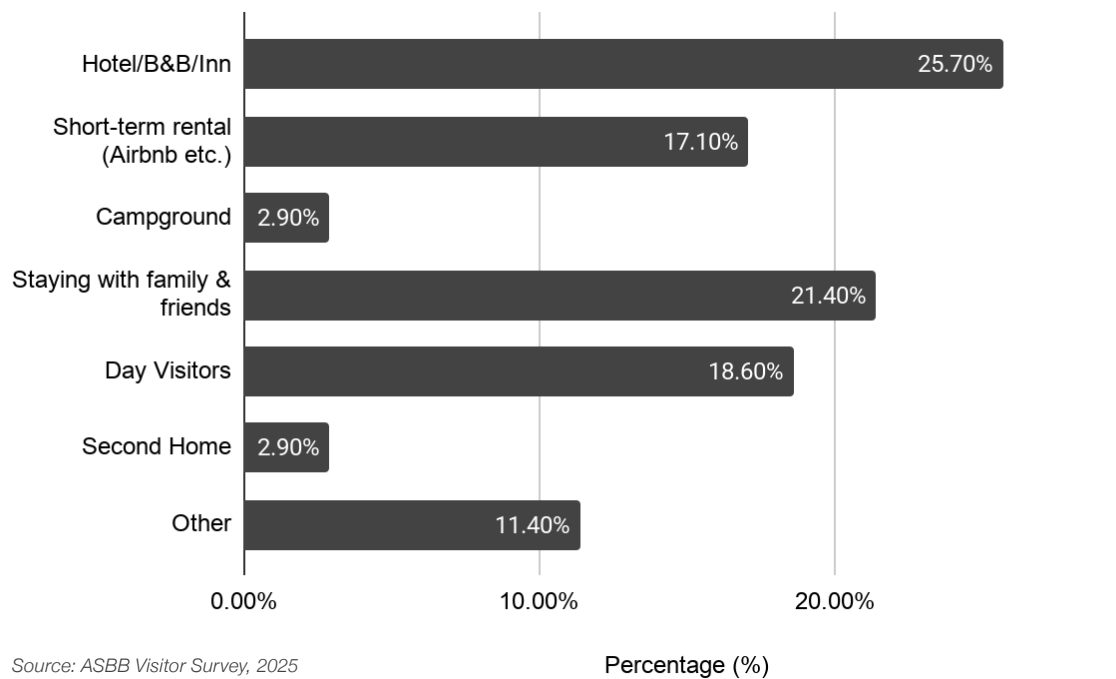
**Figure 19: Length of stay in Lunenburg.**



## 7.4.2 Accommodation Choice

**Figure 20** shows that most surveyed visitors stayed in hotels/B&Bs or with family and friends, with Airbnb also common. Only small shares use campgrounds or second homes, and about 19% are day visitors.

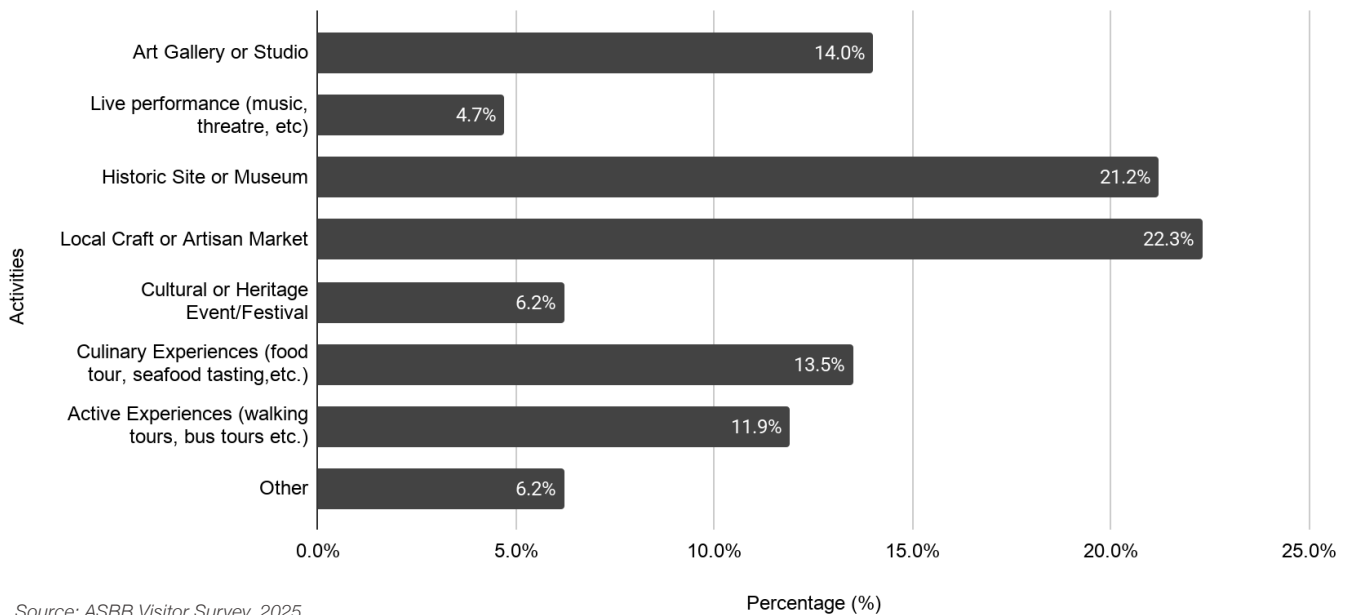
**Figure 20: Accommodation Choice.**



## 7.5 Participation in Activities and Attractions

From Figure 21, visitors most commonly explored local craft/artisan markets (22%) and historic sites or museums (21%), with strong interest also in culinary experiences and art galleries. Cultural events, active experiences, and live performances drew smaller but notable participation.

**Figure 21: Visitor Participation**



Source: ASBB Visitor Survey, 2025

## 7.6 Visitor Spending

As shown in Figure 22, a large share of surveyed visitors (38.6%) reported that they did not spend anything on accommodation, because they stayed with family or friends. Amongst those who did pay, the most common spending range was \$500–\$999 (12.9%) per person/night, showing that accommodation tended to be a high-cost category.

**Figure 22: Accommodation Spending per person during travel.**

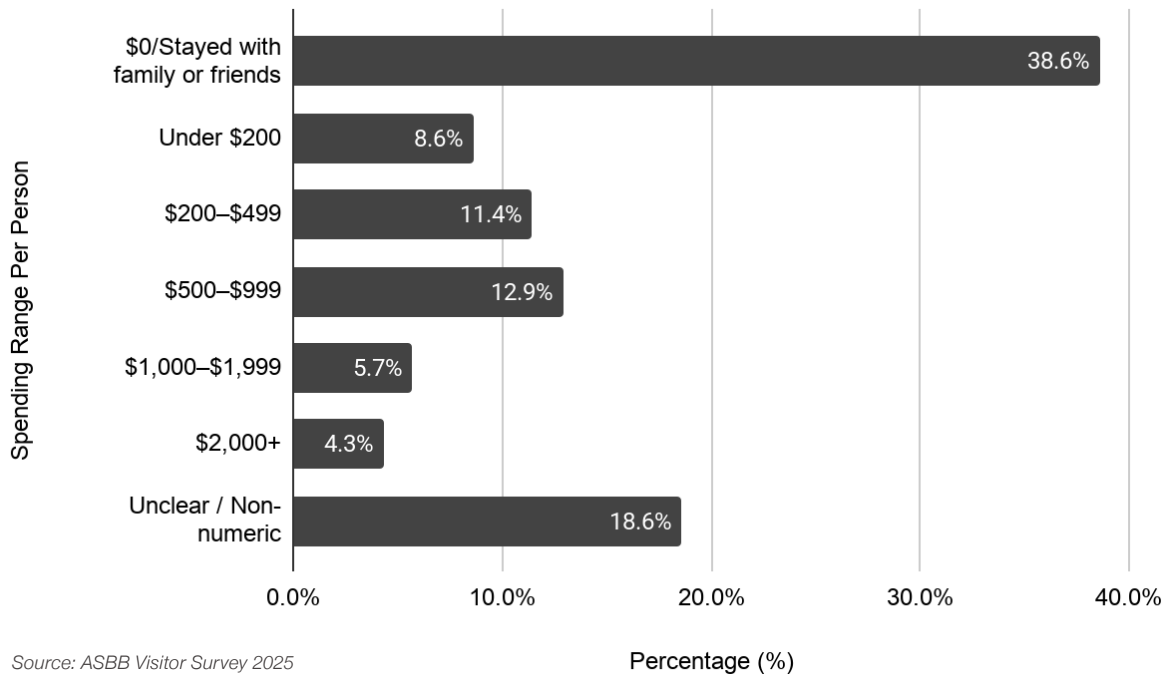
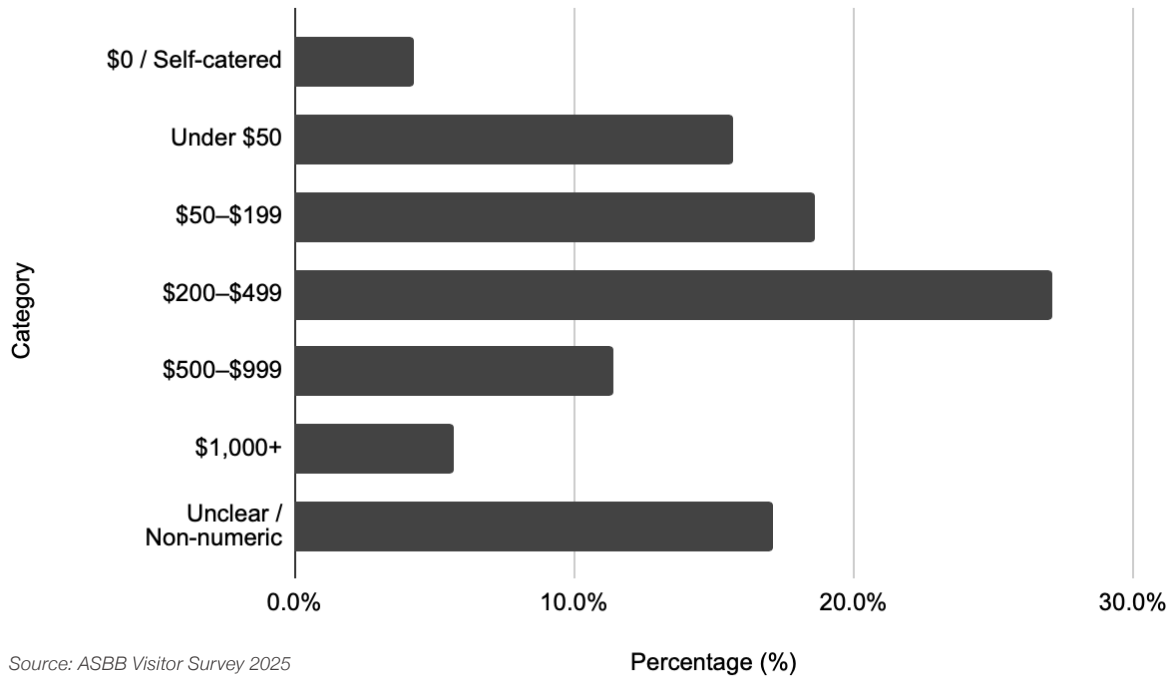


Figure 23 indicates that most of the surveyed visitors spent between \$200 and \$500 per person on food and beverages during the trip, which was lower compared to most accommodation spending.

**Figure 23: Spending on food and beverages (at restaurants).**

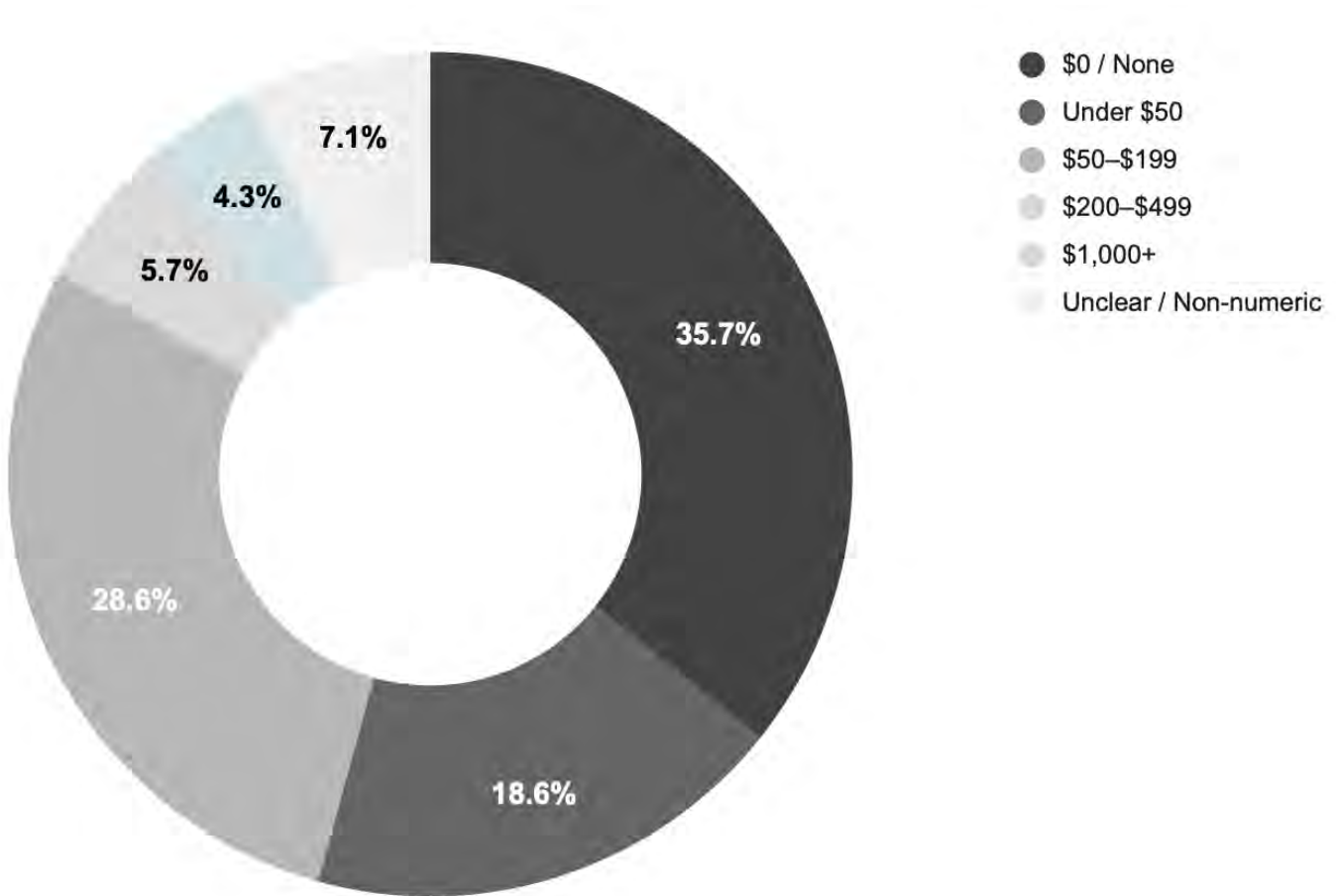


Source: ASBB Visitor Survey 2025

**Figure 24** explains, many surveyed visitors ate most of their meals in restaurants or were hosted by family and friends, which reduced their need to purchase groceries during their stay and paid nothing for groceries and liquor.

Among those who did spend, the largest share (28.6%) spent between \$50 and \$199, indicating light to moderate grocery or liquor purchases—likely snacks, beverages, or small items rather than full meal supplies.

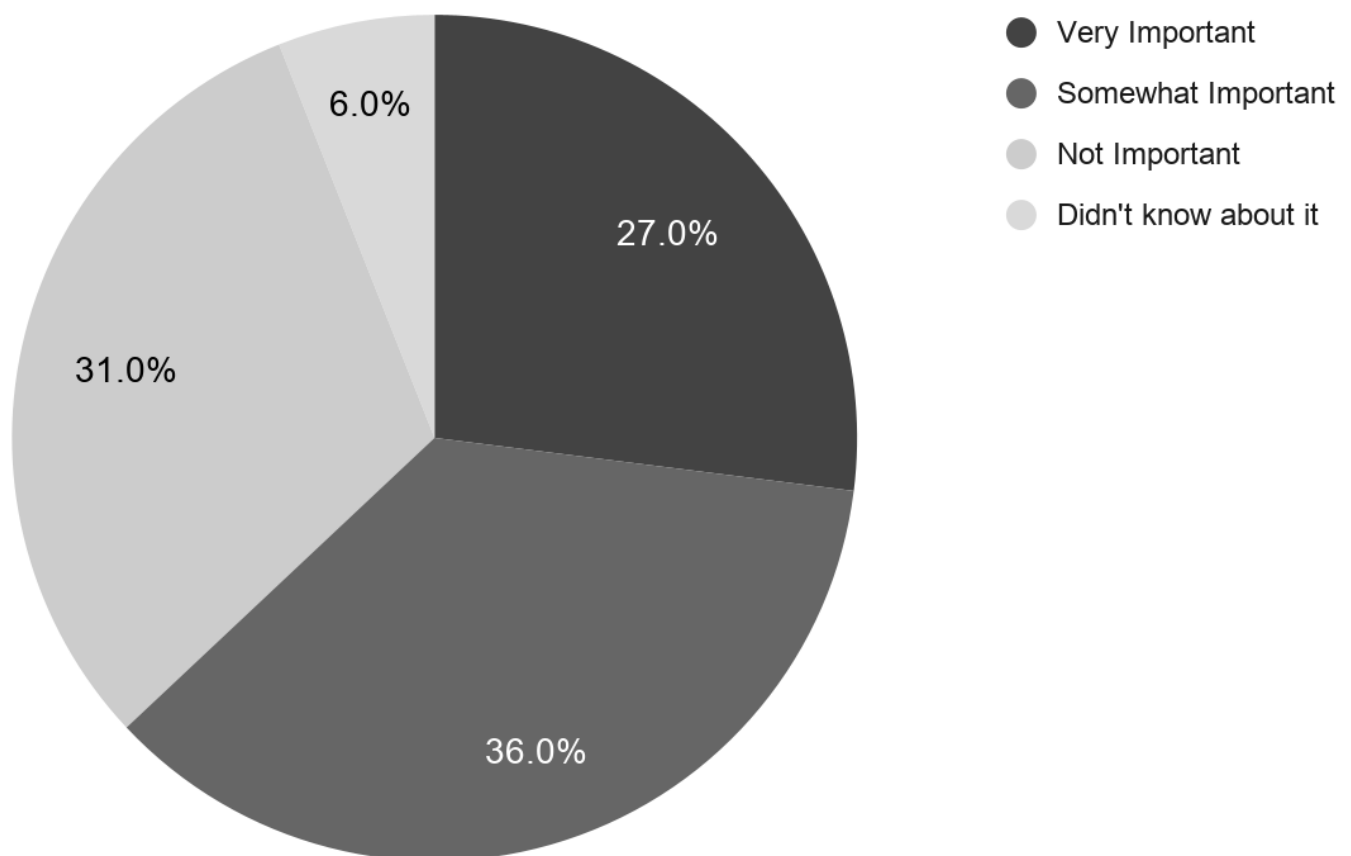
**Figure 24: Spending on Groceries and Liquor per person during their visits**



## 7.7. Visitor Satisfaction

**Figure 25** mentions that Lunenburg's UNESCO World Heritage designation significantly influenced nearly two-thirds of visitors (36%), confirming its value as a key tourism driver. However, 31% did not consider it important, and 6% were unaware of it, highlighting opportunities to strengthen messaging and public awareness around Lunenburg UNESCO identity.

**Figure 25: Lunenburg's UNESCO designation in decision to visit.**



## 8. METHODOLOGY

This study looks at how the Old Town of Lunenburg being named a UNESCO World Heritage Site affects the local economy. The goal is to understand how that visitor activity benefits the local economy.

To do this, the study used surveys, workshops, and economic analysis methods. The information collected was used to estimate how visitor spending creates jobs, income for workers, and overall economic activity in the Town of Lunenburg and nearby areas.

To estimate these impacts, the study used both new data collected during the research and existing data from provincial and national sources, such as Tourism Nova Scotia, Statistics Canada, and the Nova Scotia Exit Survey.

The research included surveys of visitors and tourism-related businesses. These surveys were created for this study to learn about visitor travel patterns, how much visitors spend, business activities, and jobs connected to cultural tourism.

This information was combined with regional tourism data, economic trends, and discussions with local stakeholders. Together, these sources helped provide reliable estimates that reflect the local economy and tourism activity in Lunenburg.

The economic impacts were estimated using an Input-Output model and provincial economic multipliers. This method helps measure three types of impacts: direct, indirect, and induced

effects linked to tourism spending connected to the UNESCO designation.

This approach shows how different parts of the economy are connected. It helps explain how money spent by visitors supports local businesses, creates jobs, increases incomes, and generates government revenue across the local and provincial economy.

Overall, this method provides a clear and evidence-based understanding of how the Old Town of Lunenburg's UNESCO World Heritage designation contributes to the economy.

### 8.2 Data Sources and Collection

Information for this study came from both new research and existing data sources. New research included two large surveys: a visitor survey and a business survey. Both surveys were created specifically for this study.

Existing data came from several sources, including Tourism Nova Scotia, Statistics Canada datasets, and the Nova Scotia Exit Survey.

In addition, we spoke with local stakeholders and looked at case studies from other UNESCO sites in Eastern Canada. This helped add real-world context to the numbers and better understand the local impact.

Indicator Selection		
<b>Employment</b>	<b>Jobs</b>	Jobs should not be confused with employment. Jobs are defined as the total number of employed individuals plus the number of vacant positions within the economy. As a result, the number of jobs is typically higher than the level of employment. This measure does not distinguish between full-time, part-time, seasonal, or casual positions.
<b>Productivity</b>	<b>GDP</b>	The total unduplicated value of goods and services produced in the economic territory of a country or region during a given period, expressed in market prices. Market price is the valuation actually paid by the purchaser, after all applicable taxes and subsidies. Therefore, GDP at market prices is inclusive of taxes described below.
	<b>Output</b>	The value of all sales of goods and services produced in the economic territory of a country or region during a given period; the sum of final purchases and intermediate inputs (i.e., output includes some double counting).
<b>Net Government Savings</b>	<b>Taxes</b>	<p>Amounts of money received by a government from external sources (i.e., those originating from “outside the government”). For the purposes of this study, taxes comprise both taxes on products and production where:</p> <p><b>Taxes on products include –</b></p> <ul style="list-style-type: none"> <li>• GST/HST</li> <li>• PST</li> </ul> <p><b>Taxes on production include –</b></p> <ul style="list-style-type: none"> <li>• Property tax</li> <li>• Taxes on payroll and capital</li> <li>• Cost of business licenses, permits and fees</li> </ul>
<b>Consumer Profile</b>	<b>Annual Visitors</b>	Number of annual visitors to an economic region or site.
	<b>Average Visitor Expenditure</b>	The average spend of a visitor per trip.
	<b>Annual Visitor Expenditure</b>	The total visitor expenditure over a year of an economic region or site. Calculated as the average visitor expenditure multiplied by the number of annual visitors.

## 8.3 Estimating Total Visitor Spending in TOL

Visitor spending was estimated using a step-by-step calculation method that combined survey results with public tourism data. First, visitors were grouped by type, such as day visitors and overnight visitors who stayed for 1, 2, 3, or 4 or more nights in Lunenburg. Next, spending was calculated across several categories, including accommodations, food and drinks, retail shopping, transportation, and cultural activities. Further we calculated Gross spending<sup>6</sup> by category based on the total number of visitors<sup>7</sup>.

## 8.4 Estimating Tourism-Related Business Spending

### Business Spending Categories

Business expenditures were classified into two primary categories:

#### Operating and Maintenance Spending

##### Operating expenditures included:

- Personnel costs.
- Transportation and communications.
- Information and marketing.

- Professional services.
- Rentals and facility costs.
- Maintenance and repairs.
- Utilities.
- Materials and supplies.
- Office space.
- Other operating expenses.

## 8.5 Investment and Infrastructure Spending

### Investment expenditures included:

- Machinery and equipment acquisition.
- Residential and non-residential infrastructure.
- Transportation infrastructure.
- Business expansion and capital investments.
- Other infrastructure spending.

The average business spending was calculated based on responses from the business survey conducted for this study. This survey collected information on business activities, operating expenses, and employment related to tourism.

The data total number of businesses is collected from the Business counts tables of Statistics Canada<sup>8</sup>.

<sup>6</sup> Gross spending is calculated by multiplying the average spending per stay by the total number of visitors.

<sup>7</sup>To estimate the total number of visitors, the study used Tourism Nova Scotia estimates of non-resident visitors who stopped in or stayed overnight in Lunenburg as part of their trip to Nova Scotia. The annual estimates were: 2022: 313,000 visitors, 2023: 358,000 visitors, 2024: 353,000 visitors and 2025: 367,000 visitors.

<sup>8</sup>Statistics Canada. Table 33-10-0761-01 Canadian Business Counts, with employees, June 2024.

## 8.6 Estimating Total Business Revenues

Business revenue estimates were developed using responses from the business survey<sup>9</sup>.

### Businesses were asked the following question:

The responses were then grouped by industry category using standard industry classifications, including:

- Retail Trade [44–45].
- Transportation and Warehousing [48–49].
- Arts, Entertainment and Recreation [71].
- Accommodation and Food Services [72].
- Other Services (except Public Administration) [81].

The average revenue reported for each industry category was then multiplied by the estimated number of businesses in that category to calculate the total business revenue associated with tourism activity.

<sup>9</sup>Business revenues estimated using the question from business survey: What has been your average annual revenue over the last 5 years during typical tourism seasons?

<sup>10</sup>Statistics Canada. [Table 36-10-0595-01 Input-output multipliers, provincial and territorial, detail level.](#)

<sup>11</sup>Output: The total value of goods and services produced by industries as a result of economic activity.

Gross Domestic Product (GDP): The value added to the economy through the production of goods and services, calculated as output minus intermediate inputs.

Labour Income: Total earnings received by workers, including wages, salaries, and supplementary labour income such as employer contributions to benefits.

Employment (Jobs): The number of jobs supported by economic activity, including both full-time and part-time positions.

Taxes on Production: Taxes that businesses pay as part of production activities, such as property taxes, business licenses, and other production-related taxes, excluding taxes directly linked to specific products.

Taxes on Products: Taxes applied directly to goods and services, such as sales taxes, excise taxes, and import duties.

## 8.7 Multiplier Analysis and Economic Impact Estimation

This study estimates the economic impact of the Old Town of Lunenburg's UNESCO World Heritage designation using a structured Input-Output multiplier analysis. The study used data from Tourism Nova Scotia, along with information collected through visitor and tourism business surveys.

### Input-Output Multipliers

Economic impacts were estimated using provincial and regional Input-Output multipliers obtained from Statistics Canada Input-Output<sup>10</sup> tables. To improve reliability and reduce the effect of year-to-year changes, the study calculated the average of the multipliers from several years. The years used in this average were 2018, 2019, 2021, and 2022. Using an average across these years helped create more stable and representative estimates.

For each category, direct, indirect, and induced multipliers were collected and applied. These multipliers measure the different ways spending moves through the economy. **The following multiplier categories<sup>11</sup> were used in the analysis:**

- Output multiplier.
- GDP multiplier.
- Labour income multiplier.
- Jobs multiplier.
- Tax on Production.
- Tax on Products.

These multipliers were used to estimate how tourism spending supports economic activity, jobs, income, and overall economic output in the region.

## Visitor Spending Economic Impact

The economic impact of visitors was estimated by multiplying provincial Input-Output multipliers with gross visitor spending data estimated from Tourism Nova Scotia average spending.

Provincial-level multipliers, which capture economic activity across a wider region. These multipliers include jobs that may be located outside the Town but are still linked to local spending. As a result, to avoid overcounting and ensure more realistic results, an adjustment approach was applied using business counts and employment estimates by industry. Regional multipliers were estimated by applying a 50/50 weighting approach using both:

1. Employee share by industry
2. Business share by industry

First, data on the number of tourism-related businesses was collected using North American Industry Classification System (NAICS) codes, based on the most recent available data (2022). These include sectors such as accommodations, food services, retail, transportation, and cultural activities.

Next, each business was matched with its corresponding Statistics Canada employee size category. To estimate employment, the lower bound of each employee range was used. This provides a conservative estimate of the number of employees per business.

Using these estimates, total employment for each tourism-related category was calculated. From this, employee shares were developed by dividing the number of employees in each category by the total number of tourism-related employees. These shares show the relative size of each sector in terms of employment.

Similarly, business count shares were calculated by dividing the number of businesses in each category by the total number of tourism-related businesses.

These shares were then used to assign weights to the provincial multipliers. By applying these weights, the model adjusts the employment results to better reflect the local economic structure.

Visitor spending data provided estimates of how much visitors spend across categories such as accommodations, food and beverage, retail, transportation, and cultural activities. These spending estimates were then used as the base input for the economic impact analysis.

The provincial multipliers were applied to this spending to estimate the direct, indirect, and induced economic effects. This allowed the study to measure how visitor spending contributes to total economic output, GDP, labour income, and employment in the local and provincial economy.

## Business Revenues Economic Impact

The economic impact of business revenues was estimated by multiplying the total business revenue by the applicable Input-Output multipliers.

Total business revenue was calculated using data collected from the business survey conducted for this study. These revenues represent economic activity generated by tourism-related businesses in Lunenburg.

The provincial multipliers were then applied to this total revenue to estimate the direct, indirect, and induced economic impacts. This approach allowed the study to measure how business activity supports economic output, GDP, labour income and employment in the local and provincial economy.

## Visitor and Business Tax Impacts

Tax impacts were estimated using tax multipliers for taxes on products and taxes on production.

For visitor spending, the tax impacts were calculated by multiplying the tax multipliers by the total visitor spending. This helped estimate the taxes generated from visitor purchases of goods and services such as accommodations, food, retail items, and other tourism activities.

For business activity, tax impacts were calculated by multiplying the tax multipliers by the total business revenues. This reflects the taxes generated through business operations and production-related activities.

**Table 16: Economic Impacts from Visitor Spending by Categories.**

Visitors	Total Spending	OUTPUT			GDP			LABOUR INCOME			JOBS		
		Direct	Indirect	Induced	Direct	Indirect	Induced	Direct	Indirect	Induced	Direct	Indirect	Induced
Accommodations	\$136,202,083	\$136,202,083	\$39,396,453	\$28,840,791	\$73,446,973	\$21,451,828	\$22,813,849	\$41,507,585	\$12,428,440	\$7,457,064	173	33	24
Food & Beverage	\$145,707,250	\$145,707,250	\$43,894,309	\$36,390,386	\$63,564,788	\$23,094,599	\$28,777,182	\$54,020,963	\$12,895,092	\$9,434,544	1111	139	108
Activities, Excursions, And Entertainment	\$18,778,500	\$18,778,500	\$5,750,916	\$46,298,479	\$10,882,141	\$3,248,681	\$4,718,098	\$9,290,663	\$1,624,340	\$1,544,532	49	5	5
Shopping And Other	\$26,776,750	\$11,736,563	\$37,027,855	\$23,058,172	\$9,391,945	\$3,896,017	\$3,357,135	\$5,924,356	\$1,837,554	\$1,094,500	38	6	4
Local Transport	\$87,169,333	\$18,778,500	\$4,387,127	\$37,719,964	\$39,879,970	\$11,462,767	\$17,837,025	\$36,534,847	\$7,245,951	\$5,829,449	12	2	2
<b>Total</b>		\$331,202,896	\$130,456,659	\$172,307,792	\$197,165,817	\$63,153,892	\$77,503,289	\$147,278,413	\$36,031,377	\$25,360,089	1382	185	143
<b>Totals</b>			\$633,967,347		\$337,822,998			\$208,669,880			1710		

Source: ASBB I-O Model (Economic Impacts)

**Table 17: Tax Impacts from Visitor Spending by Categories.**

Visitors	Total Spending	Tax on Production			Tax on Products		
		Direct	Indirect	Induced	Direct	Indirect	Induced
Accommodations	\$136,202,083	\$4,358,467	\$1,259,869	\$1,396,071	\$1,634,425	\$476,707	\$4,290,366
Food & Beverage	\$145,707,250	\$2,076,328	\$1,639,207	\$1,784,914	\$2,112,755	\$582,829	\$5,427,595
Activities, excursions, and entertainment	\$18,778,500	\$14,084	\$323,929	\$295,761	\$845,033	\$89,198	\$896,673
Shopping and other	\$26,776,750	\$351,445	\$438,469	\$207,520	\$46,859	\$107,107	\$632,601
Local Transport	\$87,169,333	\$675,562	\$533,912	\$1,100,513	\$1,481,879	\$207,027	\$3,366,916
<b>Totals</b>		\$7,475,886	\$4,195,386	\$4,784,779	\$6,120,951	\$1,462,868	\$14,614,150
<b>Totals</b>		<b>\$16,456,052</b>			<b>\$22,197,969</b>		

Source: ASBB I-O Model (Economic Impacts).

**Table 18: Economic Impacts from Business Revenue by Categories.**

Businesses	Business Counts	Average Revenues	Total Revenue	OUTPUT			GDP			LABOUR INCOME			JOBS		
				Direct	Indirect	Induced	Direct	Indirect	Induced	Direct	Indirect	Induced	Direct	Indirect	Induced
Retail trade [44-45]	30	\$246,667	\$7,400,000	\$5,550,000	\$2,039,933	\$1,472,600	\$4,385,733	\$1,170,433	\$1,165,500	\$2,115,783	\$576,583	\$381,100	72	82	9
Transportation and warehousing [48-49]	3	\$1,800,000	\$5,400,000	\$4,821,429	\$1,559,443	\$1,110,279	\$1,943,614	\$816,750	\$877,693	\$1,624,629	\$530,357	\$287,164	26	9	6
Arts, entertainment and recreation [71]	9	\$73,400	\$660,600	\$660,600	\$235,999	\$152,874	\$354,357	\$131,349	\$120,945	\$307,014	\$84,805	\$40,544	9	2	1
Accommodation and food services [72]	28	\$1,000,000	\$28,000,000	\$28,000,000	\$8,099,000	\$5,929,000	\$15,099,000	\$4,410,000	\$4,690,000	\$8,533,000	\$2,555,000	\$1,533,000	254	49	35
<b>Totals</b>	70	\$3,120,067	\$41,460,600	\$39,032,029	\$11,934,376	\$8,664,752	\$21,782,704	\$6,528,533	\$6,854,138	\$12,580,426	\$3,746,745	\$2,241,809	361	142	51
<b>Totals</b>				<b>\$119,262,313</b>			<b>\$70,330,750</b>			<b>\$37,137,959</b>			<b>1107</b>		

Source: ASBB I-O Model (Economic Impacts).

**Table 19: Tax Impacts from Business Revenue by Categories.**

Businesses	Business Counts	Average/ Typical Revenues	Total Revenue	Tax on Production			Tax on Products		
				Direct	Indirect	Induced	Direct	Indirect	Induced
Retail trade [44-45]	30	\$246,667	\$7,400,000	\$145,225	\$105,450	\$74,463	\$25,900	\$30,063	\$226,625
Transportation and warehousing [48-49]	3	\$1,800,000	\$5,400,000	\$51,975	\$38,925	\$61,875	\$85,500	\$21,375	\$188,100
Arts, entertainment and recreation [71]	9	\$73,400	\$660,600	\$5,945	\$9,661	\$7,679	\$152,874	\$354,357	\$131,349
Accommodation and food services [72]	28	\$1,000,000	\$28,000,000	\$896,000	\$259,000	\$287,000	\$308,000	\$98,000	\$882,000
<b>Totals</b>	70	\$3,120,067	\$41,460,600	\$1,099,145	\$413,036	\$0	\$572,274	\$503,794	\$1,428,074
<b>Totals</b>				<b>\$3,455,380</b>			<b>\$2,504,142</b>		

Source: ASBB I-O Model (Economic Impacts).

This report has been prepared by ASBB Consulting and is intended to provide advisory and evaluation services to our client. While we take every effort to ensure the accuracy and relevance of the information and recommendations presented herein, it is essential to acknowledge the following:

- 1. Nature of Recommendations:** The recommendations provided in this report are based on our professional expertise and the information made available to us. These recommendations are intended to be informative and strategic in nature. They are not exhaustive, and we do not assume responsibility for the actions taken by our client solely based on our advice.
- 2. Client Responsibility:** Our clients are encouraged to exercise due diligence and consider their specific circumstances when implementing the recommendations contained in this report. ASBB Consulting is not responsible for any consequences resulting from the client's failure to do so.
- 3. No Guarantees:** While we aim to offer accurate and valuable guidance, we cannot guarantee specific outcomes or results. Business environments are subject to dynamic changes and external factors beyond our control, which may affect the effectiveness of our recommendations.
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- 5. Independent Professional Advice:** We recommend that clients seek independent legal, financial, and tax advice to address specific legal and regulatory compliance matters, financial implications, and tax consequences related to our recommendations. Our expertise is primarily in providing general business advice, and we are not qualified to offer specialized guidance in these areas.
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*A World Heritage Site*

[www.townoflunenburg.ca](http://www.townoflunenburg.ca)



by ASBB Economics & Research

## 1. Socioeconomic and Economic Impact of Arts, Culture, and Heritage in the Town of Lunenburg

The Town of Lunenburg is one of Nova Scotia's most important tourism and cultural destinations and is internationally recognized as a UNESCO World Heritage Site. Lunenburg's historic architecture, working waterfront, museums, festivals, arts community, and maritime heritage continue to attract visitors from across Canada and internationally, making tourism and cultural activity key contributors to the local economy.

This study was undertaken to better understand and quantify the economic contribution of the Town's arts, culture, and heritage (ACH) sector, including the impacts associated with UNESCO-related tourism. The analysis examined visitor spending, business activity, employment, GDP contribution, labour income, and tax impacts linked to tourism and cultural activity in the Town of Lunenburg.

## 2. Key Findings

The study found that the arts, culture, and heritage sector generates significant economic benefits for both the Town of Lunenburg and the Province of Nova Scotia.

### Overall, the sector generated:

- Approximately \$693.6 million in total economic output
- Approximately \$373.0 million in GDP contribution
- Approximately \$227.2 million in labour income
- Approximately 2,264 jobs
- Approximately \$25.5 million in combined tax impacts

### Of the total jobs supported:

- Approximately 1,743 jobs were direct jobs within tourism, arts, culture, and heritage sectors
- Approximately 327 jobs were indirect jobs generated through supply chains and supporting industries
- Approximately 194 jobs were induced jobs created through broader household spending effects

### Visitor spending alone generated:

- Approximately \$634.0 million in economic output

## Executive Summary for Council Presentation

- Approximately \$337.8 million in GDP
- Approximately 1,710 jobs

Accommodation and food services represented the largest categories of visitor spending, followed by transportation, retail, arts, culture, recreation, and heritage-related activities.

### 3. Visitor and UNESCO Findings

Approximately 347,750 non-resident visitors stopped and/or stayed in Lunenburg as part of their Nova Scotia trip. Visitors came from Nova Scotia, other Canadian provinces, the United States, Europe, and overseas destinations.

Survey findings showed:

- Strong visitor satisfaction and high likelihood of repeat visitation
- Strong participation in arts, culture, heritage, and waterfront experiences
- High levels of spending across accommodations, food services, retail, and cultural activities
- UNESCO designation remains a major tourism driver for the Town

Approximately 73% of visitors identified UNESCO-related attractions as an important reason for visiting Lunenburg, while businesses reported that UNESCO-related tourism significantly contributes to customer visitation and revenues.

### 4. Key Opportunities and Recommendations

The findings demonstrate that Lunenburg's UNESCO designation and cultural tourism sector are major economic assets that support businesses, employment, municipal revenues, and broader economic development. The study also identified several opportunities to further strengthen the Town's tourism economy and cultural sector.

Key recommendations include:

#### **Recommendation 1: Strengthen the Town of Lunenburg's UNESCO Designation**

Lunenburg could further strengthen the economic benefits associated with its UNESCO designation through enhanced interpretation, branding, visitor infrastructure, and destination management.

Key opportunities include:

## **Executive Summary for Council Presentation**

- Establishing a dedicated Arts, Culture, and Heritage Investment Fund
- Exploring a municipal accommodation marketing levy
- Using levy revenues to support destination marketing, events, and visitor management
- Improving UNESCO signage, interpretation, and visitor wayfinding
- Reviewing and refining fees for services heavily used by visitors, including parking, public washrooms, tours, venue rentals, and waterfront/public space use

## **Recommendation 2: Invest in Strengthening Lunenburg's Cultural Economy**

The Town could continue building on its strong cultural tourism economy through targeted investments that support economic growth, visitor experience, and local businesses.

Key opportunities include:

- Prioritizing investments in tourism infrastructure such as signage, washrooms, and visitor amenities
- Supporting arts, culture, heritage, accommodation, and food service sectors in addressing labour shortages and operational challenges
- Expanding cultural programming, festivals, and heritage experiences
- Investing in tourism products and experiences that convert day visitors into overnight visitors and increase average visitor spending

## **Recommendation 3: Better Capture Visitor Revenue and Spending**

Given the significant economic activity generated by visitors, the Town could explore opportunities to better capture visitor-based revenue and reinvest it into tourism infrastructure and municipal services.

Potential opportunities include:

- Exploring paid parking, tour-bus management fees, event permits, premium guided experiences, and heritage interpretation fees
- Introducing premium or time-limited parking zones in high-traffic areas
- Encouraging bundled tourism experiences that increase visitor spending and length of stay
- Ensuring visitor-generated revenues help support municipal services and heritage assets relied upon by visitors

## **Recommendation 4: Implement a Visitor Marketing Levy with a Clear Strategic Framework**

The study identified opportunities for the Town to explore a phased and transparent approach to implementing a visitor marketing levy and reinvestment strategy.

Potential actions include:

- Confirming legal authority, governance structures, stakeholder support, and collection mechanisms
- Reinvesting levy revenues into marketing, visitor services, events, heritage improvements, and destination development
- Reporting annually on levy revenues, funded projects, visitor outcomes, and economic impacts
- Following models used in municipalities such as Halifax, Banff, and Annapolis County, where visitor levies help support tourism development and destination management

## **Recommendation 5: Strengthen Tourism Marketing and Collaboration**

Lunenburg could further strengthen its tourism economy through a more coordinated UNESCO-based marketing and destination management approach.

Potential opportunities include:

- Developing a unified tourism marketing strategy focused on heritage, architecture, working waterfront, arts, culture, museums, festivals, and food tourism
- Expanding cultural tourism products such as heritage trails, cultural maps, artisan experiences, and themed tourism packages
- Encouraging longer visitor stays and increasing spending on accommodations, food services, retail, and cultural activities
- Expanding collaboration among tourism operators, businesses, cultural organizations, and community stakeholders
- Supporting more balanced year-round visitation and stronger shoulder-season tourism activity

## **Conclusion**

The study concludes that the arts, culture, and heritage sector is a major economic driver for the Town of Lunenburg and a key contributor to Nova Scotia's broader tourism economy. Lunenburg's

## **Executive Summary for Council Presentation**

UNESCO designation, cultural assets, and tourism activity support substantial economic output, employment, business activity, and public revenues.

Continued investment in tourism infrastructure, cultural programming, UNESCO branding, and coordinated destination development could further strengthen Lunenburg's long-term economic sustainability and position as one of Atlantic Canada's leading cultural tourism destinations.

# OLD TOWN LUNENBURG

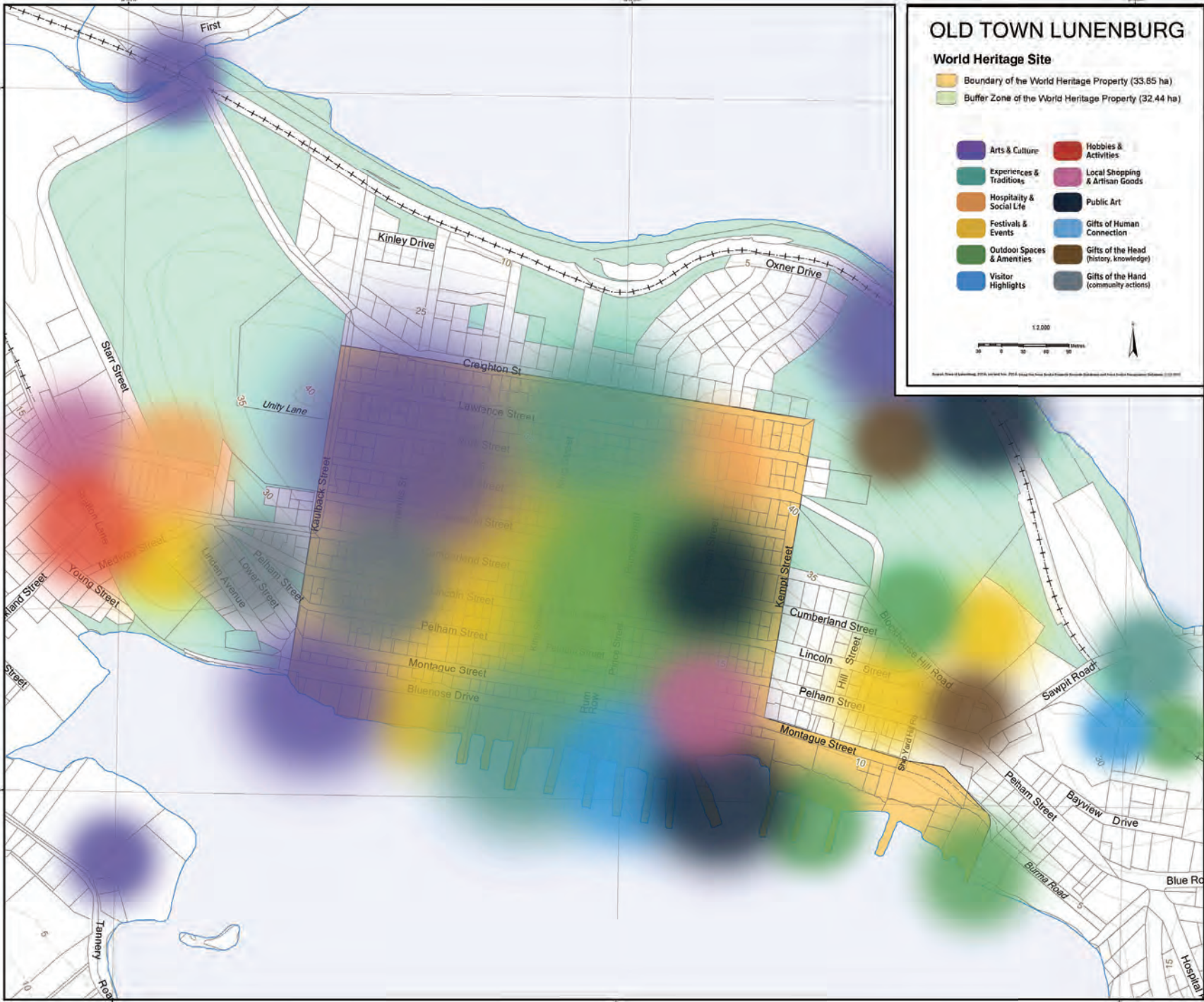
## World Heritage Site

- Boundary of the World Heritage Property (33.85 ha)
- Buffer Zone of the World Heritage Property (32.44 ha)

- |   |   |
|---|---|
| <span style="display: inline-block; width: 15px; height: 10px; background-color: #9c27b0; border: 1px solid black; margin-right: 5px;"></span> Arts & Culture             | <span style="display: inline-block; width: 15px; height: 10px; background-color: #e91e63; border: 1px solid black; margin-right: 5px;"></span> Hobbies & Activities                   |
| <span style="display: inline-block; width: 15px; height: 10px; background-color: #00bcd4; border: 1px solid black; margin-right: 5px;"></span> Experiences & Traditions   | <span style="display: inline-block; width: 15px; height: 10px; background-color: #e91e63; border: 1px solid black; margin-right: 5px;"></span> Local Shopping & Artisan Goods         |
| <span style="display: inline-block; width: 15px; height: 10px; background-color: #ff9800; border: 1px solid black; margin-right: 5px;"></span> Hospitality & Social Life  | <span style="display: inline-block; width: 15px; height: 10px; background-color: #000000; border: 1px solid black; margin-right: 5px;"></span> Public Art                             |
| <span style="display: inline-block; width: 15px; height: 10px; background-color: #ffc107; border: 1px solid black; margin-right: 5px;"></span> Festivals & Events         | <span style="display: inline-block; width: 15px; height: 10px; background-color: #2196f3; border: 1px solid black; margin-right: 5px;"></span> Gifts of Human Connection              |
| <span style="display: inline-block; width: 15px; height: 10px; background-color: #4caf50; border: 1px solid black; margin-right: 5px;"></span> Outdoor Spaces & Amenities | <span style="display: inline-block; width: 15px; height: 10px; background-color: #795548; border: 1px solid black; margin-right: 5px;"></span> Gifts of the Head (history, knowledge) |
| <span style="display: inline-block; width: 15px; height: 10px; background-color: #2196f3; border: 1px solid black; margin-right: 5px;"></span> Visitor Highlights         | <span style="display: inline-block; width: 15px; height: 10px; background-color: #607d8b; border: 1px solid black; margin-right: 5px;"></span> Gifts of the Hand (community actions)  |



Map of Lunenburg, 2016, revised Nov. 2018. Using Geo-Info Tools (ArcGIS Desktop) and Geo-Info Proprietary Database (2018/08)



# Cultural Tourism Working Group:

## Summary of Stakeholder Perspectives

*February 2026*

The Cultural Tourism Working Group was formed following the then Council's April 9, 2024 decision to guide the development of a Cultural Tourism Economic Impact Study and a Sustainable Cultural Tourism Plan under the Strategic Tourism Expansion Program (STEP). The following reflections are offered to ground the Plan's direction in local context and to clarify why these goals matter in Lunenburg and how they can be meaningfully advanced.

### **1. A Strong Identity**

Members expressed that for a town of its size, Lunenburg offers an unusually high number of cultural resources, making it both rich and unique in the region. They emphasized that what makes Lunenburg truly unique is the authenticity of a living, working waterfront seamlessly connected to a culturally rich downtown core, housed within the well-maintained built heritage of the Lunenburg Vernacular. This combination, where maritime industry, arts, music, film, culinary traditions, and volunteer-led cultural activity coexist, creates an experience that is distinctly Lunenburg.

Members highlighted specific assets that exemplify this richness: independent bookstores, theatres, music such as LAMP and Folk Harbour Society; festivals including DocFest, LitFest, Folk Harbour Festival, and the Folk Art Festival; the Farmers' Market; visual artists and the Lunenburg School of the Arts (LSA); galleries; shipbuilding and woodworking; museums; dory racing; and the waterfront itself. Many of Lunenburg's cultural facilities are themselves spectacular spaces, either housed in heritage buildings or with commanding views of the harbour, including the Lunenburg Academy, the Zwicker Building, the Opera House, and numerous churches. The town's UNESCO World Heritage Site designation further reinforces this unique cultural value.

The Working Group also emphasized that the town's historic built form shape how people move through, experience, and engage with Lunenburg. Visitors are not simply observing heritage; they are participating in a living town where cultural activity occurs in historic spaces that remain in everyday use.

## **2. Rooted in Community: Preserving Authenticity**

Members emphasized that the cultural assets that define Lunenburg exist because of long-term community investment by residents, volunteers, cultural organizations, and local businesses. The Working Group repeatedly noted that these assets are sustained through informal networks, shared knowledge, and a strong pride of place that motivates people to live, work, create, and volunteer in the community. Members stressed that this pride is an invaluable asset that directly supports cultural activity, volunteerism, and the quality of the visitor experience.

Members cautioned that if cultural tourism development is driven primarily by external models or generic approaches without careful consideration for local context, there is a real risk of eroding the very qualities that make Lunenburg distinctive and authentic. Local traditions, stories, and everyday experiences require interpretation and support that comes from within the community.

To support long-term collaboration and continuity, the Working Group recommends that Council consider establishing a formal Cultural Advisory Committee to replace the Sustainable Cultural Tourism Working Group. Members view this as a practical way to maintain community input, institutional memory, and accountability as planning transitions into implementation.

## **3. Practical Steps for Sustainable Growth**

Members expressed that the next phase of cultural tourism should focus on coordination rather than expansion. The Working Group heard that clearer promotion, shared visitor information, and stronger coordination across organizations would allow visitors and residents to better understand what is happening in the community and how to participate. Members consistently noted that people often do not know what is going on in their own town, pointing to the need for better communication and centralized information.

The Working Group also emphasized the importance of improved interpretation, public amenities, and gathering spaces to support both cultural activity and everyday use. At the same time, members stressed that successful implementation depends on acknowledging real constraints. Housing availability, volunteer capacity, parking, transportation, infrastructure condition, and climate resilience were repeatedly identified as foundational considerations. Strategic investment, regional collaboration, and dedicated coordination, ideally through a central coordinating role to

help align efforts and maintain momentum, are viewed as necessary to ensure cultural tourism supports, rather than competes with, community well-being.

#### **4. The Importance of Acting Now**

As stakeholders directly involved in cultural tourism, the Working Group consistently emphasized that the time to move from planning to implementation is now. Extensive engagement, research, and discussion have already taken place, and there is strong and sustained community interest in seeing tangible outcomes. Members noted that continued engagement without visible action risks not only fatigue, but the loss of momentum, trust, and diminished volunteer and community capacity, which are critical to cultural tourism in Lunenburg.

The Working Group further noted that action is particularly timely given that other major tourism initiatives are currently underway, including the Atlantic Canada UNESCO Tourism Corridor Project and the Province's Tourism Strategy. Aligning local implementation with these broader regional and provincial efforts presents an important opportunity to leverage partnerships, funding, and shared promotion. Acting now will help ensure Lunenburg is well-positioned within these larger initiatives rather than responding after the fact.

**Subject:** Council Strategic Priorities 2026/2027

**From:** Paul Nopper, Chief Administrative Officer

**Date:** Tuesday, July 14, 2026



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## **Recommendation**

That Council adopt the Town of Lunenburg Council Strategic Priorities 2026–2027 as the guiding framework for organizational planning, budget development, and Council decision-making.

## **Background**

During its first year of the current Council term (2024-2028), the Town of Lunenburg Council has placed a deliberate emphasis on strengthening the core foundations of governance, administration, and service delivery. This approach has been guided by recognized municipal best practices and a focus on ensuring that the organization is well-positioned to respond to both current operational demands and future growth pressures.

Key areas of progress have included improvements to internal governance processes, early investments in asset management planning, enhanced organizational capacity through recruitment and staff engagement, and the establishment of more consistent and proactive communications practices. Council has also made significant strides in clarifying strategic priorities related to the Town’s electrical utility, including confirming continued ownership, initiating multi-year capital planning, and advancing technical benchmarking.

These foundational efforts are already contributing to improved internal alignment, clearer decision-making processes, and increased confidence from both staff and the community. At the same time, Council recognizes that much of this work represents the early stages of longer-term organizational development. Continued attention is required to formalize governance frameworks, advance asset management systems, implement structured organizational development practices, and strengthen long-term financial planning.

As the Council is within their second year of its term, there is a clear opportunity to build on this momentum. The work completed to date provides a stable platform from which to begin advancing more forward-looking and strategic initiatives. This includes modernizing critical infrastructure—most notably the electrical utility—responding to housing pressures, enhancing planning and regulatory tools, and improving engagement with residents and stakeholders.

The development of a clearly defined set of strategic priorities, supported by actionable next steps, is intended to guide administrative work planning, inform budget development, and provide a transparent framework for measuring progress. This balanced approach—continuing to strengthen foundational elements while initiating targeted, forward-looking actions—will

support responsible decision-making, reduce the risk of unforeseen pressures on residents and future Councils, and position the Town for sustainable long-term success.

## **Discussion**

Council has identified the Town's electrical utility as a critical priority, recognizing both the progress achieved to date and the importance of maintaining momentum. Key steps have already been taken to clarify ownership, initiate multi-year capital investments, and complete service benchmarking. Moving forward, attention will focus on advancing major infrastructure upgrades, addressing immediate system capacity pressures in high-demand areas, and strengthening governance, planning, and external partnerships. This includes modernization of the service agreement with Nova Scotia Power and continued advancement of electrification planning.

In terms of organizational capacity, Council acknowledged that recent recruitment efforts have strengthened the Town's staffing complement; however, the next phase of work must focus on retention, staff development, and overall organizational performance. A more structured approach to workforce planning, including formal performance management, professional development opportunities, and improved internal collaboration, will be required to ensure that resources are effectively aligned with operational priorities and service delivery expectations.

Council also identified governance and planning processes as an area requiring greater clarity and consistency. Ongoing reviews of key planning documents, including the Municipal Planning Strategy, Land Use By-law, and Heritage By-law, present an opportunity to better align regulatory tools with community vision and Council objectives. Enhancing internal understanding of governance processes, strengthening orientation materials, and implementing regular governance review sessions will support more effective and transparent decision-making.

With respect to infrastructure and asset management, Council emphasized the importance of long-term planning to support sustainability and financial stability. Advancing asset management practices, including the implementation of digital tools and improved data systems, will enable more informed decision-making and reduce the risk of unexpected infrastructure pressures. At the same time, Council highlighted the need to respond to housing challenges through coordinated planning, process improvements, and partnerships that support affordability and appropriate growth.

Council further recognized that improvements in communications and engagement are beginning to yield positive results, particularly in building trust and strengthening relationships with the community. The next step will be to formalize this work through the development of a corporate communications and public engagement strategy, supported by clear policies and consistent practices. A more proactive and coordinated approach will ensure that residents are well informed and meaningfully engaged in Town initiatives.

Finally, Council identified strategic economic development planning as an emerging priority. While the primary focus remains on strengthening foundational governance and operational capacity, there is an opportunity to begin early-stage discussions that will inform a longer-term vision for the Town's economic future. This initial phase will focus on scoping key priorities,

engaging stakeholders, and aligning future planning efforts with ongoing work in infrastructure, housing, and land use.

### **Strategic Plan Relevance**

The establishment and endorsement of Council's Strategic Priorities for 2026–2027 serves as a foundational element in advancing a coordinated, accountable, and performance-driven approach to governance and administration within the Town of Lunenburg.

This report directly supports the development of a more formalized strategic planning framework by translating Council's high-level vision into defined priority areas and actionable next steps. These priorities are intended to guide administrative work planning, ensuring that staff efforts, departmental objectives, and resource allocation are clearly aligned with Council direction.

The identified priority areas reflect a balanced approach between:

- Strengthening foundational governance and operational capacity, including improvements to policy frameworks, organizational development, and internal processes; and
- Advancing forward-looking, community-focused initiatives, such as infrastructure modernization, housing response, and early-stage economic development planning.

Collectively, these priorities support the Town's long-term sustainability by:

- Promoting evidence-based decision-making through enhanced asset management and planning tools
- Supporting financial sustainability and risk mitigation through proactive capital planning and reserve strategies
- Strengthening organizational performance and service delivery through a focus on staff development, productivity, and alignment
- Enhancing public trust and transparency through improved communications, engagement, and governance practices

This framework will also serve as a critical linkage between Council direction and key corporate processes, including:

- Annual operating and capital budget development
- Departmental workplans and performance management systems
- Grant applications and external funding alignment
- Quarterly and annual reporting to Council on progress and outcomes

Overall, the Strategic Priorities document functions as both a strategic guide and an operational tool, providing clarity to Council, staff, and the community on where the Town is focusing its

efforts, how success will be measured, and how progress will be communicated over the remainder of the Council term.

### **Relevant Legislation**

From a governance perspective, the Strategic Priorities reinforce Council's commitment to continuous improvement, accountability, and adherence to municipal best practices, including those promoted by organizations such as the Canadian Association of Municipal Administrators (CAMA). The inclusion of regular governance reviews and structured check-ins further ensures that priorities remain relevant, measurable, and responsive to emerging needs.

Importantly, this work also supports alignment with broader legislative and policy frameworks, including the Municipal Government Act (MGA), by ensuring that Council's decisions are grounded in clear priorities, transparent processes, and the long-term public interest.

### **Financial**

While this report does not commit specific funding at this stage, it establishes priority areas that will inform:

- Future operating and capital budgets
- Grant applications and external funding opportunities
- Long-term financial planning and reserve strategies

### **Communications**

Following Council direction, the Strategic Priorities will be supported by a more structured and intentional approach to both internal and external communications.

Internally, the priorities will be translated into departmental workplans, ensuring that staff across the organization have a clear understanding of Council's direction, expectations, and areas of focus. This will support alignment, improve coordination across departments, and strengthen accountability for delivering on identified initiatives.

Externally, a clear and accessible summary of Council's Strategic Priorities may be developed to enhance transparency and public awareness. This will help residents better understand the Town's focus areas, the rationale behind key decisions, and the progress being made over time.

This work also aligns with the planned development of a corporate communications and public engagement strategy. As that strategy is advanced, it will establish consistent approaches for:

- Public information sharing, including regular updates on progress and key initiatives
- Community engagement, ensuring that resident and stakeholder input is meaningfully incorporated into decision-making
- Communication channels and tools, including digital platforms, public meetings, and targeted outreach

Overall, the intent is to move from largely reactive communication to a more proactive, coordinated, and transparent communication model, strengthening trust, improving clarity, and ensuring consistent messaging across the organization.

**Attachments**

- Town of Lunenburg Council Strategic Priorities 2026/2027 Communication Talking Points
- Town of Lunenburg Council Strategic Priorities 2026/2027

## **Council Communication Talking Points – Strategic Priorities 2026/27**

### **1. Electrical Utility: Progress, Priorities, and Preparing for the Future**

1. Council has confirmed a clear path forward by retaining ownership of the Town's electrical utility and committing to a multi-year capital investment program.
2. Priority infrastructure projects, including the Green Street upgrades and planned substation improvements, are essential to ensuring long-term system reliability and capacity.
3. Near-term actions are being advanced to address immediate pressures in high-demand areas such as Salt Meadows and Blue Rocks.
4. The Town is actively preparing for the future of energy by undertaking electrification planning and positioning the system for eventual renewable integration.
5. Strengthening governance, partnerships, and service agreements will ensure the utility operates efficiently, transparently, and in the best interest of residents.

### **2. Organizational Capacity: From Staffing to Sustainable Performance**

1. Council's focus is shifting from recruitment to building a high-performing, sustainable organization that supports staff retention and development.
2. A comprehensive Organizational Development Plan will guide leadership development, succession planning, and workplace culture improvements.
3. New performance management processes will better align staff objectives with Council's strategic priorities and service delivery goals.
4. Continued investment in staff engagement and professional development will strengthen collaboration and organizational effectiveness.
5. A review of workflows and productivity will ensure resources are being used efficiently and aligned with operational priorities.

### **3. Governance and Planning: Turning Vision into Action**

1. Council is strengthening governance by improving how key planning tools support decision-making and community outcomes.
2. Updates to the Municipal Planning Strategy, Land Use By-Law, and Heritage By-Law will help translate community vision into actionable policy.
3. Clearer internal processes and improved understanding of roles will enhance transparency and consistency in decision-making.
4. Strengthened relationships with partners such as Parks Canada and UNESCO will ensure alignment with broader regulatory and heritage frameworks.
5. Ongoing governance training and quarterly reviews will support accountability and continuous improvement in how Council operates.

### **4. Infrastructure and Asset Management: Planning for Long-Term Sustainability**

1. Council is committed to proactive, long-term planning to ensure infrastructure remains sustainable and financially manageable.
2. A comprehensive asset management roadmap will guide investment decisions, lifecycle planning, and reserve funding.

3. Implementation of modern asset management tools and GIS mapping will improve data-driven decision-making.
4. Addressing housing needs remains a key priority, with a focus on affordability and process improvements.
5. Partnerships and best practices will be leveraged to ensure infrastructure investments support both current and future community needs.

#### **5. Communications and Engagement: Building Trust and Moving to the Next Level**

1. Recent investments in communications are strengthening trust and improving connectivity between Council, staff, and the community.
2. The development of a formal communications and engagement strategy will bring greater consistency and clarity to Town messaging.
3. New policies, including for social media and public information, will support transparent and professional communication practices.
4. Expanded outreach efforts will ensure residents are informed and have meaningful opportunities to provide input.
5. Council is committed to integrating public engagement into decision-making in a structured and accountable manner.

#### **6. Emerging Priority: Strategic Economic Development Planning**

1. Council is initiating early work to shape a long-term economic development vision for the Town.
2. This initial phase will focus on identifying priorities, opportunities, and key questions rather than launching a full strategy.
3. Engagement with business leaders, community organizations, and regional partners will inform future planning efforts.
4. Economic development planning will be closely aligned with infrastructure, housing, and land use priorities.
5. Beginning this work now ensures future decisions are guided by a clear, coordinated, and community-informed vision.

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## Executive Summary

In its first year, Council has focused on strengthening the foundations of municipal governance and administration, aligning its work with recognized best practices in municipal management. This has included advancing core processes, improving organizational capacity, and initiating key investments in infrastructure, planning, and communications. These efforts are already yielding early wins – building momentum, improving internal effectiveness, and strengthening trust with the community.

As Council enters its second year, it recognizes that important foundational work remains. Continued attention to asset management, governance frameworks, organizational development, and long-term financial planning will be essential to ensure the Town is well positioned for the future and able to avoid unexpected pressures on residents and future councils.

At the same time, the progress made to date creates space to begin advancing more aspirational, achievable priorities. In particular, Council is positioned to take meaningful steps forward in modernizing the Town’s electrical utility, responding to housing needs, and supporting the thoughtful growth and development of the community as a whole.

This balanced approach, continuing to strengthen core foundations while initiating forward-looking planning, will enable Council to responsibly unlock Lunenburg’s full potential and position the community for long-term success.

## Key Themes

### Electrical Utility: Progress, Priorities, and Preparing for the Future

In reflecting on the Town’s electrical utility, Council recognized both the meaningful progress achieved and the work still ahead. Important strides have been made: ownership has been clarified; multi-year capital investment is budgeted and underway; important service benchmarking is complete; and momentum is building. Maintaining this focus will be essential.

In the near term, priority projects such as Green Street and the planned substation upgrade are critical due to the lead time required for planning and materials orders. At the same time, interim solutions will be needed to address immediate system pressures, including strengthening connections to key areas like Salt Meadows and Blue Rocks.

Council also acknowledged the importance of beginning discussions around renewable energy. However, there was a shared understanding that the current grid must first be upgraded before it can support significant renewable integration. Securing ACOA funding through our partnership in the Maritime Municipal Electrical Utility Association to support grid improvements and the development of an electrification plan is an important step

we've already accomplished. Further supporting actions, including renewal of the service agreement with Nova Scotia Power and improving governance and management of the utility, will be essential. In the interim, additional technical support for the CAO will help ensure current investments deliver strong value.

### Next Steps

- Develop and approve a phased electrical utility capital implementation plan identifying timelines, procurement requirements, and funding sources for priority projects such as Green Street and the substation upgrade.
- Initiate short-term engineering and operational solutions to address immediate grid capacity pressures in high-demand areas including Salt Meadows and Blue Rocks.
- Renew and modernize the service agreement with Nova Scotia Power to improve operational clarity, service coordination, and long-term system planning.
- Advance renewable energy readiness by completing the electrification planning work supported through ACOA funding
- Establishing governance improvements for utility oversight and management.

## Organizational Capacity: From Staffing to Sustainable Performance

Council emphasized that building a strong organization goes beyond recruitment. While success in filling key roles has been encouraging, attention must now shift toward retaining staff, developing talent, and improving overall productivity.

This points to the need for a comprehensive Organizational Development Plan – one that prioritizes staff growth, supports retention, and builds a culture focused on people and not just positions. Encouragingly, recent efforts such as new hires, lunch-and-learn sessions, and more frequent staff engagement are already contributing to a stronger workplace environment.

The next phase will be about deepening this progress: supporting staff to succeed, strengthening teamwork, and focusing on productivity and results, not simply increasing headcount. The Organizational Development Plan will need to keep these primary goals in focus.

### Next Steps

- Develop a comprehensive Organizational Development Plan focused on staff retention, leadership development, succession planning, and workplace culture.
- Introduce annual staff development and performance planning processes that align employee goals with Council's strategic priorities and organizational objectives.
- Expand internal engagement initiatives, including regular staff forums, cross-department collaboration opportunities, and professional development programming.

- Conduct a workflow and productivity review across departments to identify efficiencies, clarify roles, and ensure resources are aligned with operational priorities.

### **Governance and Planning: Turning Vision into Action**

Council identified governance documents and processes as an area requiring greater clarity, consistency, and effectiveness. Key tools, including the Municipal Planning Strategy (MPS), Land Use By-Law (LUB), and Heritage By-Law, must better support Council in translating community vision into tangible outcomes.

Work is already underway, with updates to the MPS and LUB initiated and a review of the Heritage By-Law identified. At the same time, there is a need for improved understanding of how these processes function. Strengthening internal communication, clarifying procedures, and improving awareness of relationships with partners such as Parks Canada and UNESCO will be important steps.

Council also noted the importance of clearly positioning the Comprehensive Community Plan as an important guiding resource rather than a legislative document, helping to align expectations and improve decision-making.

Finally, Council has adopted a multi-year approach to monitoring and improving governance processes. Council and senior staff will participate in quarterly check-ins and annual refreshers on governance best practices to ensure decision making remains transparent and effective and in the best interest of the community.

#### **Next Steps**

- Establish a coordinated workplan and timeline for the review and update of the Municipal Planning Strategy, Land Use By-Law, and Heritage By-Law.
- Develop internal governance process guides and orientation materials to improve clarity around decision-making procedures, roles, and partner relationships.
- Implement quarterly governance review sessions and annual governance best-practice workshops for Council and senior staff.

### **Infrastructure and Asset Management: Planning for Long-Term Sustainability**

A recurring theme throughout the session was the need for strong, long-term planning to support Lunenburg’s infrastructure and financial sustainability. Council recognized that foundational work is still required to fully understand infrastructure needs and ensure assets are maintained and replaced in a timely, cost-effective manner.

Advancing asset management planning will be a key next step, including investing in capital planning tools and upgrading to digital mapping systems. These efforts will support

## Town of Lunenburg Strategic Priorities – 2026/27

better decision-making and reduce the risk of unexpected financial pressures on future councils and residents.

Housing affordability was also identified as a critical component of long-term sustainability. Council highlighted the importance of responding to the Housing Needs Assessment, examining how internal processes affect affordability, and exploring partnerships with external organizations to develop innovative solutions.

Across all areas, there was a strong emphasis on best practices, proactive planning, and the careful use of reserves to prepare for future investment needs.

### Next Steps

- Prepare a long-term asset management roadmap that identifies infrastructure replacement priorities, lifecycle costs, and reserve funding requirements.
- Procure and implement digital asset management and GIS mapping tools to support data-driven infrastructure planning and maintenance tracking.
- Begin work on a coordinated housing action response informed by the Housing Needs Assessment, including process improvements and partnership opportunities to support affordability.

## Communications and Engagement: Building Trust and Moving to the Next Level

Council acknowledged that recent investments in communications are yielding positive results. Trust is growing, and there is an increasing sense of connection between Council, staff, and the community.

The next step is to bring greater structure and intentionality to this work. Developing a formal communications plan and supporting policies, including for social media, will help guide future efforts. At the same time, early steps toward a more strategic and consistent approach to public engagement will ensure that community input is effectively integrated into decision-making.

By building on this strong foundation, the Town can continue to strengthen relationships with residents and enhance confidence in its work.

### Next Steps

- Develop and adopt a corporate communications and public engagement strategy that establishes clear objectives, audiences, and communication channels.
- Create supporting communications policies, including social media guidelines and public information protocols.
- Expand proactive community outreach initiatives, including regular updates, public information sessions, and improved digital communications tools.

## Emerging Priority: Strategic Economic Development Planning

As Council continues to advance its core governance, infrastructure, and organizational priorities, an important emerging focus is the need to begin shaping a long-term vision for the Town’s socio-economic future. While foundational work remains the immediate priority, there is a clear opportunity to start early conversations about a strategic development plan that reflects Lunenburg’s unique character, strengths, and potential.

This initial phase is not about launching a full strategy, but rather about setting the stage, including identifying key questions, engaging early with stakeholders, and building a shared understanding of where the community wants to go. Thoughtful economic development planning will require alignment with ongoing work in areas such as infrastructure, housing, land use planning, and heritage preservation. Beginning these discussions now will ensure that future decisions are informed by a coherent and forward-looking vision.

Council anticipates that the majority of this work will take place in years three and four of its term, when the necessary foundational elements are more firmly in place. By starting the conversation this year, the Town can approach that future work with greater clarity, stronger community input, and a solid base from which to develop a strategic, achievable, and locally grounded economic development plan.

### Next Steps

- Initiate a preliminary economic development scoping exercise to identify key community priorities, opportunities, and long-term growth considerations.
- Convene early stakeholder discussions with business leaders, community organizations, tourism partners, and regional agencies to inform future planning work.

**Subject:** Housing Accelerator Fund Initiative: Affordable Housing Grant Program

**From:** Alan Howell, Manager of Planning & Development

**Date:** June 23, 2026 – Discussion  
July 14, 2026 – Decision



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**Recommendation:** That Council adopt the Affordable Housing Grant Program as presented in Schedule A.

**Background:**

The Town of Lunenburg signed a contribution agreement with the Canada Mortgage and Housing Corporation (CMHC) under the Housing Accelerator Fund program for the period of the Effective Date of signing (January 31, 2024) to the fourth anniversary of the Effective Date (Jan 31, 2028). All initiatives are required to be completed within the first three years of the agreement, our deadline for completion of all initiatives is January 31, 2027. The deadline for expenditure of HAF funds is 31<sup>st</sup> of January 2028.

The Action Plan outlined six initiatives those in bold have yet to be completed:

1. Accelerating Affordable Housing Growth through Tax Forgiveness.
2. **Town-owned Land Divestiture with Agreements for Housing.**
3. **Affordable Housing Grant Program.**
4. Additional Accessible Unit Incentives
5. New Housing in a Heritage Context: Bringing together Densification & Conservation
6. Advancing Sustainable Housing Growth through Comprehensive Infrastructure Planning.

The Town of Lunenburg Housing Action Plan created as part of the Housing Accelerator Fund application identifies an Affordable Housing Grant Program as a one of its six initiatives. The intent of the program was to address the need for affordable housing units in Lunenburg by providing direct financial assistance to private property owners and non-profit housing organizations to create affordable housing options. Direct financial assistance is enabled under Part III, Section 57(4) of the MGA.

To date the Town of Lunenburg has received three of the four tranches of funding under the HAF Agreement. The fourth tranche will be withheld unless the Town completes, to the satisfaction of CMHC, the six initiatives outlined above and meets its required housing target of 135 units over four years. Any funds not expended by the end of the HAF agreement (January 2028) must be returned to CMHC.

## Discussion

The Affordable Housing Grant Program (AHGP) will allocate funds to support the development of affordable housing units through direct grants for eligible applicants who propose projects that contribute to the supply of affordable housing in the Town of Lunenburg. This will include grants for new construction, or adaptive reuse of underutilized buildings for affordable housing purposes. Some core expectations of eligible projects are:

- Projects must comply with zoning, heritage, and building regulations.
- Projects must provide some level of affordability, at minimum 20% below average market rent for the types of units provided – this is the base level affordability for eligibility.
- Projects must provide below market rents for a period of no less than 10 years; this can be in the form of non-profit, co-operative housing, or rental housing. Accommodation such as dormitories, short term rentals, or temporary accommodations would not be eligible.
- Projects have a plan for construction and operations that are financially viable.

## Defining Affordability

‘Affordable’ can be a problematic qualifier for housing. Affordable for one household may not be for another, depending on household composition (number of dependents), total household income (one or more income earners), household reliance on government transfers and various other conditions. The price point for an affordable unit for a single parent working hourly wage labour versus a single salaried professional will likely vary greatly.

Rather than define various forms of affordability, staff recommend establishing a price ceiling: no application will be accepted that requests funds for units that charge more than 80% of average market rent (AMR) for the type of unit proposed. This provides both clear guidance to applicants on appropriate rents, but also provides the opportunity to propose projects with deeper affordability. The program would review applicants on a sliding scale, 80% of AMR would simply allow the application to be considered. Offering rents below 80% of AMR would increase the points allocated to the application and increase the potential grant amount. In instances where there were more applications than funds, the projects offering the deepest affordability would receive funding, all other factors being equal. The table below outlines 80% of AMR for various types of units based on the recent housing report completed by Turner Drake & Partners Ltd: *Residential Rental Market Survey & Housing Needs Assessment Updates, Lunenburg County, Nova Scotia, October 2025*.

	Average Market Rent	80% of AMR
Bachelor	\$982	\$786
1-Bed Unit	\$1,018	\$814

2-Bed Unit	\$1,326	\$1,061
3-Bed Unit	\$2,280	\$1,824

**Eligible Tenants**

While the AHGP targets specific minimum affordability thresholds for rents, there is also a need to try to focus on supporting access to these units for households. The approach will be to require that successful applicants to the AHGP provide the funded units to Eligible Tenants. Eligible Tenants will be a household that has a household income below the median total income for that household size. Schedule A – Town of Lunenburg Affordable Housing Grant Program outlines the median total incomes for all households, one person households, and two and more person households. A unit receiving the AHGP funds would be required through the Contribution Agreement with the Town to commit to providing the funded unit to a household below the median total income levels identified, and report annually to the Town on these units.

**Eligible Projects**

The program is designed to accept applicants for two types of projects:

1. **New Construction** – this is available to builders of new affordable dwelling units, these may be private or non-profit developers. This includes the creation of accessory dwelling units in a private home or on an owners property.
2. **Adaptive Reuse and Rehabilitation** – this is available to private or non-profit developers who adapt or rehabilitate an existing building in Lunenburg for the purposes of providing affordable housing.

**Eligible applicants must:**

- be registered and in good standing with Registry of Joint Stock Companies or under provincial or territorial legislation in Canada and are authorized to operate in Nova Scotia OR where proposing an accessory dwelling unit a property owner who has their **primary address** in the Town of Lunenburg.
- have a minimum of 2 years of property management experience or engage a professional third-party property management company OR be applying for a single accessory dwelling unit at their primary residence.
- have completed a similar scale project on time and on budget or you must have a fixed-price contract with a general contractor with experience building similar projects.
- Not be an elected official or employed by the Town of Lunenburg.

## **Financial Supports:**

The intent is to provide financial support based on a sliding scale. Projects that offer deeper affordability for longer periods may be provided the maximum amount. Those that only meet the base eligibility may receive less than the maximum amount. All funding shall be stackable with other programs offered by the Town as well as provincial, federal, or other housing affordability incentives, provided they meet the requirements of these other programs. Funding will be available until funds are fully expended or till February 2027, whichever occurs first. Depending on applications and funding availability the program may be extended. The following amounts below are based on similar amounts offered by other municipal units (not inclusive of HRM) for similar programs. The intent is to support but not fully fund projects in exchange for some level of affordability:

- New Construction – up to \$25,000 per eligible unit to a maximum of \$100,000 per project.
- Adaptive Reuse and Rehabilitation – up to \$25,000 per eligible unit to a maximum of \$100,000 per project.

Evaluation of the applications will be ongoing, with approvals expected in September, December, 2026 and February, 2027, or later depending on applications and funding availability. The level of financial support would be determined through the contribution agreement for the funding. To determine compliance with the program requirements, specifically ensuring ongoing affordability of units funded, each applicant will be required to submit annually their rent roll to the Town to confirm rental rates.

Financial support would be provided upon project completion and the Town's receipt of an occupancy permit. Having the grant allocation tied to the issuance of the occupancy permit ensures that funds are allocated to projects that have resulted in new units within the HAF timeline. While some grant programs issue the grants at the outset of a project, Lunenburg's AHGP is opting to provide the financial support at the end of the development process, this mitigates risk and reduces the administrative burden of having to track compliance with projects under construction. The Community Development Department will be responsible for ensuring the project is compliant with development control requirements. While the grant funds will not be made available until a project is completed, staff do recommend signing a contribution agreement once a project is deemed eligible and meets all requirements, additionally the issuance of comfort letters to help applicants seek additional funding support should be considered. The intent is to provide the applicant some security should they wish to pursue additional funding opportunities.

## Relevant Legislation

### **Municipal Government Act, Part III, Powers Business and industrial development 57**

(1) A municipality may:

(4) Notwithstanding subsection (2), a municipality may provide direct financial assistance to a business for the purpose of increasing the availability of affordable housing in the municipality. 1998, c. 18, s. 57; 2021, c. 12, s. 1; 2021, c. 33, s. 1.

## Financial:

This program carries financial implications, specifically it requires a portion of the awarded HAF funds be set aside to fund Lunenburg’s AHGP.

The total recommended financial allocation for this initiative is \$250,000. Funds will be available until fully expended. Where funds are not allocated as of March 2027, they may be returned to the general HAF fund and applied to other initiatives or the program may be extended until all funds are fully expended, but not past the term of the HAF agreement, January 31, 2028.

Grant funds will be distributed to successful applicants upon receipt of an occupancy permit.

	<b>Amounts</b>
<b>Total HAF Funds to Date (3 of 4 portions – pending \$289,735.75)</b>	\$860,207.25
• Allocation to Street Services Extension Policy	\$200,000
• Advancing Sustainable Housing Growth through Comprehensive Infrastructure Planning	\$31,418.77
• Affordable Housing Grant Program	\$250,000
<b>Remaining Balance:</b>	<b>\$378,788.48</b>

## Communications

Staff will use the Town website, social media, and targeted messaging to non-profit developers within the region to promote the AHGP along with the other housing supportive policies adopted under the HAF.

**Attachments** - Schedule A – Draft Town of Lunenburg Affordable Housing Grant Program (AHGP)

## SCHEDULE A

# Town of Lunenburg Affordable Housing Grant Program

### 1. Summary

The Town of Lunenburg Affordable Housing Grant Program (AHGP) is made available through federal funding support provide by Canada Mortgage and Housing Corporation (CMHC) through the Housing Accelerator Fund (HAF).

The purpose of the AHGP is to help incentivize and support the provision of affordable housing, primarily rental housing, in the Town of Lunenburg. The fund is intended to be flexible for a variety of potential applicants and projects.

The AHGP can be used in conjunction with all other housing affordability programs and policies of the Town of Lunenburg, such as the *Accessible Housing Incentive Policy*, and the *Affordable Housing Tax Relief Policy* as applicable. Applicants to the AHGP are also encouraged to explore federal and provincial funding opportunities to increase the depth of affordability in their projects, consequently, all projects will allow stacking of funding from other orders of government, crown corporations, or non-governmental organizations and the like.

### 2. Definitions:

**Affordability Term:** means a period of time of no less than ten (10) years.

**Base Level Affordability:** means rents offered at 80% of average market rents (as determined by the Town – See Table 1.0).

**Contribution Agreement:** means an agreement between the applicant and the Town of Lunenburg that specifies the Affordability Term, Affordability Level, Eligible Units, and any other terms and conditions required.

**Eligible Applicant:** means a private entity, non-profit society, charity, community land trust, or housing cooperative registered and in good standing with Joint Stocks in any Canadian province or territory and authorized to do business in Nova Scotia.

**Eligible Tenant:** means a household that has a household income below the median total income for that household size.

**Eligible Unit:** means a dwelling unit as defined in the Town of Lunenburg Land Use By-law that meets the Base Level Affordability requirement.

**Final Affordability Level:** means the agreed upon rental rates as specified in the Contribution Agreement for an Eligible Unit.

**Long Term Housing:** means housing that is provided through a lease for duration of at minimum a year per lease term.

### **3. Timeline**

The AHGP will continue until funds are fully allocated or February 2027, whichever occurs first. Dependent on applications and funding this term may be extended. Applications are accepted on an ongoing basis. Applications will be evaluated in September & December, 2026, and February, 2027

### **4. Eligible Tenants**

This program is intended to increase the supply of rental housing for low to moderate income households in the Town of Lunenburg who can live independently. Low to moderate is interpreted to be those earning less than the median household income for that household size/composition.

As of the 2021 Census:

- Median total income for all households was estimated at \$63,200 annually.
- For one person households' median total income was \$32,000 annually.
- For two or more person households' median total income was \$89,000 annually.

Tenants meeting the income thresholds above and can live independently are considered Eligible Tenants. Tenant attraction and ensuring eligibility is the responsibility of the AHGP applicant.

### **5. Eligible Applicants:**

*Eligible applicants must:*

- Be a private entity, non-profit society, charity, community land trust, or housing cooperative registered and in good standing with Joint Stocks in any Canadian province or territory and authorized to do business in Nova Scotia or; be a homeowner with their primary residence located in the Town of Lunenburg.

- Have a minimum of two (2) years' property management experience or engage a professional third-party property management firm acceptable to the Town; or be the resident owner of the property where an accessory dwelling is to be added.
- Have successfully completed a similar project on time and on budget, or execute a fixed-price contract with a general contractor with experience building similar projects.
- Have no outstanding fees, liens, or taxes on the property to be developed, converted, or preserved.

## **6. Eligible projects**

*Eligible projects must:*

- Create or preserve Long-Term Housing within the Town of Lunenburg.
- Involve new construction, addition to an existing home or primary residence, conversion of a non-residential building, or preservation of an existing vacant multi-unit building.
- Meet Building Code minimum standards, inclusive of standards for energy efficiency and accessibility.
- Not be located in any area prone to subsidence, flooding, or similar natural hazards or risks.
- Must provide at minimum one Eligible Unit.
- Be in compliance with the Town of Lunenburg planning documents, Heritage Conservation Plan & By-law, meet Municipal Specifications standards, and any other applicable policy or by-law requirements of the Town of Lunenburg.

*Eligible projects may:*

- Include market rate as well as affordable units.
- Allow for rent increases of market rate units inline with the *Residential Tenancies Act*.
- Include Eligible Units in mixed use buildings or institutional buildings provided they meet all Building Code and other municipal requirements.
- Include co-operative housing or non-profit housing.

## **7. Base Level Affordability**

The AHGP sets a base level of affordability (80% of weighted average market rents – See table 1.0 below – which may be updated from time to time) for unit type. Applicants must meet this threshold to simply be considered for the program. If an applicant is

able to provide deeper affordability, then a higher grant allocation can be considered. Grants can range from \$10,000 to \$25,000 depending on affordability offered or additional benefits to Eligible Units – see Grant Amount Available for details.

**Table 1.0 – Average Market Rents (October, 2025)**

**Source:** *Turner Drake & Partners, Residential Rental Market Survey & Housing Needs Assessment Updates – Town of Lunenburg, Lunenburg County, Nova Scotia*

	<b>Average Market Rent</b>	<b>80% of AMR</b>
Bachelor	\$982	\$786
1-Bed Unit	\$1,018	\$814
2-Bed Unit	\$1,326	\$1,061
3-Bed Unit	\$2,280	\$1,824

**8. Grant Amount Available**

The AHGP will provide funds to approved projects as follows:

- The minimum grant amount is \$10,000 per Eligible Unit.
- The maximum grant amount available is \$25,000 per Eligible Unit.
- A maximum of \$100,000 can be allocated to any single project that contains Eligible Units.

Grants will be increased from the minimum amount to the maximum amount relative to the depth of affordability provided and/or other ancillary benefits the project may offer, such as:

- greater energy efficiency beyond the National Building Code,
- transportation and mobility supports for tenants, such as but not limited to car share programs,
- higher quality amenities, such as recreational amenities - provided that the amenities provide direct benefit to the tenants in the Eligible Units.

Final grant amounts will be established in the program Contribution Agreement.

Grant disbursement will occur upon the Town receiving a verified copy of an occupancy permit for the development.

## 9. Submission Requirements

Submissions will be accepted until February 2027. Submissions can be made to: [permits@townoflunenburg.ca](mailto:permits@townoflunenburg.ca)

All submissions must include:

- A full project proposal, outlining the details for the project including but not limited to:
  - Property description and proof of ownership or authorization by the registered owner to make the application on their behalf.
  - Number of units to be offered at the Base Level Affordability
  - Type of units provided (Bachelor, 1-Bed, etc.)
  - Project Pro Forma demonstrating project viability with Base Level Affordability units and overall funding strategy.
  - Estimated project timeline and milestones
  - Construction or renovation details inclusive of site plan, building layout, and elevations.
- A description of how the applicant meets the requirement of being an Eligible Applicant, inclusive of:
  - Organizational profile, including current list of Board of Directors, audited financial statements (past three (3) years).
- Demonstration that the applicant understands the requirements of the Land Use By-law, Heritage Conservation Plan & By-law (where relevant) and requirements for servicing connection to the Lunenburg Electrical Utility, Lunenburg Water Utility, and any other necessary service connections.
- Any other documentation required to determine the applicant's eligibility or the eligibility of the project.

## 10. Application Intake & Review

Applications will be accepted until February 2027 on a rolling basis. Decisions on funding will also be made on a rolling basis.

Applications will be evaluated by Town of Lunenburg staff. Where required applications may be reviewed by persons not employed by the Town of Lunenburg to determine the accuracy and completeness of applications.

The CAO, or designate, is authorized to approve applications and execute Contribution Agreements on behalf of the Town in accordance with this AHGP.

There is no right of appeal to a decision by the CAO or designate.

Acknowledging receipt of a complete and eligible application does not commit the Town of Lunenburg to award a grant.

**11. Rent Increases**

Rent for market units contained within a project can be increased during the period of affordability if the increase complies with the requirements of the *Residential Tenancies Act* and doesn't jeopardize the project's financial sustainability through vacancy losses.

## DRAFT - Contribution Agreement Template

### Town of Lunenburg Affordable Housing Grant Program

WHEREAS The Town of Lunenburg (the “Town”) wishes to support the development of affordable housing units through its Affordable Housing Grant Program (AHGP) which was part of its commitment under the Housing Accelerator Fund and also acknowledges the need for additional financial support for this form of development; and

WHEREAS the AHGP funds are to be used in support of creating Eligible Units as per the AHGP policy.

WHEREAS \_\_\_\_\_ (the “Funding Recipient”) has applied for and received confirmation of approval for funds under the AHGP to be applied to \_\_\_\_\_ Eligible Units at the Final Affordability Level of \_\_\_\_\_ located at \_\_\_\_\_ (the “Project”).

NOW THEREFORE, in consideration of the payment of \$ \_\_\_\_\_, upon the provision of an occupancy permit to the Town for the Project the funding recipient agrees to the following terms and conditions:

1. The Funding Recipient will maintain the Eligible Units for the full duration of the Affordability Term of ten years as per the AHGP policy.
2. The Funding Recipient will be at all times in full compliance with all applicable municipal, provincial, and federal regulations as they pertain to the Project.
3. The Funding Recipient will prepare and deliver annual reports in a manner suitable to the Town outlining rental rates for Eligible Units and that Eligible Tenants reside in these units during the Affordability Term.
4. The Town reserves the right to request additional information or explanation of such reports.
5. The Funding Recipient agrees that the Town shall have the right to request documentation and audit the recipient’s operations to ensure that the Eligible Units remain Eligible Units for the duration of the Affordability Term.
6. The Funding Recipient may be liable at the Town’s discretion to reimburse the Town based on an amortized rate of the funding provided and paid to the Funding Recipient and the Town shall have a right of action against the Funding Recipient to recover said amount should any of the following occur:
  - a) If any Eligible Unit ceases to be an Eligible Unit.
  - b) If the property changes hands prior to end of the Affordability Term.

7. The Town is not a guarantor of the Funding Recipient or the Project and in no event will the Town be liable for any direct, indirect, consequential, exemplary or punitive damages in relation to any aspect of the Project or the ongoing operations of the Funding Recipient, regardless of the form of action, whether in contract, tort (including negligence) or otherwise.

IN WITNESS WHEREOF the Funding Recipient acknowledges and agrees to the within terms and conditions of the funding and signifies its consent and agreement by executing these presents on the \_\_\_\_\_ day of \_\_\_\_\_, 202\_\_.

FUNDING RECIPIENT:

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Per: \_\_\_\_\_

Name:

Title:

Per: \_\_\_\_\_

Name:

Title:

**Subject:** Ice Allocation Policy for Lunenburg War Memorial Arena  
**From:** Kristi Tibbo, Director of Recreation & Parklands  
**Date:** July 7, 2026 – Notice  
Aug. 11, 2026 – Decision



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## Recommendation

That Council provide official notice of its intent to consider the Ice Allocation Policy and refer the Policy to a future Regular Council Meeting for final consideration and approval.

## Alternatives

- Approve the policy with amendments, directing staff to revise specific provisions before implementation.
- Defer consideration pending additional consultation or further review. This option would delay the implementation of a standardized ice allocation framework and continue reliance on existing administrative practices.

## Background

The Lunenburg War Memorial Arena is a valued community recreation facility that serves a wide range of user groups, including youth organizations, schools, recreational leagues, tournaments, and individual renters. Demand for ice time continues to exceed available capacity during peak periods, creating the need for a consistent and transparent approach to scheduling and allocation.

Historically, ice allocation has been managed through practices that have evolved over time. While these practices have generally served the community well, they have not been supported by a formal policy or best practise. The proposed Ice Allocation Policy establishes clear guiding principles, identifies allocation priorities, and provides staff with a consistent framework for decision-making while maintaining flexibility to respond to changing operational requirements.

## Discussion

The proposed policy has been developed to promote fairness, equity, transparency, and responsible management of municipal recreation facilities. It clearly defines user categories, establishes priority rankings for ice allocation, and outlines expectations for facility users regarding conduct, cancellations, financial standing, insurance, and facility care. A significant feature of the policy is the introduction of an Ice Allocation Matrix, which may be used when requests from partner organizations exceed available ice time. Rather than relying

solely on historical allocations, the matrix allows staff to consider factors such as youth participation, community benefit, accessibility, residency, historical compliance, and organizational capacity. This approach supports equitable decision-making while recognizing the evolving recreational needs of the community.

The policy also clearly distinguishes between Council's governance role and Administration's operational responsibilities. Council establishes the policy framework, while Administration is responsible for implementing the policy through administrative procedures, including scheduling, application processes, cancellations, and appeals. This approach allows operational practices to evolve over time without requiring amendments to the Council Policy. Adoption of this policy will improve consistency, accountability, and transparency in the allocation of a limited municipal resource while providing greater clarity for arena users regarding expectations and decision-making processes.

While the policy formalizes the Town's approach to ice allocation, it is not intended to significantly change how most users access arena ice. Ice allocation policies are common among municipalities that operate arenas, providing a clear and consistent framework to support fair decision-making when demand exceeds available ice time.

#### **Financial**

There are no direct financial implications associated with the adoption of this policy. Existing arena rental fees will continue to be established through Council's approved recreation rate schedule. Implementation of the policy is expected to improve administrative efficiency and support the effective management of available ice time.

#### **Attachments**

- Proposed Ice Allocation Policy

## **Policy Statement**

The Town of Lunenburg is committed to the fair, transparent, and effective allocation and management of ice time at the Lunenburg War Memorial Arena. The Town recognizes the importance of providing equitable access to arena facilities while balancing community needs, operational requirements, user responsibilities, and the long-term sustainability of the facility.

## **Purpose**

The purpose of this Policy is to establish the principles, priorities, responsibilities, and conditions governing the allocation, booking, and use of ice time at the Lunenburg War Memorial Arena. This Policy provides a framework for equitable access, responsible facility use, and consistent decision-making, while authorizing administrative procedures to support day-to-day operations.

## **Scope**

This Policy applies to the allocation, booking, administration, and use of ice time at the Lunenburg War Memorial Arena. It applies to all organizations, user groups, businesses, schools, and individuals requesting or utilizing ice time at the facility.

## **Definitions**

For the purposes of this Policy:

Tournament and Special Event means a recreational, cultural, community, or sporting event that is scheduled outside regular seasonal ice allocations and may require dedicated ice time, staffing, or facility resources.

Partner Group means a non-profit organization that:

- Is based within the Town of Lunenburg or the Municipality of the District of Lunenburg;
- Primarily provides programming for youth (18 years of age and under);
- Provides recreational programming that addresses a distinct community need and is recognized by the Town as a Partner Group; and
- Meets any additional eligibility requirements established by the Town.

Boards of Education means public schools and school boards seeking ice time for educational, recreational, or athletic programming.

Seasonal Client means an organization or individual that rents ice on a recurring basis throughout a season, including recreational leagues, clubs, associations, and other organized users. Occasional Client means an organization or individual that rents ice on an infrequent or one-time basis.

Non-Resident Client means an organization or individual that is not based within the Town of Lunenburg or the Municipality of the District of Lunenburg.

Commercial Client means an organization, business, or individual using ice time for commercial, instructional, or profit-generating purposes.

Resident means a resident of the Town of Lunenburg or the Municipality of the District of Lunenburg.

Community Benefit means the extent to which a proposed activity contributes to the recreational, social, cultural, educational, economic, health, or overall well-being of the Town of Lunenburg and its residents. Community benefit may include, but is not limited to, increasing access to recreation, supporting youth and underrepresented populations, advancing accessibility and inclusion, fostering community partnerships, contributing to the local economy, and aligning with Council-approved plans or identified community priorities.

### **Administration**

The CAO or designate is responsible for the interpretation, implementation, and administration of this Policy and may establish Administrative Procedures necessary to support its implementation. Where an actual or perceived conflict of interest exists, the CAO may assign responsibility for the administration of a particular allocation or decision to another employee or designate.

### **Fairness, Equity, and Inclusion**

The Town of Lunenburg is committed to providing reasonable and equitable access to recreational facilities, programs, and services for individuals and organizations of all ages, abilities, genders, and backgrounds. Ice allocations, facility rentals, and program decisions will be made in a fair and consistent manner that supports accessibility, inclusion, and positive participation.

### **Code of Behaviour**

The Town is committed to maintaining a safe, welcoming, and respectful environment for all arena users. Aggressive, violent, harassing, discriminatory, or abusive behaviour will not be tolerated.

All arena users are expected to:

- Treat others with respect and courtesy.
- Contribute to a safe, welcoming, and inclusive environment.
- Demonstrate fair play, sportsmanship, and positive recreation and sport values.
- Follow the rules and directions established by the Town and facility staff.

Failure to comply with this Code of Behaviour may result in the suspension or cancellation of ice privileges and may result in additional restrictions on facility use.

### **Tournaments and Special Events**

The Town supports tournaments and special events that provide recreational, social, cultural, or economic benefits to the community. These events may be allocated ice time outside regular seasonal schedules, subject to facility availability and operational requirements.

### **Annual Allocation Process**

Seasonal ice allocations will normally be conducted annually in accordance with timelines established by the Town. Applicants shall submit information required by the Town to support the allocation process. Administrative procedures may establish application requirements, submission deadlines, and allocation timelines.

### **Ice User Priority Ranking**

Where demand for ice time exceeds available capacity, ice allocations will be made in accordance with the following order of priority:

- Municipal Programs and Activities.
- Tournaments and Special Events.
- Partner Groups.
- Boards of Education.
- Seasonal Clients.
- Occasional, Non-Resident, and Commercial Clients.

The Town may depart from this ranking where necessary to address operational requirements, emergencies, facility maintenance, legislated obligations, or where doing so would better achieve the objectives of this Policy.

In applying this Policy, the Town will seek to maximize community benefit while ensuring fair and equitable access to available ice time.

### **Residency**

Where requests are otherwise equal under this Policy, preference may be given to residents of the Town of Lunenburg and the Municipality of the District of Lunenburg in recognition of their contribution to the funding of the facility.

### **Partner Group Allocation**

Where available ice time is insufficient to accommodate all requests from Partner Groups, allocations will be determined using the Ice Allocation Matrix established by the Town. Partner Groups must submit current registration information and any other information required to support the annual allocation process.

### **Ice Allocation Matrix**

The Ice Allocation Matrix may be used to evaluate competing requests within the same priority category where demand exceeds available ice time. The matrix is intended to support fair, consistent, and objective allocation decisions and shall be applied in accordance with the principles of this Policy.

The CAO or designate may establish and amend the Ice Allocation Matrix as an administrative tool to support the implementation of this Policy.

The Ice Allocation Matrix shall consider factors such as youth participation, community benefit, residency, accessibility and inclusion, historical compliance, and organizational capacity.

## **Historical Usage**

Historical usage may be considered as one factor in annual ice allocation decisions. However, historical usage does not create an entitlement to a specific allocation, timeslot, or quantity of ice.

## **Cancellations and Refunds**

Arena users are responsible for providing notice when cancelling allocated ice time. Charges related to cancellations may be applied in accordance with administrative procedures established by the Town.

Refunds or credits may be provided in accordance with administrative procedures established by the Town. Consideration may be given to circumstances beyond the user's control, including facility closures, severe weather events, emergencies, or other exceptional circumstances.

## **Unused Ice and Reallocation**

Arena users are expected to advise the Town as soon as reasonably possible when allocated ice time will not be used.

The Town may reallocate unused or returned ice time to other users in accordance with administrative procedures established by the Town. The reassignment of unused ice time does not create a future entitlement or establish priority for subsequent allocations.

Repeated underutilization, cancellations, or failure to advise the Town that allocated ice will not be used may be considered during future allocation decisions.

## **Financial Standing**

Organizations and individuals requesting ice allocations or facility rentals must remain in good standing with the Town. The Town may deny, suspend, or modify allocations where outstanding fees, charges, or other obligations remain unpaid.

## **Insurance, Risk Management, and Conditions of Use**

The Town may require applicants, organizations, or user groups to provide proof of insurance, indemnification agreements, permits, certifications, waivers, or other documentation as a condition of facility or field use.

Insurance requirements, minimum coverage amounts, documentation standards, and additional conditions of use may vary depending on the nature of the activity, participant risk, event size, or operational considerations and shall be established through administrative procedures.

Failure to provide required documentation may result in denial, cancellation, suspension, or modification of booking approvals.

## **Damage and Responsibility**

Users are responsible for the reasonable care and use of Town facilities, fields, equipment, and amenities during approved bookings.

Users may be held financially responsible for damages, excessive cleaning requirements, repairs, or additional operational costs resulting from misuse, negligence, or failure to comply with facility requirements.

Administrative procedures may establish inspection, reporting, and cost recovery processes.

### **Fees and Charges**

Facility use fees, deposits, charges, and applicable rental rates shall be established by Council and maintained separately from this Policy.

Users are responsible for all applicable fees and charges associated with approved bookings.

The Town may require deposits, damage deposits, or advance payment as a condition of use.

### **Fee Waivers and Reductions**

Council may, by resolution, waive, reduce, or modify fees and charges, subject to any applicable legislation, policies, or approved budgets. Any approved use remains subject to facility availability and operational requirements.

### **Appeals and Dispute Resolution**

Organizations and individuals may request a review of decisions made under this Policy in accordance with administrative procedures established by the Town.

Reviews are limited to determining whether this Policy and applicable administrative procedures were applied fairly and consistently and do not constitute a reconsideration of allocation priorities established by the Town.

The CAO or designate may review decisions where it is alleged that this Policy or associated administrative procedures were not applied appropriately. Decisions made following a review are final.

### **Policy Review**

This Policy shall be reviewed periodically, or as required, by the CAO or designate, and recommendations for amendment may be brought forward to Council as necessary.

**Subject:** Town & Water Utility Capital Projects Status Updates (June 2026)  
**From:** Tyson Joyce, P.Eng., PMP, Director of Public Works/Town Engineer  
**Date:** June 30, 2026

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## Recommendation

This is an information report only. Should Council wish to move forward further as identified within the Report, a motion is required to direct Staff.

## Background

The Town and Water Utility Capital Budgets for Fiscal Year 2026/27 were approved by Council on February 2, 2026. This Report is the first update from Public Works on these budgets following entering the new fiscal year.

## Discussion

A concise summary of budget items based on their progress in late June 2026 is outlined below:

### 1. Completed Projects

#### *Town Budget*

- **WWTP Biofilter Media** – The organic material that primarily suppress the unpleasant odours from the WWTP was successfully removed and replaced (approximately 500 m3) in early June. The new organic material is expected to have a similar lifespan of 5-7 years before needing to be replaced.

### 2. Projects In-Progress

#### *Town Budget*

- **Town Hall Roof Repairs** (carryover from fiscal 2025/26) – Council approved a budget increase at the May 26 Council meeting due to unforeseen conditions affecting the scope of work. The Contractor is procuring materials and expected to be back on site to complete the work late June/early July.
- **Lunenburg Academy Roof Repairs** – To date work has been completed on the northwest tower and has progressed on the east side of the building. The project remains on schedule to be completed in late Summer/early Fall.
- **New Trackless M7 Sidewalk Machine** – Council awarded the Request for Proposals (RFP) at the June 23 Council Meeting. Public Works expect to receive the new equipment (and attachments) in August.
- **Wastewater Treatment Plant (WWTP) Upgrades & Expansion** – New headworks equipment has been installed and is currently being commissioned. Works for the SBR tank

continue, with leak testing and installation of process piping next on the schedule. Electrical upgrades are underway, with the new generator onsite and new transformer expected to be available in mid July. Work relating to UV disinfection upgrades, press expansion, aeration building repurposing, etc. still to be performed. Project is scheduled to be completed in the Fall of 2026.

- **Brook Street Lift Station Upgrades** (carryover from fiscal 2025/26) – The majority of the exterior improvements to roof and building shingles being made by Public Works has completed. Mechanical pipe upgrades in wet well has been extended into fiscal 2026/27 and is planned to take place in the Fall/Winter period once the large WWTP project is complete.

#### ***Water Budget***

- **Water Meter Rollout** – Approximately 1,200 (94%) of the new meters have been installed to date, with the Contractor expected to return to Lunenburg in mid July to perform additional installs. The auto-reading equipment was successfully used in June to read existing commercial customers whose meters had replaced through the project. There will be some customers that the Water Utility needs to continue to work with in order to get meters installed once Neptune is fully demobilized.

### **3. Projects in Preliminary/Early Stages**

#### ***Town Budget***

- **Viability Study Victoria (at James) & Maple** – RFP has been awarded to review and provide recommendations at these locations for possible sidewalk and crosswalk infrastructure to ensure safety of pedestrians. Speed tracking signage procured by the Town in fiscal 2025/26 is assisting in providing actual data along Victoria near Centennial and James intersections. The Maple sidewalk work in the study is a prerequisite to commencing the design for the larger scope on Maple included in the 2026/27 Capital Budget.
- **Pelham Street Sidewalk Renewal (Shipyard Hill to Town Limits)** – Tender has been prepared and expected to be released in early July. These results are expected to come to Council for the August 11 meeting, with construction possibly through September and /or October.
- **Accessibility Improvements** – A small RFP has been awarded by Staff and work is underway on the preparation of Sidewalk Standard Details specific to conditions in Lunenburg to guide compliance with the new accessibility Regulations that have recently come into effect.
- **New Salt Truck ('09 Replacement)** – Our preferred supplier still does not have a distributor in Nova Scotia, so Staff have spent considerable time researching and networking with other Municipalities to learn of options and preferences for the supply of the new salt truck.
- **Pelham Street Road Reconstruction/Storm System/Sanitary System (Hopson to Prince)** – Following on from last year's successful project, Staff and the Consultant are fine tuning the Tender documents for Phase 2 of this project. It is expected that the Tender shall be released in late July, with construction in the Fall of 2026 (similar timing to last year for Phase 1).
- **Tannery Road Culvert** – Staff made a successful submission to the Climate Ready Infrastructure Service (CRIS) Program, which will review and provide comments on the

concept developed during the condition assessment for the Tannery Road Culvert in fiscal 2023/24. Participating in the CRIS Program may also enhance our funding opportunities going forward, which is likely to be necessary for this large project.

#### ***Water Budget***

- **Tank Bypass** – Staff have worked with the Consultant over the past months to develop a suitable concept but have since switched to a more innovative approach that could significantly decrease construction costs and schedule. The next step is for this new approach to be reviewed by Regulators to ensure compliance.
- **Transmission Main Renewal** – Analysis is currently being performed to provide recommendations on options for upgrading or twinning/rehabilitating the existing transmission main is the preferred option for the Utility. Once this is complete, the next step is planned for the design for the section from the WTP to the intersection of Green & Dufferin to be developed.

#### **4. Projects Currently on Hold**

##### ***Town Budget***

- **Town Hall Interior Restoration: Design** – This project is on hold as Staff explore funding opportunities associated with Town Hall.
- **Old Fire Hall Interior Assessment** – This study is on hold as Staff explore funding opportunities associated with the Old Fire Hall.
- **Maple Avenue Road Reconstruction, Back Harbour Trail Accessibility Improvements** – these items are impacted by the scope awaiting recommendations from the Viability Study works.

##### ***Water Budget***

- **Armouries Exterior Improvements** – the overhead electrical lines at the south end of the building are currently a safety hazard for this work. Public Works is working through possible options with the Electric Utility.
- **Maple Avenue Water Main Renewal** – this item is impacted by the scope awaiting recommendations from the Viability Study works.

#### **Strategic Plan Relevance**

Capital Construction Projects are part of the Servicing and Facilities Strategic Direction of the Town's Comprehensive Community Plan; 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.

#### **Financial**

The details in the Report are based on the Approved Capital and Town Budgets for fiscal 2026/27 (as passed on February 2, 2026) and subsequent directions provided by Council.

## REQUEST FOR DIRECTION

**Subject:** Lunenburg Academy Rental Space

**From:** Paul Nopper, CAO

**Date:** July 14, 2026



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### **Recommendation**

It is recommended that Council direct staff, in collaboration with the Lunenburg Academy Foundation, to review current and upcoming vacancies within the Lunenburg Academy and develop options to enhance occupancy, community benefit, revenue generation, and long-term facility sustainability. The review should assess the impacts of recent tenant departures, explore potential tenancy, partnership, and adaptive reuse opportunities aligned with the Academy's role as a cultural, educational, heritage, and community hub, and evaluate options against Council's strategic priorities, financial sustainability, community benefit, accessibility, and heritage preservation objectives. Staff would report back to Council with recommended short- and long-term approaches, associated financial implications, implementation considerations, and any required approvals.

### **Background**

The recent departure of Class Afloat and the pending departure of the pre-primary program have created significant vacancies within the Lunenburg Academy, resulting in a reduction in rental revenue and increased financial pressure on the operation of the facility. These vacancies also present an important opportunity to reassess how available space can best support community needs and the long-term sustainability of this significant Town-owned asset. Council's involvement at this stage is critical to providing strategic direction on the future role of the Academy, including the types of uses, services, partnerships, and tenants that best align with the Town's cultural, educational, economic development, and community priorities. Council feedback will guide staff in evaluating opportunities, establishing priorities for space utilization and investment, and ensuring future decisions balance financial sustainability, community benefit, and the continued preservation of the Academy as a cornerstone cultural and community hub for residents and visitors alike.

The Lunenburg Academy is one of Nova Scotia's most iconic heritage landmarks, overlooking the UNESCO World Heritage Town of Lunenburg from Gallows Hill. Constructed in 1894–1895 and designated a National Historic Site of Canada in 1983, the Academy served as a public school for more than a century before transitioning to community use in 2012. Today, it is a thriving cultural and community hub, home to organizations including the Lunenburg Library, Genealogical Society, MLA Office, Heritage Tours, and the Lunenburg Academy of Music Performance, while ongoing restoration efforts preserve this treasured heritage asset for future generations.

## Discussion

The Town of Lunenburg rents space within the Lunenburg Academy to a variety of cultural, educational, community, and public-serving organizations, supporting the Academy's role as a vibrant community hub while generating revenue to offset operating and maintenance costs. Recently, two tenant organizations have concluded their occupancy of the building, with Class Afloat vacating its space at the end of June and the pre-primary program scheduled to leave at the end of July. The departure of these tenants will result in a reduction in rental revenue for the Academy and will have an impact on the facility's overall financial performance until the spaces can be re-leased to new tenants or alternative uses are identified.

Town staff have worked collaboratively with the Lunenburg Academy Foundation to identify potential new tenants for the space formerly occupied by Class Afloat, with a particular focus on attracting cultural, educational, and community-serving organizations that align with the Academy's role as a heritage, learning, and community hub. Despite outreach and discussions with potential tenants, no suitable replacement tenant has been secured at this time. With the departure of Class Afloat at the end of June and the pre-primary program scheduled to vacate its space at the end of July, multiple prominent spaces within the Academy will become available. This increase in vacancy presents both an operational and financial challenge, as the loss of rental revenue will have a direct impact on the Academy's overall revenue stream until new tenants or alternative uses can be identified and established.

Several opportunities exist to further strengthen the Lunenburg Academy's role as a cultural, educational, and community hub. It is of importance to maintain and expand spaces that support arts, culture, learning, community organizations, recreation, heritage interpretation, and economic development. It also encourages the adaptive reuse of Town-owned facilities, the development of community arts spaces, support for cultural organizations, and the creation of flexible multi-purpose facilities that serve broad community needs.

The following opportunities could be explored to maximize occupancy, community benefit, and long-term sustainability of the Lunenburg Academy:

- **Cultural and Creative Economy Hub**
  - Develop the Academy as a hub for artists, makers, creative professionals, and cultural entrepreneurs.
  - Attract small businesses that contribute to Lunenburg's cultural, tourism, and creative economy sectors.
  - Establish affordable office and studio spaces that support local economic development.
- **Expansion of Museum, Archives, and Heritage Programming**
  - Explore opportunities to expand museum exhibits, archival storage, heritage interpretation, and cultural programming within the building.

- Support the Academy's role as a National Historic Site and heritage destination.
- Enhance educational and visitor experiences related to local history and culture.
- **General Office Space Rentals**
  - Market available space to professional service providers, non-profit organizations, government agencies, and community organizations.
  - Continue to utilize the Academy as a multi-tenant facility that generates sustainable rental revenue.
  - Promote flexible occupancy arrangements to accommodate a variety of tenant needs.
- **Targeted Outreach to Cultural and Heritage Organizations**
  - Expand marketing efforts to provincial, regional, and national cultural, educational, heritage, and community-serving organizations.
  - Seek tenants whose mandates align with the Academy's role as a centre for learning, culture, and community engagement.
  - Position the Academy as a unique opportunity to occupy space within an iconic heritage building in the UNESCO World Heritage Town of Lunenburg.
- **Educational and Training Opportunities**
  - Pursue partnerships with educational institutions, training providers, and lifelong learning organizations.
  - Explore satellite campus, professional development, and adult learning opportunities consistent with the CCP's vision of supporting educational uses within Town facilities.
- **Relocation of Town Hall Functions**
  - Assess the feasibility of relocating some or all Town Hall operations to the Academy.
  - Create a centralized civic, cultural, and community services hub.
  - Explore how this option could support broader municipal facility rationalization efforts.
- **Affordable Housing**
  - Explore opportunities to develop affordable housing out of the Old Fire Hall and the current Town Hall.

These options reflect an emphasis on leveraging Town-owned facilities to support culture, education, economic development, heritage preservation, community engagement, and long-term facility sustainability.

### **Strategic Relevance – Council Strategic Priorities 2026/2027**

#### **Infrastructure and Asset Management: Planning for Long-Term Sustainability**

A recurring theme throughout the session was the need for strong, long-term planning to support Lunenburg's infrastructure and financial sustainability. Council recognized that foundational work is still required to fully understand infrastructure needs and ensure assets are maintained and replaced in a timely, cost-effective manner.

Advancing asset management planning will be a key next step, including investing in capital planning tools and upgrading to digital mapping systems. These efforts will support better decision-making and reduce the risk of unexpected financial pressures on future councils and residents.

Housing affordability was also identified as a critical component of long-term sustainability. Council highlighted the importance of responding to the Housing Needs Assessment, examining how internal processes affect affordability, and exploring partnerships with external organizations to develop innovative solutions.

#### **Emerging Priority: Strategic Economic Development Planning**

As Council continues to advance its core governance, infrastructure, and organizational priorities, an important emerging focus is the need to begin shaping a long-term vision for the Town's socio-economic future. While foundational work remains the immediate priority, there is a clear opportunity to start early conversations about a strategic development plan that reflects Lunenburg's unique character, strengths, and potential.

### **Resource Relevance**

#### **Town Hall Building Envelope Update Condition Assessment, March 31, 2026**

In considering the Town's primary heritage building portfolio, the Lunenburg Academy, Town Hall, and Old Firehall, it is important to recognize that each building carries significant ongoing capital maintenance obligations independent of any future programmatic, accessibility, or occupancy changes. The Town's recent 2026 Building Envelope Update Condition Assessment for Town Hall identified approximately \$650,000–\$800,000 in brick rehabilitation, \$500,000–\$625,000 in window replacement, and \$350,000–\$450,000 in foundation waterproofing work, for a total estimated building envelope investment of \$1.5 million to \$1.875 million over the next five years. The assessment notes that these costs are intended to address existing masonry deterioration, moisture ingress, aging windows, and foundation water management issues necessary to maintain the building in a state of good repair.

Importantly, these costs represent baseline "status quo" building envelope rehabilitation only and do not include the current roof restoration program, remediation of water-damaged interior

spaces, accessibility upgrades, building code improvements, hazardous materials abatement, space reconfiguration, mechanical or electrical modernization, or other investments that may be required should the building be repurposed for a different future use. As with the Academy and Old Firehall, any long-term strategy for Town Hall should therefore consider both immediate asset preservation requirements and the additional capital investments that would be necessary to support future occupancy, community, cultural, or administrative uses.

For a more concise point-form version:

- The Town's 2026 Town Hall Building Envelope Assessment identifies:
  - Brick rehabilitation: \$650,000–\$800,000
  - Window replacement: \$500,000–\$625,000
  - Foundation waterproofing: \$350,000–\$450,000
  - Total estimated envelope investment: \$1.5M–\$1.875M (excluding HST, soft costs, engineering, hazardous material remediation, and other associated project costs).
- Note that these investments are only looking at the building envelope. Within the 2026/2027 Capital Budget, there is an estimate of work spanning up to \$8.5 M over the next five years needed to renovate Town Hall alone. This does not include the potential costs of renovations to the Old Fire Hall depending on use.
- These investments are considered baseline asset preservation measures necessary to maintain the building envelope and address ongoing deterioration, moisture ingress, and structural concerns.
- Costs do not include the current roof restoration work, interior remediation, accessibility upgrades, code compliance improvements, mechanical/electrical upgrades, or renovations associated with future changes in building use.
- Similar to the Academy and Old Firehall, future decisions regarding Town Hall should consider both ongoing heritage asset preservation costs and any additional investments required to support new occupancy or community uses.

### **Comprehensive Community Plan (CCP 2020)**

The CCP identifies arts, culture, recreation, and community gathering spaces as essential components of community well-being, economic development, social inclusion, heritage preservation, and quality of life. The Plan recognizes that cultural facilities and community spaces provide opportunities for learning, creativity, recreation, social connection, civic engagement, and tourism, while contributing to both mental and physical health outcomes.

#### **1. Arts and Culture as a Strategic Priority**

- The CCP identifies culture and recreation as a major pillar of community life and recognizes arts and culture as significant economic and social contributors.

- The Plan states that cultural vibrancy attracts creative workers, supports livelihoods, strengthens community identity, and enhances Lunenburg's appeal as a place to live and visit.

## 2. Municipal Buildings as Community Assets

- The Plan notes that Town-owned buildings provide important secondary functions beyond municipal operations, including community group offices, meeting spaces, storage, cultural activities, and community programming.
- Municipal facilities are viewed as assets that can be adapted, leased, renovated, or repurposed to support community and cultural needs.

## 3. Lunenburg Academy as a Community Facility

- The CCP identifies the Lunenburg Academy as a multi-purpose community asset housing the library, community office rentals, and serving as a National Historic Site and tourist attraction.
- The Academy is recognized as an important component of Lunenburg's recreation, education, cultural, and heritage infrastructure.

## 4. Need for Community and Cultural Space

- The Plan identifies a continued need for spaces that support community events, recreation programming, arts and cultural activities, community meetings, and educational opportunities.
- New or revitalized facilities are encouraged to provide flexible, multi-purpose spaces capable of serving a wide range of community needs.

## 5. Recreation and Education Hub

- The CCP designates the Community Centre, Arena, and educational facilities as part of a Recreation and Education Hub intended to continue serving community recreation, education, and programming needs.
- The Plan emphasizes revitalizing and improving community facilities over time to better support residents and community organizations.

## 6. Arts Facility Development

- The Plan supports maintaining and developing arts facilities, live/work spaces, community arts studios, performance venues, and shared cultural spaces.
- It specifically recommends exploring opportunities to convert underutilized municipal buildings into multi-purpose community arts spaces and studios.

## 7. Community Partnerships and Shared Use

- The CCP encourages partnerships with community organizations, educational institutions, cultural groups, and neighbouring municipalities to maximize facility use and deliver programming.
- Existing community facilities and buildings are to be used as efficiently as possible to support public access and community benefit.

The CCP strongly supports the preservation, revitalization, and active use of municipal facilities as community and cultural hubs. The Plan views facilities such as the Lunenburg Academy as critical community assets that provide cultural, educational, recreational, and social benefits, while also contributing to heritage preservation, tourism, economic development, and community well-being. Maintaining viable occupancy and programming within these facilities aligns directly with the Town's long-term vision of supporting inclusive, accessible, and vibrant community spaces for residents and visitors alike.

The CCP identifies housing affordability and the increase in housing supply within the existing urban area as key priorities for the Town. It encourages the adaptive reuse of existing buildings, the conversion of institutional spaces where appropriate, and the use of municipal assets to help address housing needs. The Plan also specifically notes that surplus Town-owned properties should be evaluated for opportunities to support affordable and accessible housing while maintaining community benefit and heritage value.

The CCP further emphasizes that locating housing within the downtown core and established neighbourhoods supports walkability, access to services, employment, recreation, and culture, while helping to attract and retain residents, families, workers, and seniors. Increasing residential presence in the downtown area is viewed as a way to strengthen community vitality and support local businesses year-round.

Accordingly, as the Town evaluates future uses of its facilities and properties, consideration could be given to how municipal assets may contribute to affordable and accessible housing objectives while balancing heritage preservation, community programming, and cultural uses.

## **Financial**

<b>Lunenburg Academy, 97 Kaulbach Street</b>	
Custodial Services Contract	\$ 10,000
Telephone/Alarm System	2,000
Advertising	500
Fuel	78,000
Insurance	35,200
Electricity	18,400
Water	3,400
Sewer	10,500
Property Taxes (previously 100% commercial exempt)	29,100
Municipal Engineer	13,200
Repairs to Building	32,500
Elevator Maintenance	5,000
Interest on Capital Loan	5,500
	<b>243,300</b>
Revenue:	
Revised Tenant Leases *	135,000
Library lease allocation	36,000
	<b>171,000</b>
<b>Net Estimated Operating Costs</b>	<b>\$ 72,300</b>

\*Above is the revised 2026/27 Operating Cost for the Lunenburg Academy building once an adjustment has been made for the loss of revenue with the departure of the pre-primary program in July 2026. The total budget revenue was \$103,000 for the pre-primary lease and the reduction for 2026/27 is \$69,000. The reduced rental revenue from the Class Afloat departure was included in the 2026/27 budget approval as it was known at time of budget preparation.

In 2026/27 one cent on the tax rate is \$45,651 in revenue, the potential impact to the 2027/28 tax rate is estimated at \$0.0226.

### **Attachments**

- Town Hall Building Envelope Update Condition Assessment, March 31, 2026
- Town of Lunenburg 2026/2027 Capital Budget

## 119 CUMBERLAND STREET

### TOWN HALL BUILDING ENVELOPE UPDATE CONDITION ASSESSMENT

Lunenburg, Nova Scotia



Prepared for:

**Town of Lunenburg**

177 Cumberland Street  
Lunenburg NS B0J 2C0

Prepared by:

**RJC Engineers**

1701 Hollis Street, Suite 800  
Halifax, NS B3J 3M8



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## EXECUTIVE SUMMARY

As requested, Read Jones Christoffersen Ltd. (RJC) has completed an updated building envelope condition assessment of the Town Hall located at 119 Cumberland Street in Lunenburg, Nova Scotia, for the Town of Lunenburg. The intent of the study was to determine the present condition of visible and accessible portions of the Town Hall building envelope components to compare the results of this assessment with the findings of our 2024 Building Envelope Condition Assessment to determine the growth rate of deterioration over this period. By identifying the nature and extent of deterioration, while incorporating our experience in building science and historic properties, we have developed a 5-year capital plan which outlines our opinion of probable costs associated with future rehabilitation programs and maintenance.

The Town Hall, constructed in 1893 and recognized as a Historical Property, is located between Duke Street and Prince Street on a shared property with the Bandstand, the War Memorial and the Civic Square Playground. Originally a Town Hall and Courthouse, the building now serves as the Town's administrative offices and Council chambers. The Town Hall is a three and a half storey, mass brick structure with a wood framed roof and a stone foundation.

Based on our visual review, the brick exterior is in good to fair condition, the windows and doors are in fair to poor condition, and the foundation is in fair condition. Various locations of leakage were observed inside Town Hall, and localized areas of building envelope deterioration were noted. Targeted repairs are recommended to restore the integrity of the building envelope and prevent ongoing areas of leakage and structural deterioration.

The table below summarizes the recommended repair options and updated opinion of probable costs:

SUMMARY OF RECOMMENDED REPAIRS		
	Timeline	Cost (Excluding HST)
Brick Rehabilitation	Within 1 year	\$650,000 to \$800,000
Window Replacements	Within 3 years	\$500,000 to \$625,000
Foundation Waterproofing	Within 3 years	\$350,000 to \$450,000
<b>Total Opinion of Probable Construction Cost:</b>		<b>\$1,500,000 to \$1,875,000<sup>1</sup></b>

<sup>1</sup> Opinion of Probable Costs do not include for the remediation, abatement, and disposal of any hazardous materials such as lead, asbestos, or otherwise.





Engineers

## 1.0 INTRODUCTION

Read Jones Christoffersen Ltd. (RJC) was retained by the Town of Lunenburg to perform an updated building envelope condition assessment of the Town Hall located at 119 Cumberland Street in Lunenburg, Nova Scotia (*Refer to Photo 1 to Photo 5 in Appendix A*) as outlined in our revised proposal dated February 5, 2026. The intent of the review was to conduct a survey of the visible and accessible portions of the building envelope to identify any visually obvious leakages, deterioration or deficiencies and determine the likely cause of the noted distress. Furthermore, the assessment was to determine the increase of distress since the building was last reviewed in October 2024 in order to provide recommendations for future repair.

A brief description of the scope of the review undertaken by RJC is as follows:

- .1 Review of available historical information and previous condition assessment reporting prepared by others and provided to RJC by the Town of Lunenburg.
- .2 Visual review of the accessible windows and doors, brick and stone masonry, and building foundation.
- .3 Please note that our 2024 condition assessment included visual review of existing roof assemblies; however, an updated assessment is not included within the scope of work for this review because we understand a roof replacement program is scheduled for 2026.
- .4 Additionally, the below-grade basement level of Town Hall was not reviewed during our update condition assessment.

The date and weather conditions at the time of our visits were as follows:

March 10, 2026

Sunny, 10°C

Sydney Milne, BEng, EIT and David Warner, BEng, EIT performed the assessment for RJC.

This report was prepared in accordance with generally accepted engineering practices. No other warranties, either expressed or implied are made as to the professional services provided under the terms of our contract and included in this report.

Services performed and outlined in this report were based, in part, upon visual observations of the site and attendant structures. Our opinion cannot be extended to portions of the structure that were not reviewed by RJC.

March 31, 2026 - DRAFT  
HFX.140136.0002



This report is exclusively for the use and benefit of the client identified on the first page of this report and is not for the use and benefit of, nor may it be relied upon by, any other person or entity. The contents of this report may not be quoted in whole or in part or distributed to any person or entity other than the client.

## 2.0 DESCRIPTION & BACKGROUND

The Town Hall is a three and a half storey mass masonry structure, with a wood framed roof and stone foundation constructed in the Second Empire style. Based on historical information available, we understand that the Town Hall is recognized as a Municipally Registered Property within Canada's Historic Places registry, it was designed by architect Henry Busch, construction was finished in 1893, and therefore the building is approximately 131 years old.

We further understand that the building exterior remains substantially original in appearance except for the removal of the clock tower and roof cresting from the east elevation, door modifications/upgrades, replacement of slate roofing with asphalt and modified bitumen, and fire escape upgrades on the Townsend Street frontage.

No drawings were made available; therefore, based upon our visual review, the Town Hall building envelope is generally comprised of:

- .1 Mass brick exterior walls that appear approximately 13" thick, with projecting pilasters, cut-stone embellishments and masonry arches with granite keystones typical over windows and doorways.
- .2 The punched and dormer windows typically consist of single-pane, wood frame window assemblies, some fitted with aluminum storm windows. Additionally, many windows have been retrofitted to accommodate window-mounted air conditioning units.
- .3 The wood-framed Mansard roof constructed on top of the mass brick exterior walls generally consists of three different roofing materials: asphalt shingle, modified bitumen sheet membrane, and copper. Furthermore, dormers and roof projections are detailed and flashed with wood trim, copper cornices, lead flashing, roofing mastic and sealants. As noted in Section 1.0, an updated assessment of the existing roofing assembly materials was not included within the scope of work for this review because we understand a roof replacement program is scheduled for 2026.
- .4 Gutters appear constructed of galvanized steel sheet metal and are painted black. Downspouts are either copper or PVC and typically terminate at ground level into foundation drain catchments.

## 2.1 DOCUMENT REVIEW

No drawings were made available; however, the following draft report and online references were available to RJC as part of our review:

- .1 Lunenburg Townhall Building Condition Assessment, prepared by Fishburn Sheridan Atlantic Inc. and dated October 24, 2022.
- .2 Standards and Guidelines for the Conservation of Historic Places in Canada, a pan-Canadian collaboration, 2<sup>nd</sup> Edition. (<https://www.historicplaces.ca/media/18072/81468-parks-s+g-eng-web2.pdf>)
- .3 Lunenburg Old Town Heritage Conservation District Plan & Bylaw with Design Guidelines, prepared by Bill Plaskett Heritage & Community Planning for the Town of Lunenburg, and dated April 2001. (<https://townoflunenburg.ca/heritage/148-heritage-conservation-district-plan-and-bylaw/file.html>)

## 2.2 INTERVIEW WITH TOWN PERSONNEL

The following information was obtained through interviews with Town of Lunenburg personnel during our 2024 review:

- .1 Administrative, planning, permitting, and building inspection staff occupy the Town Hall building and offices regularly, and Council occupies the chambers and associated rooms semi-regularly.
- .2 The upper floor of Town Hall is largely unoccupied or is used for storage space. We understand that this is partially due to leaks and the overall condition of the rooms.
- .3 In recent years, Town of Lunenburg staff and Council members have expressed concern about the building's condition which has led to discussions on plans for future usage. It is our understanding that these discussions prompted the 2022 Building Condition Assessment by others, the 2024 Building Condition Assessment by RJC, and this subsequent building envelope condition assessment.

And, the following information was obtained through interviews with Town of Lunenburg personnel during our 2026 review:

- .4 Town personnel reported sounds of dripping within the walls.

## 3.0 OBSERVATIONS

This section summarizes our observations of our visual review from ground level, off fire escape stairs, interior spaces, and accessible roof areas. A representative from the Town of Lunenburg facilitated our review of the Town Hall interior spaces and highlighted known areas of leakage, distress, and deterioration. Photographs from our review have been included in Appendix A of this report.

### 3.1 ROOFING AND ROOFING DRAINAGE

As noted in Section 2.0, the roofing materials appear to be a combination of asphalt shingle, modified bitumen sheet membrane, and copper. Furthermore, dormers and roof projections are detailed and flashed with wood trim, copper cornices, lead flashing, roofing mastic and sealants.

As noted in Section 1.0, a comprehensive visual review of the roofing system was not included within the scope of this assessment; however, several peripheral observations were made during our review of the other building envelope components:

- .1 Self-adhered membrane has been installed on portions of the copper roof projections where roofing has been removed as part of an ongoing restoration program. This membrane was installed sometime after our 2024 review and we understand that the roof repair work has been paused following the discovery of deteriorated wood substrate beneath the copper roofing.
- .2 Based on observations from ground level, deterioration of the wood fascia and trim at roof edges was noted (*Refer to Photo 6 in Appendix A*). Deterioration appears to have worsened since our 2024 review.
- .3 The downspouts are generally in fair condition; however several anchors and straps securing the downspouts to the building envelope have failed or become disengaged, which was also noted in 2024 (*Refer to Photo 7* **Photo 8** in Appendix A). Additionally, one downspout was observed to be discontinuous, with a missing section resulting in a lack of proper discharge to grade (*Refer to Photo 8 in Appendix A*).

### 3.2 EXTERIOR BRICK AND STONE MASONRY

Overall, the exterior brick and stone masonry of the Town Hall are in fair condition with localized areas of deterioration observed.



- .1 As noted in our 2024 review, it is evident that modifications, repairs and replacement have been performed over the years (*Refer to Photo 9, Photo 10 and Photo 11 in Appendix A*). Variations in brick colour and texture, as well as mortar composition, were observed between different construction phases. Polyurethane sealant has been installed at interfaces between differing vintages of brick, this sealant is generally in fair to poor condition, with visible crazing and cohesive tearing (*Refer to Photo 12 and Photo 13 in Appendix A*).
- .2 Localized areas of masonry deterioration were observed at various locations around the building, primarily concentrated at the northwest corner pilaster, along the full height of the downspout at the west elevation, between horizontal stone banding at the west elevation (below the second storey), and at and adjacent to the southwest corner pilaster. Additional deterioration was noted at ornamental/decorative brickwork on the west elevation above the first and second storeys, as well as at pilasters near the east elevation door and east of the main entrance on the south elevation. Deterioration includes loose and missing mortar joints, cracked units, craze cracking, and spalled brick faces (*Refer to Photo 14 to Photo 18 in Appendix A*).
  - .1 Overall, conditions have progressed moderately since our 2024 review.
- .3 Runoff staining and organic growth were observed on exterior brick and stone surfaces at several locations. Notable areas include the pilaster east of the Cumberland Street entrance, areas north of the east elevation entrance and on the north elevation in proximity to the steel fire escape stairs. Additional scattered staining was observed on the west elevation, including at ornamental stone above first-storey windows, at the granite foundation, and adjacent to the first escape stairs (*Refer to Photo 19, Photo 20 and Photo 21 in Appendix A*).
  - .1 Overall, staining and organic growth have progressed moderately since our 2024 review.
- .4 Efflorescence was observed on exterior brick surfaces, but it does not appear to be a widespread issue or concern, nor does it appear that conditions have progressed significantly since our 2024 review (*Refer to Photo 22 in Appendix A*).
- .5 Some exterior brick surfaces appeared bowed and out of plumb, notably, at the top of the northwest corner pilaster (*Refer to Photo 23 in Appendix A*). As visible from ground level and the fire escape stairs, the extent of bowing appears similar to our 2024 review.

### 3.3 EXISTING EXPLORATORY OPENINGS IN EXTERIOR BRICK

Several exploratory openings covered by painted plywood were observed within the brick masonry cladding. As noted in our 2024 reporting, these openings were completed by others as part of a 2022

assessment. Review of these openings was not included within the scope of our 2026 review. In general, we do not see the benefit in keeping these openings and it is recommended that they be repaired and be infilled with brick as the current condition leaves the mass wall susceptible to moisture ingress and deterioration.

- .1 Localized, pronounced efflorescence staining was observed surrounding one of the openings at the west elevation.

## 3.4 WINDOWS

Overall, the condition of the single pane wood framed windows appears to have progressed from fair condition to poor condition since our 2024 review.

- .1 Deterioration of wood components, paint finishes, and sealant joints was noted at the exterior window frames, sashes and sills. At interior locations, failing paint finishes and localized wood deterioration were also observed. These conditions are likely attributable to prolonged interior condensation; however they were noted at the majority of window locations (*Refer to Photo 24 and Photo 25 in Appendix A*). In several areas, visible staining patterns consistent with moisture runoff and dripping at the interior face of glazing were also observed (*Refer to Photo 26 in Appendix A*).
- .2 From inside the Mansard roof attic space, as noted in 2024, “daylighting” was observed around some of the window frames indicating discontinuities in the water and air control layers (*Refer to Photo 27 in Appendix A*).
- .3 Newer vinyl and aluminum frame windows were noted in the unoccupied space located above the Council chambers (*Refer to Photo 28 in Appendix A*). It is unknown when these windows were replaced. The majority of these windows appear to have failed, as evident by condensation between the glazing lites – this is a new observation since our 2024 review (*Refer to Photo 29 in Appendix A*). Additionally, vinyl framed windows were also noted at the first floor on the east and west elevations toward the north end of the building. The replacement of original wood windows with vinyl or aluminum would not typically be considered acceptable for a heritage designated building and it is not known if a heritage permit or heritage approval was provided for the change in window material.
- .4 Cracked panes were noted in several locations which should be replaced (*Refer to Photo 30 in Appendix A*).

## 3.5 EXTERIOR DOORS

In general, the exterior doors remain in fair condition but in the vicinity of the door openings, moisture ingress issues are evident, and conditions appear to have progressed moderately since our 2024 review

- .1 As noted during our 2024 review, at the south elevation Cumberland Street and east elevation entrances, peeling and blistered paint and extensive deterioration to interior finishes (plaster, trim, mouldings etc.) have occurred as a result of moisture ingress which is suspected to be occurring at the joints between different vintages of brick and areas of deteriorated sealant (*Refer to Photo 31 and Photo 32 in Appendix A*).
- .2 The fire escape exit at the top of the steel stairs on the north elevation, leakage staining and deterioration were noted on interior finishes during our previous review. During our 2026 review, similar damage was observed; however, the condition does not appear to have significantly progressed. (*Refer to Photo 33 in Appendix A*).

## 3.6 STONE FOUNDATION WALLS

No current observations of the foundation walls or related elements were undertaken. To our knowledge, no repairs have been completed since our 2024 assessment, and as such, the observations and conclusions from that review are considered to remain applicable. The following observations are as noted in our 2024 assessment:

- .1 The basement appeared dry during our review; however, we understand that moisture ingress into the basement is a common occurrence, and indications of leakage were noted. Given the void spaces between the stones of the foundation walls, and the likelihood that waterproofing materials are not installed on the exterior surfaces of the stone foundation walls, it is anticipated that moisture ingress into the basement will persist unless addressed.
- .2 Parging materials installed on the interior surfaces of the stone foundation walls in localized areas appeared in poor condition from ongoing moisture ingress.
- .3 The basement bulkhead hatch appeared unsealed at ground level.



## 3.7 INTERIOR SPACES

Representative areas of the building interior were reviewed for signs of deterioration related to leakages and deficiencies in the building envelope.

- .1 Cracking was observed on interior plaster wall and ceiling surfaces which is expected for a building of this age and type, this cracking does not appear to have significantly progressed since our 2024 review.
- .2 Extensive deterioration associated with ongoing or prolonged leakage was observed within the unoccupied space at the top floor on the north side of the building (*Refer to Photo 34, Photo 35, Photo 36 and Photo 37 in Appendix A*). Conditions appear to have progressed moderately since our 2024 review.
- .3 Moderate deterioration from leakage was noted in plaster finishes inside the Council chambers and various office spaces inside the building (*Refer to Photo 38 and Photo 39 in Appendix A*). Conditions do not appear to have progressed significantly since our 2024 review.
- .4 The observed interior deterioration attributable to moisture ingress generally correlated with deficiencies in the roofing assemblies, particularly at tie-in and termination locations between different roofing systems. We understand that a construction program is currently underway to address this roofing deterioration; however, at the time of our review, evidence of active and unresolved leakage was noted.

## 4.0 CONCLUSIONS/DISCUSSION

Based on the results of our visual review, the Town Hall building envelope is considered to be in fair to poor condition, and considered have progressed moderately since our 2024 review. Localized but recurring deficiencies were identified across multiple envelope components. Repair and rehabilitation are recommended in the near term to mitigate continued moisture ingress, limit further deterioration of building materials and reduce the potential for longer-term structural impacts.

Although roofing systems were not included within the scope of this assessment, observed interior leakage, daylighting at window perimeters, and ongoing restoration efforts indicate deficiencies at roof tie-ins, terminations and projections. In addition, wood trim at roof edges and eavestrough interfaces appears to be in an advanced state of deterioration. Timely repair as part of the ongoing roofing program is recommended to prevent continued water ingress and concealed substrate deterioration.

The mass masonry walls exhibit localized deterioration, including loose and missing mortar joints, cracked units, and areas of craze cracking and spalling. These conditions are most pronounced at the northwest and southwest corner pilasters, as well as at various locations along the east and west elevations, with additional minor deterioration noted elsewhere. Sealant joints at transitions between different masonry vintages are also deteriorated and contributing to water ingress. Overall, the mass masonry walls have deteriorated a moderate amount since our 2024 review.

The existing wood-framed windows are generally in poor condition, with widespread deterioration of wood components, finishes and sealants. While some units remain functional, their performance is limited, and air/water leakage is evident at several locations.

Exterior doors are generally in fair condition; however, moisture ingress is occurring at several openings, particularly at the east and south elevations. Associated deterioration of adjacent interior finishes was observed. These conditions are likely related to deficiencies in adjacent masonry interfaces and sealant joints, and as noted in our 2024 report, are expected to persist and progress until the water and air control layers are rectified.

Interior observations confirm active and/or historical moisture ingress, with localized to extensive deterioration of plaster finishes in multiple areas, including the upper floor and Council Chambers. These conditions generally correlate with deficiencies in the building envelope, particularly at the roofing system and interface details.

The basement level was not included within the scope of this review. To our knowledge, no recent repairs have been undertaken in this area since the previous assessment; as such the findings and conclusions from our previous review are to remain applicable.

## 5.0 RECOMMENDATIONS

The most cost-effective approach with respect to construction would be to undertake the Town Hall rehabilitation in a single project; however, we understand that budget constraints may dictate that this work be phased over several years. Based on the observed levels of deterioration, we recommend that phasing not exceed five (5) years and follow a sequential top down approach, with priority placed on completing the brick rehabilitation in the next year, followed by window replacements, and foundation waterproofing in the next 3 years. Under this repair strategy, the largest suspected contributors to moisture ingress are prioritized; therefore, the potential for building envelope and structural deterioration to occur at an accelerated rate is reduced. This repair strategy is proven to produce more long-term, durable repairs.

### 5.1 ROOFING AND ROOFING DRAINAGE

To our understanding, a current or upcoming roofing rehabilitation program is planned. Should this program not include the repair of the roof-related observations noted herein, it is recommended that the scope be expanded to address the deficiencies within the drainage and fascia/trim boards.

### 5.2 BRICK REHABILITATION

It is recommended that a widespread brick cleaning and targeted brick rehabilitation program be executed to address staining and areas of concern such as deteriorated mortar joints, cracked and spalled brick masonry units, and deteriorated sealants. As noted in Section 3.2, concentrations of brick deterioration exist at the northwest and southwest corner pilasters and elsewhere on the west and east elevations. Furthermore, brick and sealant repairs should target known areas of moisture ingress at Cumberland Street and east elevation entrances.

### 5.3 WINDOW REPLACEMENTS

It is recommended that all windows be replaced with insulated glass units (IGUs) to improve thermal performance and air tightness. However, we understand that rehabilitation with dual-glazing may be limited depending on heritage constraints. Although new windows can be specified to replicate the appearance of the existing windows using wood framing, it is anticipated that wholesale removal and replacement will have the greatest impact, of all of the presented recommendations, on the overall appearance of the building.



## 5.4 FOUNDATION WATERPROOFING

In order to limit the likelihood of future leakage and the associated structural deterioration of the foundation, we recommend that a waterproofing system be installed on the exterior perimeter surfaces of the stone foundation walls. In general, a new waterproofing system would include protection and drainage boards, an option for rigid insulation and improvements to the foundation drainage system if needed.

It is recommended that moisture and air control layers be re-established around the bulkhead hatch, this could be executed as part of the foundation waterproofing work, or as stand-alone rehabilitation.



## 6.0 OPINION OF PROBABLE CONSTRUCTION COSTS

The following cost estimates presented for the Town Hall building envelope repairs and rejuvenation represent our opinion of the probable construction cost based on the limited information obtained during this condition survey assessment. The final costs will not be known until such time that the work is tendered and completed. It is not possible to accurately forecast the final bid unit prices that may be tendered for the work because they are directly related to the construction climate at the time of tendering. The costs noted below should be treated as “ball-park” or Class D<sup>2</sup> (+/- 25%) figures only and cannot be guaranteed accurate.

The following opinions of the probable construction cost are presented as follows:

### 6.1 BRICK REHABILITATION

**The probable construction cost for a brick rehabilitation program, assuming all the work is performed in one phase, is in the order of approximately \$650,000 to \$800,000 plus H.S.T., in 2026 dollars, excluding engineering fees, soft costs, and material testing costs.**

As noted in Section 5.2, it is RJC’s opinion that the exterior brick masonry requires widespread cleaning and targeted masonry repairs to restore the original design intent and structural integrity. In general, targeted repairs are not intended to restore the entirety of exterior brick masonry to a “like new” condition, but rather, restore the integrity in localized areas where deterioration is evident and expected to persist if not addressed. RJC’s recommended targeted repair approach will address the current issues and acknowledges that older heritage buildings need regular masonry repairs, roughly every 15 years, to maintain the masonry in a good condition. RJC notes that all masonry buildings require periodic repairs to maintain a state of good repair and that no repair or rehabilitation can prevent future work. There may also be aesthetic or other reasons for a large rehabilitation program that are not strictly driven by the building condition.

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<sup>2</sup>Class “D” probable costs – a statement of general requirements and an outline of a solution (degree of accuracy +/- 25%). Probable Construction Costs are in 2026 dollars and do not include soft costs, engineering fees, material testing, permits or HST unless noted otherwise. Furthermore, probable costs do not include any direct or indirect costs associated with potential trade tariffs, as the impact referential trade tariffs will have on the costs for the recommended repairs cannot be accurately forecasted.



## 6.2 WINDOW REPLACEMENTS

The probable construction cost for a window replacement program, assuming all the work is performed in one phase, is in the order of approximately \$500,000 to \$625,000 plus H.S.T., in 2026 dollars, excluding engineering fees, soft costs, and material testing costs. Please note that window replacement costs are variable depending on the specific composition of window replacements, heritage aspects to be retained, and the level of window frame deterioration when the work is performed.

## 6.3 FOUNDATION WATERPROOFING

The probable construction cost for a foundation waterproofing program, assuming all the work is performed in one phase, is in the order of approximately \$350,000 to \$450,000 plus H.S.T., in 2026 dollars, excluding engineering fees, soft costs, and material testing costs.

SUMMARY OF RECOMMENDED REPAIRS		
	Timeline	Cost (Excluding HST)
Brick Rehabilitation	Within 1 year	\$650,000 to \$800,000
Window Replacements	Within 3 years	\$500,000 to \$625,000
Foundation Waterproofing	Within 3 years	\$350,000 to \$450,000
<b>Total Opinion of Probable Construction Cost:</b>		<b>\$1,500,000 to \$1,875,000<sup>3</sup></b>

<sup>3</sup> Opinion of Probable Costs do not include for the remediation, abatement, and disposal of any hazardous materials such as lead, asbestos, or otherwise.



## 7.0 CLOSING REMARKS

Thank you for selecting Read Jones Christoffersen Ltd. for this assessment. RJC would be pleased to assist you with the implementation of our recommendations. Should you have any questions or concerns, please do not hesitate to contact this office.

Yours truly,

**READ JONES CHRISTOFFERSEN LTD.**

Reviewed by:

Sydney Milne, BEng, EIT  
Building Science and Restoration Representative  
Building Science and Restoration

Leigh Besanger, BEng, P.Eng.  
Project Engineer  
Building Science and Restoration

Reviewed by:

Duncan Rowe, BAsC, MEng, P.Eng., LEED® AP, BECxP, CPHC  
Principal  
Building Science and Restoration



## APPENDIX A

### PHOTOGRAPHS



Photo 1: Google Maps aerial view excerpt of the Town Hall located at 119 Cumberland Street



Photo 2: Overview of Town Hall north elevation (Townsend Street entrance)



Photo 3: Overview of Town Hall east elevation



Photo 4: Overview of Town Hall south elevation (Cumberland Street Entrance)



**Photo 5:** Overview of Town Hall west elevation



**Photo 6:** Overview of deteriorating wood trim at eavestrough



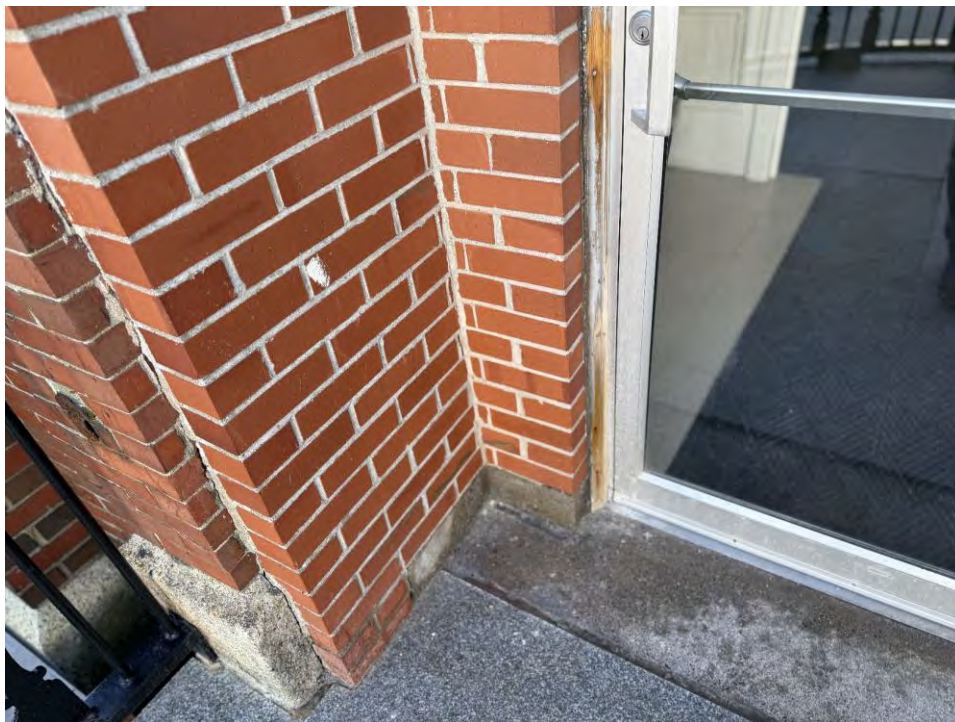
**Photo 7:** Pulled/failed anchor for downspout strapping



**Photo 8:** Copper downspout (note discontinuity)



**Photo 9:** Existing brick repair areas near west elevation entrance



**Photo 10:** Existing brick repair areas near south elevation Cumberland Street entrance



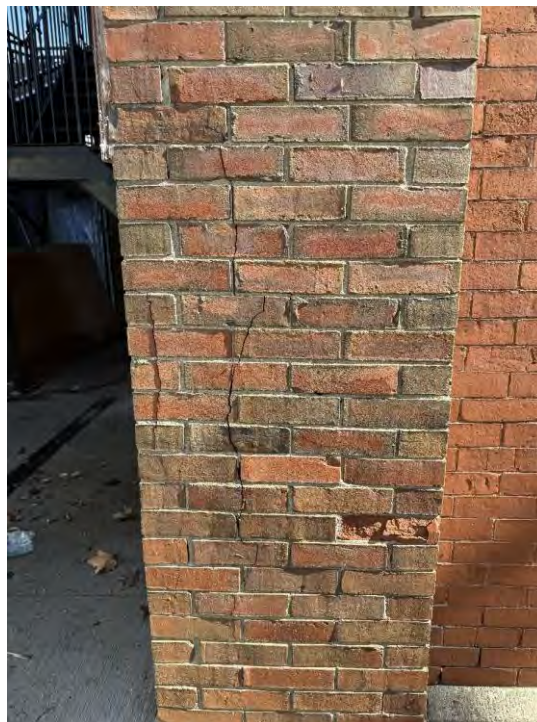
**Photo 11:** Existing brick repair areas near east elevation entrance



**Photo 12:** Sealant between different vintages of brick with cohesive tears



**Photo 13:** Sealant between different vintages of brick with crazing and organics



**Photo 14:** Close up of brick cracking and deterioration at northwest corner pilaster



**Photo 15:** Close up of brick cracking and deterioration along west elevation



**Photo 16:** Overview of mortar joint deterioration in vicinity of west elevation downspout



**Photo 17:** Overview of brick face spalling near southwest corner pilaster on west elevation



**Photo 18:** Closeup of brick-and-mortar joint deterioration



**Photo 19:** Overview of staining from gutter run-off on south elevation Cumberland Street entrance



**Photo 20:** Overview of organics staining below fire escape stairs on north elevation Townsend Street entrance



**Photo 21:** Overview of run-off and organics staining below gutter likely from overflow



**Photo 22:** Efflorescence on pilaster adjacent to south elevation Cumberland Street entrance



**Photo 23:** Slight bow at top of northwest corner pilaster



**Photo 24:** Peeling paint and deterioration on wood window, likely from condensation



**Photo 25:** Peeling paint and deterioration of exterior wood detailing above retrofit vinyl window



**Photo 26:** Visual evidence of water runoff/dripping on interior face of windows



**Photo 27:** Daylight at window opening in attic/storage space



**Photo 28:** Newer vinyl windows in an unoccupied room on north side of third floor (typ. at four dormers)



**Photo 29:** Failed IGUs in top floor unoccupied space



**Photo 30:** Cracked pane on second floor office window on west elevation



**Photo 31:** Moisture ingress deterioration above south elevation Cumberland Street entrance



**Photo 32:** Moisture ingress deterioration above east elevation entrance



**Photo 33:** Moisture ingress deterioration at third storey fire escape door



**Photo 34:** Deterioration from moisture ingress on third floor unoccupied space



**Photo 35:** Deterioration from moisture ingress on third floor unoccupied space



**Photo 36:** Deterioration from moisture ingress at dormer window on third floor unoccupied space



**Photo 37:** Deterioration from moisture ingress on third floor unoccupied space



**Photo 38:** Deterioration from moisture ingress on second floor in Council chambers



**Photo 39:** Deterioration from moisture ingress on third floor

**Town of Lunenburg - Town General Fund**

**Capital Budget 2026/27**

Approved February 2, 2026

	Year 1	Year 2	Year 3	Year 4	Year 5	Future	Fiscal 26/27 funding YEAR 1									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32 to 2035/36	DTT	Op Rsv	Capital Reserves	CCBF/Gas Tax	PW Equip Reserve	Sewer Rsv	Sewer Biofilter Rsv	Grants	LAF	Debt
<b>Town General</b>																
<b>Town Hall</b>																
Exterior Restoration: Total Budget		\$2,350,000														
Interior Restoration Design	\$100,000							\$100,000								
Interior Restoration			\$2,000,000	\$2,000,000	\$2,000,000											
<b>Public Works</b>																
PW Relocation Feasibility Study					\$40,000											
New Facility (Planning, Design, Construction)						\$2,700,000										
<b>Victoria Road Building</b>																
<b>Old Fire Hall</b>																
Interior Assessment (study)	\$50,000							\$50,000								
Exterior Upgrades/Interior Improvements			\$200,000													
<b>Public Washrooms</b>																
<b>Lunenburg Academy</b>																
Roof Repairs (pre-approved Dec.9/25)	\$1,039,000													\$300,000	\$250,000	\$489,000
Public Washroom Site Preparation		\$10,000														
Foundation Repairs					\$500,000											
<b>Beautification</b>																
Urban Forest			\$25,000	\$25,000	\$25,000											
<b>By-law Enforcement</b>																
Vehicle	\$20,000							\$20,000								
<b>Public Works</b>																
<b>Sidewalk Renewal</b>																
Pelham - Shipyard Hill to Town Limits	\$470,000						\$200,000	\$270,000								
Victoria - Green to 180 Victoria Rd	\$50,000	\$330,000	\$280,000				\$50,000									
Townsend - Cornwallis to Duke				\$50,000	\$125,000											
<b>New Sidewalks</b>																
Viability Study - Victoria (at James) & Maple	\$50,000	\$440,000					\$50,000									
Linden Avenue				\$37,500		\$420,000										
<b>Street Reconstruction/Resurfacing</b>																
Linden Avenue				\$50,000		\$625,000										
Dufferin/Lincoln/Falkland				\$40,000	\$935,000											
Kissing Bridge - Cemetery Hill - Resurfacing				\$500,000												
Maple Avenue - Road Reconstruction	\$50,000	\$685,000					\$50,000									
Pelham Street - Hopson St to King St	\$275,000						\$125,000		\$150,000							

**Subject:** Draft Social Media Policy

**From:** Kayla Byrne, Municipal Clerk  
Paul Nopper, Chief Administrative Officer  
May 5, 2026 – COTW

**Date:** June 26, 2026 – Notice  
July 14, 2026 – Decision



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## Recommendation

That Council approve the Social Media Policy as presented.

## Alternatives

- Provide further edits
- Not refer the policy to a Regular Council meeting and take no further action

## Background

The Town of Lunenburg does not currently have a formal Social Media Policy. While the Town uses social media as an official communication tool, there is no consolidated framework that outlines how accounts are managed, how content is shared, or how public interaction is handled.

the development of a Social Media Policy aligns with municipal best practices. Many municipalities have similar policies to support consistent use of social media as part of their communications approach.

A Social Media Policy provides clear direction on the Town's use of social media, including content standards, account governance, and expectations for engagement with the public.

**June 26, 2026 Regular Meeting update:** Council approved formal notice of the policy at its last meeting and requested that section 6.3 Moderation of Comments be strengthen. These changes have been made and highlighted in yellow.

**May 5, 2026 COTW Update:** This draft policy was initially presented at the May 5, 2026 Committee of the Whole meeting. Following discussion, Council directed staff to bring forward an updated version reflecting discussion around disabling public comments on Town social media posts. The policy has been revised accordingly, and key updates are highlighted in yellow.

The proposed approach balances Council's direction to limit comments by default while

maintaining flexibility to enable comments or other interaction features for specific projects, campaigns, emergencies, or engagement initiatives where staff determine it is appropriate.

### **Discussion**

The draft Social Media Policy establishes a framework for how the Town uses social media as an official communication tool. The policy focuses on:

1. Clear oversight and accountability: Confirms that social media is a corporate communication tool, with defined authority and oversight through the CAO.
2. Consistent and appropriate content: Sets expectations for plain language and accessible information, while outlining what the Town will and will not post.
3. Managing public interaction: Following discussion at the last Committee of the Whole meeting, the draft policy was revised so that comments and public replies on official Town social media channels are disabled by default. The policy still allows the Town to enable comments or other interaction features for specific posts, campaigns, emergencies, engagement initiatives, or operational needs when appropriate.

In considering this approach, it is important to recognize that the Town primarily uses social media as an information-sharing and communications tool rather than a platform for ongoing or real-time dialogue. Social media channels are not monitored continuously and are not intended to function as a 24/7 customer service or engagement platform.

The Town recognizes the importance of meaningful public participation and provides multiple ways for residents to engage outside of social media, including contacting staff through established service channels, contacting Council members directly, attending Council and Committee meetings, participating in public engagement opportunities, surveys, open houses, workshops, and using formal application or feedback processes where applicable.

If Council approves the proposed approach, social media posts and profiles will include clear direction on how residents can contact the Town, access services, or participate in engagement opportunities through appropriate channels.

Additionally, staff are currently working toward implementing Social Pinpoint, a digital engagement platform already used by municipalities, including Halifax Regional Municipality ([Engage Halifax](#)), to provide more structured opportunities for public

participation and engagement outside of social media channels.

Administrative Procedures are included with the draft policy for Council’s information. In accordance with the Town’s [Policy Development and Review Policy](#), Council is responsible for approving policies, which establish the Town’s high-level direction (the “what”), while Administrative Procedures are approved by the CAO and outline how staff implement and operationalize the policy (the “how”).

The draft policy has been reviewed by the Regional Accessibility Coordinator to ensure alignment with accessibility best practices.

Default Comment Settings: Following Council’s direction to explore disabling comments by default on the Town’s social media channels, staff reviewed approaches used by other municipalities and found the following:

Municipality	Approach to Public Comments on Social Media	Feedback	Governance Approach
Wolfville	Disabled all comments	Positive experience for staff and Council	No Council policy; Standard Operating Procedures approved by CAO
Municipality of the County of Annapolis	Disabled all comments	Positive experience for staff and Council	No Council policy; Standard Operating Procedures approved by CAO
Municipality of Digby	Disabled all comments	Positive experience for staff and Council	No Council policy; Standard Operating Procedures approved by CAO
Municipality of Barrington	Generally enables comments and uses an active moderation approach, while reserving the right to limit or disable comments on specific posts, topics, or during sensitive situations.	Just updated the policy last September to reflect disabling or limiting comments on certain posts	Has a <a href="#">social media policy</a>
Municipality of the County of Kings	Uses a moderated engagement approach that encourages public interaction while providing staff with authority to	N/A	Has <a href="#">standards and usage guidelines for social media</a> ; authority to develop is provided

	monitor, moderate, remove content, and restrict activity where content violates established standards or creates operational concerns		through policy. Guidelines are able to be amended by staff without a formal policy amendment
Region of Queens Municipality	Uses a moderated engagement approach rather than disabling comments by default. Their policy allows comments on platforms where public interaction is available and permits staff to monitor and remove content that violates established standards. Operationally, the Municipality advised that some platforms are configured to limit comment visibility until staff have an opportunity to review content, creating a more controlled approach to public interaction.	allows staff time to review, moderate, approve, or remove comments where appropriate.	Has a <a href="#">social media policy</a>

**Considerations Regarding Default Comment Settings:**

The decision to disable comments by default on Town social media channels involves balancing operational considerations, communication objectives, and opportunities for public interaction. There are benefits and tradeoffs associated with both approaches.

***Potential Benefits of Disabling Comments by Default***

- Supports clearer expectations that the Town’s social media channels are primarily intended as information-sharing tools rather than platforms for ongoing dialogue or customer service
- Reduces the need for continuous monitoring and moderation of comments, which can be resource-intensive for staff
- Helps reduce the spread of misinformation, incorrect information, or confusion that can occur when comments are interpreted as factual information or when users rely on

comment sections rather than official content or linked resources

- Reinforces that social media is not the Town's formal process for service requests, applications, complaints, or participation in decision-making processes  
Reduces the potential for disrespectful, discriminatory, harassing, or otherwise inappropriate comments appearing on Town channels
- Creates a more consistent and manageable approach to communication across platforms

### ***Potential Considerations or Tradeoffs***

- Limits opportunities for public interaction and feedback through social media channels
- Reduces opportunities for positive community discussion and informal engagement
- May be perceived as reducing accessibility or participation opportunities if alternatives are not clearly communicated
- Requires ongoing communication about alternative participation and contact methods

### **Financial**

The proposed policy can be implemented within existing operational resources and does not require additional budget allocation at this time.

### **Communications**

If approved, the policy will be posted on the Town's website. Staff will also share information through the Town's communication platforms, including social media, to inform the public of the new policy and expectations for use of the Town's social media channels.

### **Attachments**

Draft Social Media Policy

## **Social Media Policy**

**Date adopted by Council: TBD**



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### **1. POLICY STATEMENT**

The Town of Lunenburg uses social media as an official communication tool to share timely and accurate information with the public. The Town is committed to maintaining a professional and responsible presence online in alignment with applicable legislation and municipal policies.

### **2. PURPOSE**

The Town of Lunenburg uses social media as an official communication tool to share timely and accurate information with the public, including, but not limited to:

- Town programs, services, and operational updates
- Council information, including agendas, meetings, decisions, and public notices
- Emergency notifications and public safety information
- Public service announcements
- Opportunities for community engagement and participation

Content is intended to inform residents and will be provided in clear, plain language. The Town will make reasonable efforts to ensure information is accessible to a broad range of users, including the use of accessible formats where possible.

### **3. SCOPE**

This Policy applies to all official social media accounts operated by the Town of Lunenburg and to employees and Council members.

It does not apply to personal social media use, except where individuals are representing or could reasonably be perceived as representing the Town.

### **4. ACCOUNT GOVERNANCE**

#### **4.1 Ownership and Authority**

The Town will determine which social media platforms are used for official communications and may adopt or discontinue platforms as needed to support effective communication.

All official social media accounts are the property of the Town of Lunenburg. The Chief Administrative Officer (CAO), or designate, has authority over the creation and management of official accounts.

Official social media accounts are those established, authorized, or managed by the Town for the purpose of conducting municipal communications.

The Town may maintain a list of active official social media platforms and accounts through its website or other internal records.

Platform functionality, features, and controls are determined by third-party providers and may change over time without notice. The Town will make reasonable efforts to manage its social media channels in alignment with this Policy; however, certain features, settings, moderation tools, accessibility functions, or interaction controls may not always be available or may change due to platform limitations or updates. Where platform functionality limits the Town's ability to fully implement this Policy, the Town may implement alternative measures or adapt its practices as appropriate.

#### **4.2 Transparency and Identification**

The Town will clearly identify its official social media accounts and maintain a clear and identifiable presence online. Where appropriate, accounts will link to the Town's official website and relevant policies and procedures.

#### **4.3 Corporate Communications**

The Town's social media presence is an extension of its corporate communications and is governed by this Policy and supporting administrative procedures.

### **5. CONTENT STANDARDS**

#### **5.1 Town Content Standards**

The Town will make reasonable efforts to ensure that content shared on its social media channels is:

- Accurate and based on reliable information
- Clear and written in plain language
- Relevant to municipal services, programs, and priorities
- Respectful and appropriate for a public audience
- Accessible, where possible, in alignment with applicable accessibility practices. Accessibility practices will be applied to the extent feasible, recognizing platform limitations and available resources

Where errors are identified, the Town will make reasonable efforts to correct information in a timely manner.

## **5.2 Third-Party and Community Content**

The Town may, at its discretion, share or repost content from third parties where it aligns with municipal priorities and provides value to the community. Requests for promotion from external organizations, businesses, or individuals may be considered.

This may include, but is not limited to:

- Community events or initiatives open to the public
- Information from partner organizations, government agencies, or local institutions
- Public safety messaging or regional updates
- Initiatives that support community wellbeing, culture, recreation, tourism, or economic development
- Information related to community events, programs, or initiatives involving local businesses where there is a broader community benefit

Sharing third-party content does not constitute endorsement by the Town.

Unless otherwise approved, the Town does not create content on behalf of third parties.

The Town is unable to share all requests for promotion and prioritizes content based on relevance, community benefit, timing, and available capacity.

## **5.3 What the Town Will Not Post**

The Town will not post or share content that:

- Is political in nature, including comments on election candidates, campaigns, or platforms
- Promotes or advertises private businesses, products, or services, except where sharing information supports a broader community, economic development, tourism, or public interest objective
- Contains confidential or personal information
- Is misleading, unverified, or contributes to misinformation or disinformation
- Creates security or privacy risks
- Is defamatory, discriminatory, harassing, or disrespectful
- Violates any applicable laws, Town policies, or by-laws

The Town will ensure that references to individuals, businesses, or organizations are appropriate, accurate, and made for a legitimate municipal purpose.

## **6. SOCIAL MEDIA USE AND PUBLIC INTERACTION**

## 6.1 Comment Availability and Platform Use

The Town's social media channels are primarily intended to provide timely and accurate information to residents and visitors.

Where platform functionality allows, comments and public reply features on official Town social media channels will generally be disabled by default.

Comments or public interaction features may be enabled on specific posts, campaigns, platforms, or initiatives where the Town determines they support communication objectives, public education, engagement activities, or operational needs.

Where comments or public interaction features are enabled, public comments do not reflect the views or positions of the Town of Lunenburg.

## 6.2 Public Participation and Communication Channels

The Town recognizes the importance of meaningful public participation and provides multiple ways for residents to engage outside of social media platforms.

Residents are encouraged to connect with the Town through established communication channels, including:

- Contacting Town staff through established service and inquiry processes
- Contacting Council members directly
- Attending Council, Committee, and public meetings
- Participating in public engagement opportunities, surveys, open houses, workshops, or information sessions when offered
- Using formal feedback or application processes where applicable
- Requesting meetings with staff, where appropriate

Where the Town is seeking public input on specific projects, policies, plans, or initiatives, engagement opportunities and participation methods will be communicated through appropriate channels.

## 6.3 Moderation of Comments

Where comments are enabled on specific posts or platforms, the Town may remove, hide, restrict, or otherwise moderate content that, in the Town's opinion:

- Violates applicable laws or Town policies;
- Contains hate speech, threats, intimidation, harassment, bullying, discrimination, or incites violence;

- Contains defamatory, abusive, derogatory, or discriminatory comments directed toward an individual or identifiable group;
- Contains personal attacks, insults, or language intended to demean, ridicule, or harass another person;
- Includes profanity, obscene, vulgar, or sexually explicit content;
- Contains confidential, personal, or sensitive information;
- Contains spam, commercial advertising, repetitive posts, or malicious links;
- Is clearly unrelated to the topic of the post or is intended to disrupt constructive discussion;
- Encourages unlawful activity or behaviour that may create safety, privacy, or security risks; or
- Otherwise interferes with the Town's ability to maintain a respectful and constructive online environment.

The Town recognizes that members of the public may disagree with municipal decisions, policies, services, or actions. Comments will not be moderated solely because they express criticism or disagreement with the Town, Council, or staff, provided they otherwise comply with this Policy.

Users who repeatedly violate these standards may be restricted from participating where comments or public interaction features are enabled.

#### **6.4 Use of Social Media and Formal Input**

Social media channels are intended to share information and are not considered formal channels for submitting requests, applications, service requests, or feedback requiring official consideration, unless explicitly stated otherwise.

Content posted on the Town's social media channels, including comments where enabled, is not considered a formal submission to the Town for Council decisions, public participation processes, or other official matters unless explicitly stated otherwise.

Social media channels are not intended to serve as the Town's primary customer service or service request channel and should not be relied upon for time-sensitive matters.

Members of the public wishing to provide formal input are encouraged to use established communication channels and participation opportunities outlined in this Policy.

#### **6.5 Town Responses and Engagement**

The Town may use social media channels to provide information, clarification, or direct residents to appropriate resources, staff, or processes.

The Town may respond to inquiries or interactions received through social media at its discretion; however, responses are not guaranteed, and social media should not be relied upon for urgent matters.

The Town does not engage in ongoing debates or discussions through its social media channels.

## **6.6 Monitoring and Administration**

Town social media channels are not monitored continuously. Channels are generally monitored during normal business hours.

Where comments or public interaction features are enabled, the Town may monitor and manage activity in accordance with this Policy.

Content or activity raising safety, legal, privacy, or reputational concerns may be referred to appropriate authorities or internal processes for further review.

## **7. PRIVACY, RECORDS, AND LEGAL COMPLIANCE**

### **7.1 Privacy and Confidentiality**

The Town of Lunenburg is committed to protecting personal privacy. Social media content posted by the Town will not include personal or confidential information unless authorized or required for official purposes.

Members of the public should be aware that social media platforms are public spaces. Individuals are responsible for the information they choose to share through social media platforms and should avoid posting or sharing personal or sensitive information, as content may be visible to others and subject to applicable legislation.

The Town does not actively monitor all user activity or content shared through social media platforms. Where comments or public interaction features are enabled, moderation activities will be conducted in accordance with this Policy.

### **7.2 Records and Information Management**

Content published or shared through the Town's social media channels may be subject to applicable access to information and records management legislation.

The Town does not routinely archive or retain all social media content outside of the platform on which it is posted. However, where appropriate or required, content may be captured and

retained in accordance with Town records management practices for operational, legal, or investigative purposes.

### **7.3 Copyright and Intellectual Property**

The Town will use only content that is owned, licensed, or otherwise permitted for use, and will provide attribution where required.

### **7.4 Compliance with Applicable Laws**

The Town's use of social media will comply with applicable federal and provincial legislation, including those related to privacy, accessibility, elections, and human rights.

## **8. EMPLOYEE AND COUNCIL RESPONSIBILITIES**

### **8.1 General Expectations**

Employees and Council/Committee members are expected to use social media in a manner that reflects the Town's values and complies with applicable Town policies, including those related to conduct, confidentiality, and privacy.

Individuals must not disclose confidential information or present personal opinions as the official position of the Town.

### **8.2 Employees**

Employees are expected to comply with all applicable Town policies when using social media, including those related to workplace conduct and acceptable use of technology.

### **8.3 Council and Committee Members**

Council and Committee Members engaging on personal accounts must clearly distinguish between personal views and official Town positions.

### **8.4 Professional Conduct**

When engaging in discussions related to Town business, individuals are expected to conduct themselves respectfully and avoid online interactions that are unprofessional, confrontational, or could damage the Town's reputation.

These expectations apply to both official and personal social media use where individuals are discussing Town business or could reasonably be perceived as representing the Town.

## **9. AUTHORITY AND REPRESENTATION**

Only the CAO, or designated employees authorized by the CAO, are permitted to post or communicate on behalf of the Town through official social media channels.

Employees and Council/Committee Members must not represent themselves as speaking on behalf of the Town, or commit the Town to any position, action, or decision outside of their authority.

## **10. TRAINING AND CAPACITY**

The Town of Lunenburg is committed to supporting employees and Council/Committee Members in the effective and responsible use of social media.

Training and guidance may be provided on topics such as accessibility, privacy, records management, digital communication practices, and other matters relevant to the implementation of this Policy.

Employees may request guidance or additional training through their supervisor, as needed.

**Council may request that the CAO arrange training or provide guidance for Council and Committee Members on matters related to this Policy.**

## **11. ENFORCEMENT AND COMPLIANCE**

The Town may take action to enforce this Policy, including the removal of content, restriction of participation or interaction features on its social media channels, or other measures as appropriate.

Failure to comply with this Policy by employees, Council, or Committee Members will be addressed in accordance with applicable Town policies and procedures, including personnel policies and the Council Code of Conduct.

Where online conduct creates safety concerns for staff, elected officials, or members of the public, the Town may take appropriate steps, including escalation through internal processes or referral to external authorities where required.

## **12. REVIEW**

This Policy will be reviewed every two years, or sooner in response to changes in legislation, platform functionality, or municipal needs.

The Town may also review its use of social media on an ongoing basis to support effective communication and alignment with best practices.



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## **1. ACCOUNT CREATION**

New social media accounts require approval from the CAO (or designate).

All accounts must be created using Town-issued email addresses.

## **2. ACCESS AND SECURITY**

Account credentials must be stored securely and only shared with authorized staff.

A minimum of two Town employees must have administrative access to each account, where the platform allows.

The CAO (or designate) must have access to all account credentials.

## **3. ACCOUNT MANAGEMENT**

Designated staff responsible for account management must maintain continuity of access to official social media accounts.

Access must be removed, updated, or transferred promptly when staff roles change, responsibilities shift, or employment ends.

## **4. ACCOUNT DEACTIVATION AND PLATFORM CHANGES**

Official social media accounts may be discontinued, archived, or deactivated where they no longer support operational needs, communication objectives, available resources, or where platform functionality no longer aligns with the Town's requirements.

Prior to deactivating or discontinuing an account, the Town should, where feasible:

- Consider records retention, legal, operational, or business requirements
- Remove or transfer administrative access
- Update account information or profile details to redirect users to active Town communication channels
- Notify users of significant changes to official communication channels, where appropriate
- Secure or remove accounts to reduce cybersecurity and reputational risks

The Town may modify, suspend, discontinue, or migrate its use of social media platforms at its discretion in response to changing technology, platform functionality, community needs, or operational considerations.

## **5. BRANDING AND SETUP**

Accounts must clearly identify the Town of Lunenburg.

Profiles should include links to the Town's official website and applicable policies

## **6. CONTENT APPROVAL AND POSTING**

All content must be reviewed and approved by the CAO or designate prior to posting, unless otherwise authorized.

The CAO, or designate, may approve categories of routine or recurring content in advance and delegate authority to designated staff to post this content without individual review.

Only authorized staff may create, edit, publish, or respond through official accounts.

Staff must not post or respond on official accounts without authorization.

## **7. ACCESSIBLE CONTENT PRACTICES**

The Town will make reasonable efforts to ensure that social media content is accessible to a broad range of users. Where possible, staff should:

- Use clear, plain language in post text
- Use a mix of upper and lower case letters; avoid using all capital letters, as they are more difficult to read
- Use emojis sparingly and in a way that supports understanding; avoid using emojis as bullet points or within sentences, and avoid long strings of emojis
- Use camel case for hashtags to improve readability (e.g., #TownOfLunenburg)
- Avoid placing large amounts of essential information within images
- Ensure key information included in images is also provided in the post text
- Add alternative text (alt text) to images where possible
- Consider including image descriptions within the post text to provide additional context or interpretation for users
- Include captions for videos where available
- Use simple, high-contrast visuals that are easy to read
- Provide links to accessible webpages or documents where appropriate

## **8. EMERGENCY COMMUNICATIONS**

In emergency situations, designated staff may post time-sensitive information without standard approval where necessary. Information should be verified to the extent possible and updated as new information becomes available.

Social media is intended to supplement, not replace, official emergency communications systems, emergency alerts, or direct communication channels.

## **9. PUBLIC PARTICIPATION AND COMMUNICATION PRACTICES**

Where the Town is conducting public engagement activities, designated staff should make reasonable efforts to communicate participation opportunities through appropriate channels.

Where feasible, communications regarding engagement opportunities should include:

- The purpose of the engagement activity
- Participation methods and timelines
- Relevant contact information or links
- Alternative methods for participation, where available
- Information on how feedback will be used, where appropriate

Where inquiries are received through social media channels, staff may redirect residents to appropriate staff, departments, or formal processes.

Where feasible, engagement opportunities should be communicated through channels appropriate to the intended audience and purpose of the engagement activity.

## **10. THIRD-PARTY CONTENT REQUESTS**

### **10.1 Requests for Promotion**

Requests from external organizations, businesses, or individuals to share content on the Town's social media channels may be considered at the Town's discretion.

### **9.2 Assessment Criteria**

When reviewing requests, staff may consider:

- Alignment with municipal services, programs, or priorities
- Relevance to the broader community
- Whether the event or initiative is open to the public
- Timeliness of the request
- Available capacity and scheduling

### **9.3 Submission Expectations**

Requests should:

- Include clear and accurate information
- Be submitted with reasonable notice
- Include any relevant links or supporting materials

#### **9.4 Decision-Making**

Final decisions on whether to share third-party content will be made by the CAO or designate. The CAO, or designate, may delegate authority or pre-approve categories of third-party content to designated staff for routine or low-risk content.

### **11. MONITORING AND MODERATION**

Town social media channels will be monitored during regular business hours.

Where comments or public interaction features are enabled, staff may monitor activity and take action consistent with the Social Media Policy, including hiding, removing, restricting, or documenting content where appropriate.

Staff are not expected to continuously monitor social media interactions.

### **12. COMMENT CONTROLS**

The CAO or designate may determine when comments or public interaction features will be enabled or disabled based on operational requirements, engagement objectives, safety concerns, platform functionality, or resource capacity.

### **13. RECORDS AND DOCUMENTATION**

Content may be captured (such as screenshots) where required for:

- Complaints
- Investigations
- Legal matters
- Safety concerns
- Records retention requirements
- Operational purposes where appropriate

Routine archiving of all content is not required.

### **14. ESCALATION**

Content raising safety, legal, privacy, or reputational concerns will be escalated to the CAO or designate as soon as practicable. Where appropriate, matters may be referred to:

- legal counsel
- law enforcement
- internal HR processes

## **15. ROLES AND RESPONSIBILITIES**

The CAO, or designate, will assign responsibility for the management of the Town's social media accounts.

Designated staff are responsible for:

- Content drafting
- Posting
- Monitoring activity where comments or public interaction features are enabled
- Reporting issues or concerns

**Subject:** Draft Inclement Weather and Temporary Facility Closure Policy Report

**From:** Paul Nopper, Chief Administrative Officer  
March 17, 2026 – COTW

**Date:** April 14, 2026 – Regular Discussion  
May 12, 2026 – Deferred Decision  
July 14, 2026 – Proposed Approval



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## **Recommendation**

That Council approve the Inclement Weather Policy as presented.

## **Alternative**

That Council provide direction to staff on the Inclement Weather and Temporary Facility Closure Policy and to bring back to the Committee of the Whole.

## **Background**

The Town of Lunenburg currently does not have a policy that outlines when facilities need to be temporarily closed and considerations for public and staff safety during inclement weather events. Based on the winter season of 2025/26, there have been several occasions where the weather conditions have contributed to a partial or full closure of recreational facilities and Town Hall. As such, through discussions with Council, it was noted that there needs to be clear direction and an established policy for Council, staff, and the public as it relates to facility closures due to weather or hazardous conditions.

Administrative Procedures are included with the draft policy for Council's information. In accordance with the Town's [Policy Development and Review Policy](#), Council is responsible for approving policies, which establish the Town's high-level direction (the "what"), while Administrative Procedures are approved by the CAO and outline how staff implement and operationalize the policy (the "how").

This approach allows Administrative Procedures to be updated as needed to reflect operational changes or evolving best practices without requiring amendments to the policy or approval by Council.

## **Discussion**

Attached to this report is a new draft of the Inclement Weather and Temporary Facility Closure Policy. This policy is developed in two parts: the policy and the administrative procedures for the Town to implement. This policy would delegate the authority of decision-making to the Chief Administrative Officer for closure of facilities, evaluation criteria of closures, how communication

of Council occurs, communications with staff, and with the public. This policy has been reviewed by all departments and highlights essential services, staff processes for hybrid work, and for staff who do not have this option.

**May 12, 2026 update:** At its May meeting, Council reviewed the draft Policy and asked staff to provide additional clarity around how Council will be notified of temporary facility closures and the reopening of facilities. These updates have been incorporated into the attached draft and are highlighted in yellow.

**April 14, 2026 update:** At its April 14, 2026 meeting, Council deferred a decision on the proposed policy to allow for clarification and minor revisions to the Administrative Procedures, which support implementation of the policy. Revisions have been made to reflect Council's discussion and are highlighted in yellow.

### **Financial**

As staff wages are budgeted in the Operations Budget yearly, we have outlined different options within the policy for wages, vacations, sick days, hybrid work, and essential workers. Overall, with the limited situations this policy addresses, what is proposed seems reasonable in light of safety.

# Inclement Weather & Temporary Facility Closure Policy

**Date adopted by Council:**



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## 1. POLICY STATEMENT

The Town of Lunenburg is committed to maintaining the continuity of municipal services while prioritizing the safety of employees and the public during periods of inclement weather or hazardous conditions. The Town recognizes that such conditions may affect access to municipal facilities and the ability of employees to report to work safely.

## 2. PURPOSE

The purpose of this policy is to establish a clear framework for managing Town operations during periods of inclement weather or hazardous conditions. This policy provides guidance to employees, Council, and the public to support consistent, safe, and transparent decision-making.

## 3. SCOPE

This policy applies to non-unionized employees of the Town of Lunenburg and to municipal facilities and operations affected by inclement weather or hazardous conditions, or other temporary operational disruptions.

Unionized employees are subject to the terms and conditions set out in their applicable collective agreements.

## 4. DEFINITIONS

For the purposes of this policy:

“Closure” means the temporary suspension of non-essential municipal operations and the closure of non-essential Town facilities due to inclement weather or hazardous conditions.

“Delayed Opening” means a temporary postponement of the start of normal operations at Town facilities due to inclement weather or hazardous conditions.

“Inclement Weather” means severe or adverse weather conditions that may pose a risk to public safety or affect access to municipal facilities, including but not limited to snowstorms, ice storms, hurricanes, flooding, or similar weather events.

“Hazardous Conditions” means temporary conditions that may pose a risk to safety, including power outages, road conditions, public safety advisories, or other circumstances that affect the safe operation of municipal facilities or services.

## **5. AUTHORITY AND APPLICATION**

Through this policy, Council delegates authority to the Chief Administrative Officer to temporarily alter municipal operations during periods of inclement weather or hazardous conditions, or other unplanned operational disruptions that affect the safe or feasible operation of municipal facilities, including delaying openings, closing or reopening municipal facilities, or reducing services, where necessary to protect the safety of employees and the public.

Unless otherwise declared by the Chief Administrative Officer, Town facilities and services will continue to operate.

## **6. EXCLUSIONS**

This policy does not apply to employees on approved leaves, previously scheduled vacations, or sick leave.

## **7. MEETINGS**

Inclement weather or hazardous conditions may affect the ability to safely hold meetings organized by the Town of Lunenburg, including Council and committee meetings.

Decisions regarding the conduct of Council meetings, including format and scheduling, will be made in accordance with the Town's Council Procedural Policy and any applicable legislation.

## **8. RESPONSIBILITIES**

### **8.1 Council**

Council is responsible for approving this policy and delegating authority to the Chief Administrative Officer to make decisions related to municipal operations during periods of inclement weather or hazardous conditions.

### **8.2 Chief Administrative Officer (CAO)**

The Chief Administrative Officer is responsible for:

- Exercising the authority delegated by Council under this policy to temporarily alter or restore municipal operations during periods of inclement weather or hazardous conditions; and
- Overseeing the implementation of this policy, including employee-related operational decisions, in accordance with approved administrative procedures.
- Ensuring that Council is advised as soon as reasonably practicable of decisions to delay the opening, temporarily close, reopen, or significantly modify municipal facilities, services, or operations.

**ADMINISTRATIVE PROCEDURES**  
**Inclement Weather & Temporary Facility Closure Policy**  
**Date approved by CAO: TBD**

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## **1. PURPOSE**

These administrative procedures provide direction for implementing the Town of Lunenburg's Inclement Weather & Temporary Facility Closure Policy. They outline operational decision-making, employee expectations, service continuity, and communications during periods of inclement weather or hazardous conditions.

## **2. CONSIDERATIONS**

In making a determination to delay the opening of facilities, close municipal facilities, or reduce municipal services due to inclement weather or hazardous conditions, the Chief Administrative Officer may consider factors including, but not limited to:

- Weather forecasts and warnings;
- Road and travel advisories;
- Public safety information from emergency management agencies;
- Conditions in adjacent municipalities; and
- The ability to safely maintain municipal operations and essential services.

### **2.1 Types of Operational Decisions**

For the purposes of these procedures, operational decisions may include:

- Delayed Opening: Facilities open later than normal operating hours.
- Full Closure: Facilities are closed for the full day.
- Partial Closure / Early Closure: Facilities close after opening or operate reduced hours.
- Service Reduction: Facilities remain open but with limited services.
- Reopening: Facilities resume normal operations following a delayed opening, temporary closure, or service reduction when the Chief Administrative Officer determines it is safe and operationally appropriate to do so.

## **3. ESSENTIAL AND NON-ESSENTIAL SERVICES**

### **3.1 Essential Services**

Essential services are those required to ensure public safety, infrastructure protection, or continuity of critical municipal functions. Essential services and positions are designated by each department and may be adjusted as operational needs require.

Where essential services must continue:

- Directors are responsible for ensuring service coverage;
- Staffing may be adjusted or cycled as required; and
- Employees designated as essential may be required to report to work, subject to safety considerations.

### **3.2 Non-Essential Services**

During delayed openings or closures, non-essential services may be reduced or suspended for all or part of the day.

## **4. EMPLOYEE WORK EXPECTATIONS**

### **4.1 Reporting to Work**

During periods of inclement weather or hazardous conditions, employees should not assume the workplace is closed unless an official notification has been issued. Employees are expected to report to work unless the workplace has been declared closed or a delayed opening has been announced.

Employees whose duties require travel will follow directions from their Director or designate.

Employees are responsible for monitoring Town email and official communication channels for updates during periods of inclement weather or hazardous conditions.

### **4.2 Hybrid and Remote Work**

Where operationally feasible, employees whose positions allow for remote work are expected to work from an alternate location during a delayed opening or facility closure. Employees working remotely are expected to remain available during regular working hours and maintain communication with their supervisor.

Employees should follow any additional direction provided by their Director or designate regarding work expectations, availability, and service continuity.

If an employee is unable to work remotely due to circumstances such as power outages, internet disruptions, or other conditions beyond their control, they must notify their Director or designate as soon as possible and follow directions regarding work expectations.

### **4.3 Early Departures and Late Arrivals**

Employees who choose not to report to work, arrive late, or leave early due to weather conditions, where the workplace remains open, must:

- Make up the time at another date; or

- Use vacation, banked time, or have the time deducted from pay.

## **5. PAY AND LEAVE ADMINISTRATION**

### **5.1 Closures**

When a workplace is closed, employees scheduled to work will receive regular pay for the period of closure.

Storm days are not considered a leave entitlement.

### **5.2 Operational Disruptions**

Where unplanned operational disruptions occur that affect the safe or feasible operation of a municipal facility or service (such as power outages, utility failures, or mechanical issues), the Chief Administrative Officer may, in consultation with the appropriate Director(s), determine that the affected facility will be closed, opened late, or operate with reduced services.

Any closure, delayed opening, or service reduction resulting from an operational disruption will be administered in accordance with the applicable employee work expectations and pay and leave provisions set out in these procedures.

### **5.3 Partial Closures**

If the workplace closes after the workday has commenced, employees will be compensated at regular pay for the remainder of the scheduled day.

If the workplace reopens at 12:00 p.m. (noon) or later, lunch breaks will not be provided.

### **5.4 Overtime**

Where overtime is required to maintain essential services or address immediate safety concerns during inclement weather or hazardous conditions, such overtime must be authorized by the Chief Administrative Officer.

### **5.5 Employees on Leave**

Employees on approved vacation, sick leave, banked time, or leave of absence at the time of a closure are not entitled to reinstatement of leave time.

## **6. INTERNAL COMMUNICATIONS**

Following a decision by the Chief Administrative Officer to delay the opening of facilities, close facilities, or reduce services due to inclement weather, hazardous conditions, or other operational disruptions:

- The CAO will notify Council by email or other appropriate means as soon as reasonably practicable.
- The CAO will notify employees who report directly to the CAO.
- Directors and supervisors are responsible for promptly communicating the decision and any operational direction to employees within their areas of responsibility.
- Communications staff will issue public notifications through the Town's established communication channels as appropriate.

## **7. ROLES AND RESPONSIBILITIES**

### **7.1 Chief Administrative Officer**

The CAO is responsible for:

- Making operational decisions under the Policy;
- Ensuring consistent application of these procedures;
- Directing internal and external communications related to closures or service changes; and
- Ensuring consistent administration of employee work expectations, pay, and leave provisions, including obtaining internal or external advisory support as required.

### **7.2 Directors/Supervisors**

Directors are responsible for:

- Ensuring staff are aware of the Policy and Procedures;
- Designating essential positions and ensuring service continuity;
- Providing direction to staff regarding reporting to work, remote work, or early departure; and
- Communicating operational decisions to staff within their departments.

### **7.3 Communications**

Communications staff are responsible for:

- Preparing and distributing public notices regarding delayed openings or closures;
- Posting updates on the Town's website, social media platforms, local radio stations, and other channels as required; and
- Coordinating messaging with emergency management agencies, where applicable.

### **7.4 Employees**

Employees are responsible for:

- Monitoring Town communications for updates during inclement weather events;
- Following direction from their Director or designate; and
- Complying with these procedures and applicable workplace expectations.

## **8. MEETINGS**

Where a Council meeting is scheduled on a day affected by inclement weather or hazardous conditions, the Mayor and Chief Administrative Officer will review whether the meeting can be safely held.

Where practicable, a decision to proceed, delay, postpone, or otherwise adjust the meeting will be made by 12:00 p.m. (noon) on the day of the meeting.

Once a meeting has been delayed or postponed, the Chief Administrative Officer will inform Council and staff, and Communications staff will issue a public notice regarding the change.

## **9. REVIEW**

These administrative procedures may be reviewed and updated by the Chief Administrative Officer as required to ensure effectiveness and alignment with operational needs.

# Town of Lunenburg Motion Action List

**PRIORITY A = Action within 3 months (Jan. 2026 – March 2026)**

**PRIORITY B = Action within 6 months (April 2026 – Sept. 2026)**

**PRIORITY C = Longer-term (Beyond Sept. 2026)**

MOTION ACTION LIST					
TITLE	REQUESTED DATE	COUNCIL MOTION OR DESCRIPTION	RESPONSIBLE	TARGET DATE	STATUS & UPDATES
<b>PRIORITY A</b>					
Comprehensive MPS/LUB Review and Amendments	Original directions 2024–2025; updated May 5, 2026 COTW	Committee of the Whole directed staff to proceed with a comprehensive review and potential amendments to the Municipal Planning Strategy and Land Use By-law, including: discretionary planning tools such as development agreements and site plan approval; parking provisions including parking requirements and cash-in-lieu options; short-term rental regulations including consideration of primary residence restrictions and licensing approaches; Main Street Form Zone considerations; and staff-identified housekeeping amendments outlined in Schedule B of May 5 Staff report, inclusive of additional amendments identified by staff. Committee of the Whole further directed staff to proceed with Option 2 as outlined in Schedule C of May 5 staff report, consisting of housekeeping and Council motion amendments.	Community Development	<b>This is an ongoing long-term project: Estimated end date July 2027</b>	
Reducing Speed Limits	April 15, 2025	Prepare a report on reducing speed limits from 50 km/h to 40 km/h on Linden Avenue, Pelham Street, and Creighton Street, based on available traffic study data and exploring the	Public Works	<b>PRIORITY A (in progress)</b>	Feb 2026 update: Staff have learned the new Traffic

		<p>possibility of including adjoining streets, in an application to the Province for a speed limit reduction; and that a recommendation of a town-wide reduction may result if appropriate and cost-effective.</p> <p>Bring back a report exploring the installation of four-way stop signs at the intersections of Creighton Street with Prince Street and Creighton Street with Cornwallis Street.</p>			<p>Safety Act is yet to be proclaimed by the Province, so the new regulations do not yet apply. Considered best to wait to see if this progresses as it is expected in early 2026.</p>
Community Grants Policy Amendment	Aug. 19, 2025	<p>Review and propose any possible edits to the policy.</p> <p>Sept. 2, 2025: Council indicated a desire to have a Grants Committee.</p> <p>March 17, 2026 update: It was noted that the current Community Grants Policy (Policy #74) should be used for this year's grant cycle and that staff proceed with the 2026 intake process while policy updates are developed.</p>	Communications & Events Coordinator	<b>PRIORITY A</b>	
<b>PRIORITY B</b>					
Cornwallis Street Renaming	Dec. 10, 2024	Cease work on the renaming of Cornwallis Street subject to Council re-evaluation.	Community Development	<b>PRIORITY B</b>	
Banner Installation and possible program	July 15, 2025	Explore options for banner installation, taking into consideration the current requests, including potential logistics, responsibilities, and costs, and how similar requests may be accommodated in the future.	Public Works Municipal Clerk	<b>PRIORITY B</b>	

Traffic and Parking Budget Considerations	March 4, 2025 COTW	<p>Staff to bring forward cost estimates for the following initiatives as part of the 2025/26 budget deliberations:</p> <ul style="list-style-type: none"> <li>• <del>Reconfiguration of the Community Centre parking lot</del></li> <li>• <del>Accessible parking considerations</del></li> <li>• <del>Paid parking options <i>*if this is too much perhaps this considered in a different year per Council discussion</i></del></li> <li>• Consistent signage improvements</li> </ul>	Public Works Community Development Finance	<b>PRIORITY B</b>  Early in 2026; align with the budget cycle)	First two items addressed in July 15, 2025 staff report. Other items to come at a future meeting
Cemetery Review	Dec. 9, 2025	Council received an information report on Hillcrest Cemetery operations and reached consensus to schedule a future Committee of the Whole discussion to undertake a comprehensive review of cemetery care, rates, and future needs.	Multiple Departments	<b>PRIORITY B</b>	
Vending By-law	March 10, 2026	<p>Direct staff to review the current vending rules and bring forward options for increased flexibility and modernization, and that this report be presented at a future COTW Meeting.</p> <p>March 17, 2026 COTW: Members noted the need for comprehensive consultation and agreed the work should not be rushed, particularly given seasonal considerations and engagement with the business community.</p>	Municipal Clerk/ Community Development	<b>PRIORITY B</b>	
Property Tax Relief Policy	March 9, 2026	Develop a policy to guide Council consideration of property tax relief and exemptions under Section 71 of the Municipal Government Act. Direction arose during Council discussion respecting the Lunenburg Curling Club tax relief request.	Finance / CAO / Municipal Clerk	<b>PRIORITY B</b>	

PRIORITY C					
NSUARB application to amend Regulation 5.14	April 23, 2024	Amend Electric Utility Regulations to include energy storage alongside renewable low-impact generators, limited to devices with a capacity of 27kW or less.	Finance	<b>PRIORITY C</b> Requires ABCO to follow-up with Town	This was a request from ABCO contingent on ABCO paying for the amendments, but no follow-up has been received yet.
Parking & Traffic Study Recommendation	Jan. 28, 2025	Work towards collaborating with the Municipality of the District of Lunenburg and the local MLA to work towards the recommendation identified in the Parking and Traffic Study regarding safety improvements at the intersection of Route 332 and Trunk 3.	CAO Public Works	<b>PRIORITY C</b>	
Laurie Fisher Art Project	April 22, 2025	Explore how the town could work with Eric Croft to explore options for maintaining and restoring the Laurie Fisher Fish Rehabilitation Project.	Staff TBD	<b>PRIORITY C</b>	
Election signs on public lands	May 13, 2025	Prepare a local rule governing the placement of election signs on public lands, specifically parklands, within the Town of Lunenburg.	Municipal Clerk	<b>PRIORITY C</b> Prior to next election cycle	
Washrooms at Lunenburg Academy	Initial Direction: March 4, 2025 COTW  Moved to Priority C on March 3, 2026	Staff presented an information report on this on June 24, 2025. No motion was made, but a general consensus to revisit the idea of portable washrooms in the Spring of 2026.  Council voted to remove the preparation site from the 2026/27 Capital Budget, and possibly re-consider it the following year.	Public Works	<b>PRIORITY C</b> In consideration of next budget cycle	