

COMPREHENSIVE COMMUNITY PLAN: QUARTERLY REPORT

Q3 2021/22: October 1 - December 31, 2021

Council Presentation: January 11, 2022



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PROJECT MANAGEMENT PLANS

- ▶ Project Definition
- ▶ Communication Strategy
- ▶ Resource Management Plan
- ▶ Dependencies
- ▶ Timelines
- ▶ Budget



PROJECT DEFINITION

- ▶ Provides a project outline
- ▶ Describes project outcomes/goals
- ▶ Action items/ task accountabilities
- ▶ Role of public participation
- ▶ Outline partnerships
- ▶ Link to CCP



COMMUNICATION STRATEGY

Broad Strategy

- ▶ Update public on progress of CCP
- ▶ Update staff/Council on progress of CCP

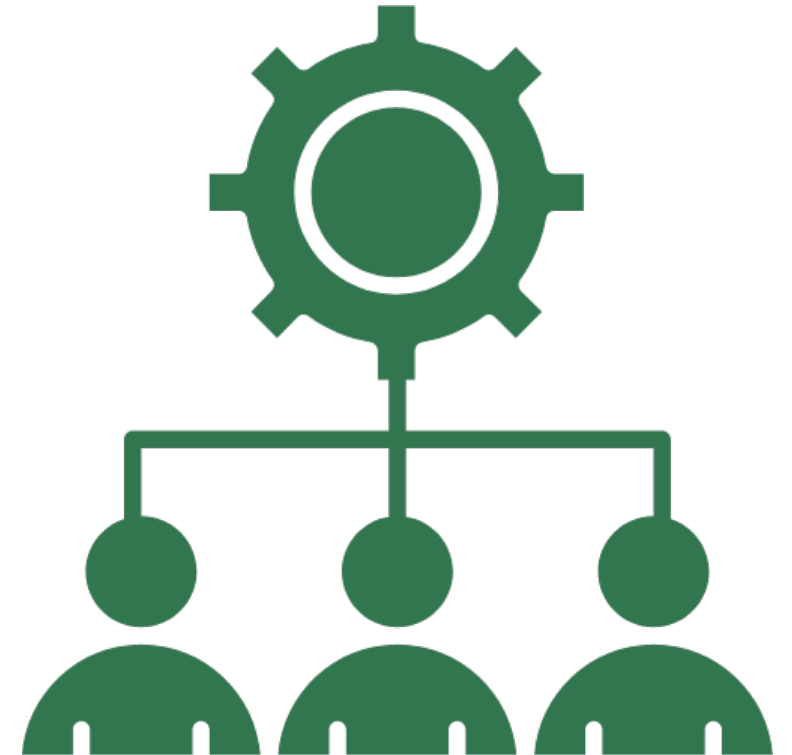
Specific Action Items (Project Management Plan)

- ▶ Describes the public input process required for a specific action item



RESOURCE MANAGEMENT PLAN

- ▶ Clear Accountabilities
- ▶ Identify source of project (core operations/capital/ special projects)
- ▶ Degree of specialization
- ▶ Urgency
- ▶ Balance of in-house/contracted/ consulting



DEPENDENCIES

- ▶ Some degree of prioritization is necessary
- ▶ Some actions are dependent on others being completed
- ▶ Identifies opportunities for overlapping tasks
- ▶ Best use of time
- ▶ Balance use of resources



TIMELINES

- ▶ Need to structure tasks to determine if timeline is acceptable
- ▶ Look for efficiencies
- ▶ Accountability measure (are we on schedule?)
- ▶ Link to budget



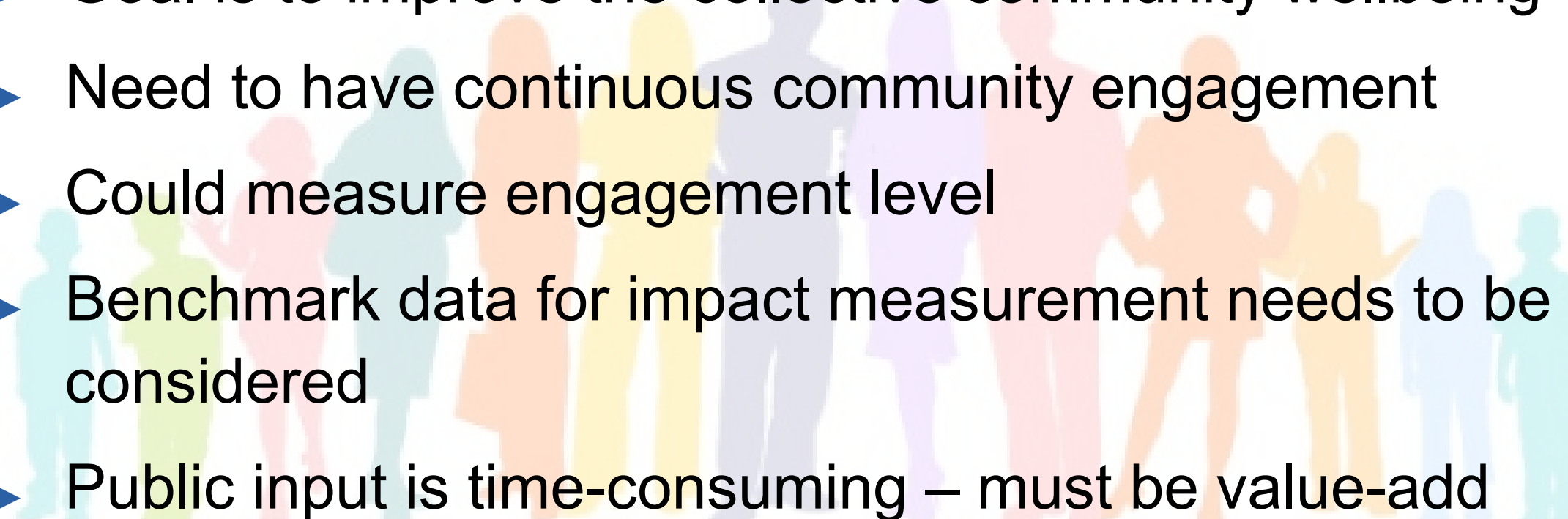
BUDGET

- ▶ Need to finance related costs
- ▶ Measure overspending/cost pressures
- ▶ Available budget allows you to be prepared to be more aggressive
- ▶ Maintains an assemblance of project costs





COMMUNITY IMPACT

- 
- ▶ Goal is to improve the collective community wellbeing
 - ▶ Need to have continuous community engagement
 - ▶ Could measure engagement level
 - ▶ Benchmark data for impact measurement needs to be considered
 - ▶ Public input is time-consuming – must be value-add

OTHER MATTERS

- ▶ Policy support – Asset/Land Disposition process
- ▶ Other initiatives – Boundary Review/Water Rate Study
- ▶ Staff Challenges – Vacancies/New Staff
- ▶ Open Discussion – Solution-oriented



10 STRATEGIC DIRECTIONS



Community Structure

The icon is a 2x2 grid of four symbols: a hospital with a cross, a multi-story building, a house, and a tree.

Housing

The icon is a simple silhouette of a house with a chimney on the right side.

Servicing & Facilities

The icon depicts a stylized industrial or service facility with various tanks, pipes, and buildings.

Mobility

The icon shows a black trapezoidal shape representing a road, with a dashed white line down the center. A bicycle and a pedestrian are shown on the road.

Economic Development

The icon is a large white dollar sign (\$) centered within a solid black circle.

Heritage

The icon is a line-art drawing of a window with a decorative arched top and a small ledge below.

Urban Design

The icon shows a stylized tree with many leaves growing from a simple park bench.

Environment & Sustainability

The icon depicts two hands cupped together, holding a single leaf.

Culture & Recreation


The icon features a globe on the left and an artist's palette with a paintbrush on the right.

Governance

The icon shows a document with horizontal lines, a gavel, and a pen resting on it.

Q2 2021/22 STATUS



 <p>Community Structure</p>	Action 8	Study and planning for a <u>sustainable energy district</u> <ul style="list-style-type: none">▶ PO issued Dec 1, 2021; project kick-off meeting held Dec 8, 2021.▶ Funding: No updates.
	Action 10	Site planning for <u>Blockhouse Hill</u> <ul style="list-style-type: none">▶ Surveying work is underway for land title migration(s) for the site, which will require a special Act of the Legislature▶ Funding: No updates.


Q2 2021/22 STATUS



 <p>Housing</p>	Action 13	Feasibility study of mechanisms to encourage <u>long-term residency</u> <ul style="list-style-type: none">▶ N/A in 2021/22
	Action 17	Regulate <u>short-term rentals</u> <ul style="list-style-type: none">▶ In addition to restrictions now in place via zoning, the CCP recommends a stand-alone STR Bylaw as a means to deal with operational aspects – to be discussed (possibly as a joint regional project)▶ Funding: No updates
	Action 20	Relationships with <u>housing stakeholders</u> to foster collaboration and data sharing <ul style="list-style-type: none">▶ Council pre-approved \$20,000 in the 2022/23 budget for a study on rental rates in the Town of Lunenburg▶ In communication with CMHC re: collaboration on data sharing▶ Funding: N/A in 2021/22

Q2 2021/22 STATUS



 Housing	Action 25	Study, policy, and other actions toward <u>alternative housing models</u> <ul style="list-style-type: none">▶ Alternative housing models are enabled in New MPS/LUB▶ Funding: N/A in 2021/22
	Action 33	Monitor and analyze <u>housing demand and supply, demographic indications, and relevant development trends</u> <ul style="list-style-type: none">▶ National census results will be released through 2022, including demographics in Feb and Apr, and a housing portrait in Sep▶ Funding: N/A in 2021/22

Q2 2021/22 STATUS



Servicing &
Facilities

Action 1

Upgrades to the wastewater collection and discharge system

- ▶ Maintenance: Catch basin cleanout in Dec; lift stations scheduled for Jan
- ▶ Water separation projects: RFP for Bluenose Drive sewer line engineering closed Dec 17 and bids being evaluated
- ▶ RFP for Water/Wastewater System survey and GIS development closed Dec 16 and bids being evaluated
- ▶ **Connections:** Action 2 (Servicing & Facilities) re: upgrades to WWTP
- ▶ **Funding:** No updates

Q2 2021/22 STATUS



Servicing &
Facilities

Action 2

Upgrades to the wastewater treatment plant

- ▶ Council approval of Implementation Plan
- ▶ Council approval to extend the predesign phase for more specific engineering and budget detail on chosen upgrade options – starting immediately and continued into 2022/23:
 - ▶ Project Planning
 - ▶ Process Design
 - ▶ Geotechnical Investigation
 - ▶ Structural Design of the Tanks
 - ▶ Electrical Design
- ▶ **Connections:** Action 1 (Servicing & Facilities) re: upgrades to collection system
- ▶ **Funding:** Pending application to Municipal Climate Resiliency Grant for flood mitigation

Q2 2021/22 STATUS



Servicing &
Facilities


Action 6

Plan for long-term of all municipal facilities

- ▶ RFP for Town Hall Exterior Restoration project issued with deadline of Jan 13, 2022
- ▶ Town Asset Disposition Policy to be drafted (buildings and/or land)
- ▶ Surveying and/or land title migration in progress for 17 Tannery Road and other municipally-owned properties
- ▶ **Connections:** Action 32 (Culture & Recreation) re: regional arts and recreation facility evaluation
- ▶ **Funding:** No update

Q2 2021/22 STATUS



 <p>Mobility</p>	Action 29	Plan for new visitor, employee, and bus <u>parking areas</u> outside Old Town <ul style="list-style-type: none">▶ N/A in 2021/22
	Action 30	Improve <u>connectivity between Old/New Town</u> for all modes of transportation <ul style="list-style-type: none">▶ Bicycle NS trial/pilot Project Team meeting scheduled for Jan 2022 re: project preparation for a contraflow bike lane and pedestrian mall on Montague Street in Jun 2022▶ Connections: Action 24 (Culture & Recreation) re: waterfront accessibility▶ Funding: Bicycle NS funding for pilot project

Q2 2021/22 STATUS



**Economic
Develop-
ment**

Action 4

Enhance relationships with surrounding communities and municipalities

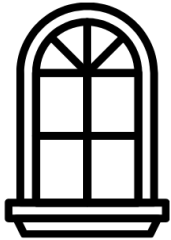
- ▶ Ongoing joint services as described in Q2
- ▶ Ongoing regional discussion forums as described in Q2
- ▶ First regional meeting of Economic Development Officers since the beginning of the pandemic is scheduled for Jan 22, 2022 to be hosted in Lunenburg
- ▶ **Connections:** Action 7 (Governance) re: deepening work with local and regional partners in the provision of shared services
- ▶ **Funding:** No updates

Q2 2021/22 STATUS



 <p>Economic Development</p>	Action 23	Establish a <u>staff position</u> that can support economic development initiatives <ul style="list-style-type: none">▶ <u>Completed</u>; CCP project management, Town business prospectus, business and tenant relations among responsibilities▶ Grants sourced for Town Hall exterior assessment, flood mitigation, and various Recreation projects▶ Funding: Ongoing research for various municipal funding sources
	Action 26	Create an <u>inventory</u> of economic information <ul style="list-style-type: none">▶ Long-term project for Economic Development & Funding Manager with assistance from Planning Technician for asset mapping▶ Funding: N/A in 2021/22

Q2 2021/22 STATUS



Heritage

Action 22

Policy to encourage accessibility and provide heritage design guidance

- ▶ Work delayed due to Upland pulling out of Heritage Conservation District Plan and Bylaw update project; awarded to Brighter Communities on Dec 14, 2021
- ▶ Design Standard for accessibility improvements completed and on website
- ▶ Process to draft a revised Street Encroachment Bylaw delayed due to Planning Manager departure (replacement TBA)
- ▶ **Connections:** Actions 31, 35 (Heritage) re: HCD bylaw accommodations; Action 16 (Urban Design) re: improving accessibility throughout town
- ▶ **Funding:** No updates

Action 31

Accommodate new additions to heritage structures e.g. solar panels

- ▶ Heritage Conservation District Plan & Bylaw update will address this
- ▶ **Connections:** Actions 22, 35 (Heritage) re: HCD bylaw accommodations


Action 35

Ensure infill/new development is visually compatible/subordinate/distinguishable

- ▶ Heritage Conservation District Plan & Bylaw update will address this
- ▶ **Connections:** Actions 22, 35 (Heritage) re: HCD bylaw accommodations

Q2 2021/22 STATUS



 <p>Urban Design</p>	Action 16	Improve <u>accessibility</u> throughout the town <ul style="list-style-type: none">▶ RFPs for an Accessible Parking Spaces assessment and Accessible Sidewalks standards and guidelines have closed with one submission each; work will be requested for 2022/23 Capital Budget▶ Lunenburg Arena and Community Centre accessibility audit conducted▶ Connections: Action 22 (Heritage) re: policy to encourage accessibility and provide heritage design guidance▶ Funding: Lunenburg Academy walkway to accessible entrance funding application and budget in the works for 2022/23
	Action 19	Activate <u>streetscapes</u> through design and programming <ul style="list-style-type: none">▶ No updates this quarter▶ Funding: Projects and related applications deferred to 2022/23
	Action 28	Policies and programs for street trees and <u>urban forest</u> <ul style="list-style-type: none">▶ N/A in 2021/22

Q2 2021/22 STATUS



Environment
& Sustain-
ability

Action 5	Partnerships to encourage <u>energy efficient retrofits</u> <ul style="list-style-type: none">▶ RFP to be drafted for study – timing TBD▶ Funding: Federal Infrastructure Retrofit and Efficiency NS sources being investigated as possible sources of funding
Action 15	Ongoing <u>community learning/dialogue</u> about sea level rise and climate change <ul style="list-style-type: none">▶ N/A in 2021/22; scheduled to begin 2023
Action 21	Regulate <u>buildings near the shoreline</u> as part of sea level rise adaptation <ul style="list-style-type: none">▶ N/A in 2021/22
Action 27	Policies for <u>wind and solar</u> energy at multiple scales <ul style="list-style-type: none">▶ N/A in 2021/22

Q2 2021/22 STATUS



Culture &
Recreation

Action 11

Foster inclusivity in programming and leadership

- ▶ Continue to host annual special events in collaboration with diverse stakeholders – this quarter included the Mi'kmaq Grand Council and Transgender flag raisings, participating in a Treaty Day birchbark canoe launch and Bluenose Academy feather project in memory of murdered Indigenous children at residential schools
- ▶ Staff is investigating a free equipment loan program
- ▶ PRO Kids continues to provide financial assistance for children and youth, with a new donation from Darwin Event Group of \$3,102
- ▶ **Connections:** Actions 12 and 18 (Culture & Recreation) re: anti-racism initiatives; Action 3 (Governance) re: reforming Town committees
- ▶ **Funding:** Federal Youth Employment Experience funding for intern

Action 12

Build relationships with BIPOC residents and organizations in the area

- ▶ **Connections:** Actions 11 and 18 (Culture & Recreation)

Q2 2021/22 STATUS



Culture &
Recreation

Action 18

Special committee to promote anti-racism and decolonization

- ▶ Anti-Racism Special Committee (ARSC) hiatus ended with a November 25, 2021; meeting led by the Live Infinitus consultant team
- ▶ Possible opportunity for regional cooperation
- ▶ Vacancies on the committee have been advertised
- ▶ **Connections:** Actions 11 and 12 (Culture & Recreation) re: fostering inclusivity and reaching out to BIPOC residents; Action 3 (Governance) re: reforming Town committees
- ▶ **Funding:** Increased 2021/22 funding allocated to support consultants' work

Q2 2021/22 STATUS



Culture &
Recreation

Action 24

Facilitate partnerships and opportunities to increase waterfront access

- ▶ 2021/22 Capital projects furthering this goal include: Back Harbour Trail re-surfacing (fall/winter completion)
- ▶ Special events partnership with the Fisheries Museum and Lunenburg Board of Trade to enhance usage of the waterfront for “Light Up Lunenburg” holiday festivities in November
- ▶ **Connections:** Action 30 (Mobility) re: connectivity between Old/New Town
- ▶ **Funding:** No update

Q2 2021/22 STATUS



Culture &
Recreation

Action 32

Assess regional arts and recreation facility needs and develop an integrated strategy

- ▶ Two facility accessibility audits were completed: Lunenburg Community Centre and Lunenburg Arena; the final reports are pending
- ▶ A new concrete half pipe has been installed at the Skate Park; a park expansion is planned for phase 2
- ▶ **Connections:** Action 6 (Servicing & Facilities) re: long-term Town facilities plan
- ▶ **Funding:** Staff are investigating Provincial Rink Revitalization Fund for capital infrastructure of the Arena, and Recreation Facility Development funding for additional Skate Park improvements to complement a \$20,000 private donation

Q2 2021/22 STATUS



 <p>Governance</p>	Action 3	<u>Reform municipal committees to build a culture of inclusion</u> <ul style="list-style-type: none">▶ Connection: Actions 11, 12 and 18 (Culture & Recreation) re: inclusive leadership, outreach to BIPOC community, and the Anti-Racism Special Committee’s work; and Action 14 (Governance) re: organization and bylaws/policies review
	Action 7	<u>Deepen work with local/regional partners in the provision of <u>shared services</u></u> <ul style="list-style-type: none">▶ Ongoing joint services as described in Q2▶ Ongoing regional discussion forums as described in Q2▶ Possible opportunity for regional cooperation on anti-racism/anti-discrimination initiatives and short-term rentals▶ Connections: Action 4 (Economic Development) re: enhancing relationships with surrounding communities and municipalities▶ Funding: No update

Q2 2021/22 STATUS



Governance

Action 9

Expand communication plan to include a public participation strategy

- ▶ Public Participation Strategy development delayed due to CAO transition period and upcoming organization review
- ▶ New Town website “www.townoflunenburg.ca” content adjustments continue for better user experience
- ▶ **Funding:** N/a at this time


Action 14

Undertake an organizational review that will identify changes required for implementation of CCP

- ▶ RFP for organization and bylaws/policies review awarded to MC Advisory Group on December 14, 2021
- ▶ **Connections:** Action 34 (Governance) re: performance indicators and evaluation measurements
- ▶ **Funding:** Internally funded; possible phasing may require additional project funding

Q2 2021/22 STATUS



 <p>Governance</p>	Action 34	Identify <u>performance indicators/measurements</u> to evaluate activities of the Town <ul style="list-style-type: none">▶ RFP for organization and bylaws/policies review awarded to MC Advisory Group on December 14, 2021▶ Connections: Action 14 (Governance) re: organization and bylaws/policies review▶ Funding: Internally funded; possible phasing may require additional project funding
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Q2 2021/22 NEXT STEPS

- ▶ Upcoming Quarterly Reports:

- 5. Q4 2021/22 January 1 - March 30, 2022: *tentatively scheduled for the Council Meeting of March 22, 2022*



PROJECT
LUNENBURG

Navigating the
Future, Together.