

COMPREHENSIVE COMMUNITY PLAN: QUARTERLY REPORT

Q4 2021/22: Jan 1 – Mar 31, 2022

Council Presentation: April 12, 2022





ICON KEY – 10 STRATEGIC DIRECTIVES



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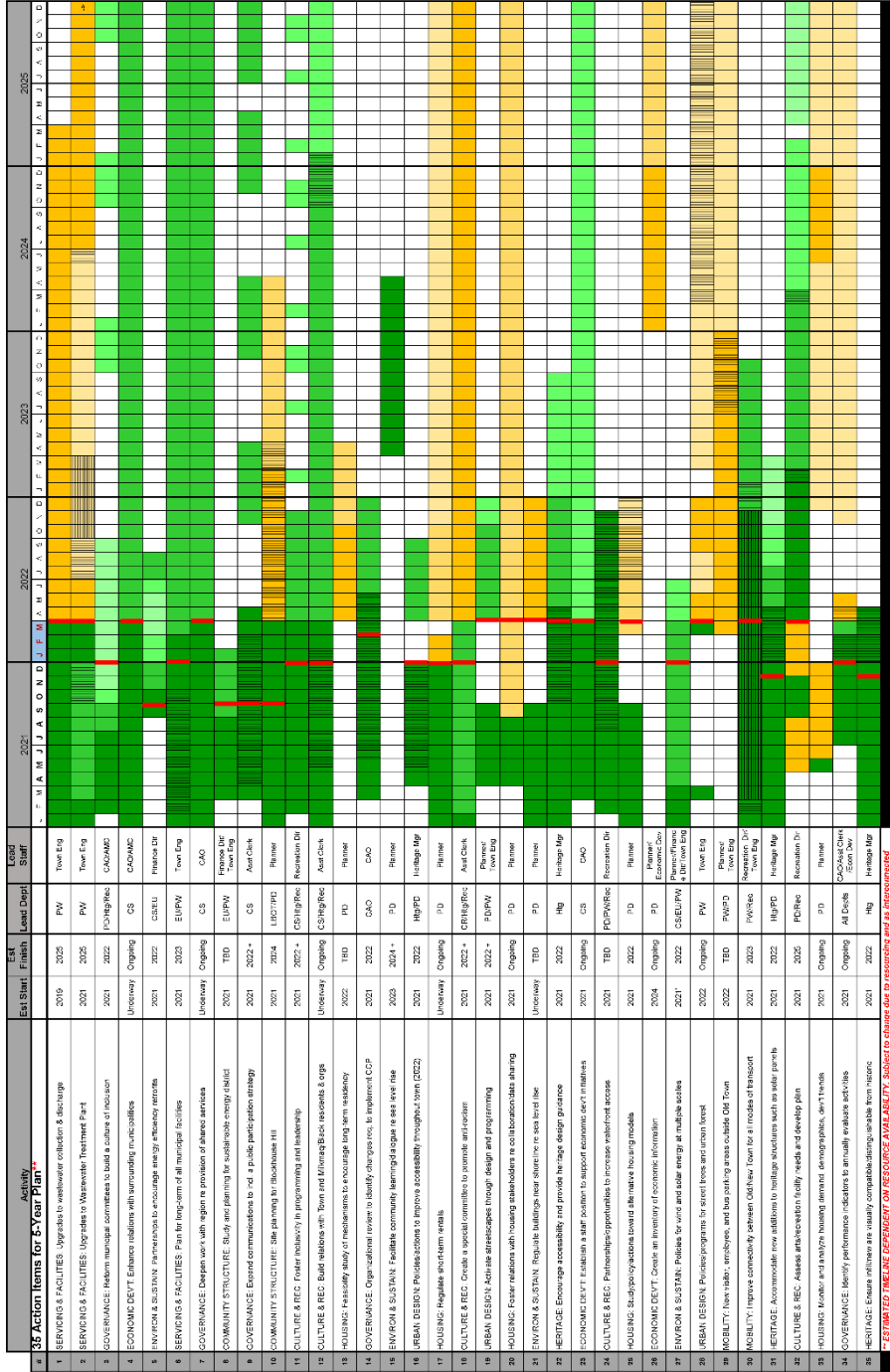
Note: ✓ = Annual Work Plan 2021/22 milestone completed; √ milestone semi-completed

FIVE YEAR PLAN – ACTION SUMMARY CHART

As of Mar 31, 2022

Note: The chart shows the blocks as anticipated Mar 2021. The red line indicates progress to date, reflecting changes to the timeline.

COMPREHENSIVE COMMUNITY PLAN (CCP) | 5-YEAR PLAN
35 CCP ACTION ITEMS - Summary of Work Plans
Estimated Time Line - Q4 2021/22 - YTD March 31, 2022





COMMUNITY STRUCTURE

ANNUAL WORK PLAN

 **STRATEGIC DIRECTION:**
Community Structure

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

STATUS

Action 8	Study and planning for a <u>sustainable energy district</u> <ul style="list-style-type: none"> ▶ Project planning underway for study ▶ Funding: Potential funding for study – NS Low Carbon Communities Program
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 ▶ Funding: No updates

HOUSING

ANNUAL WORK PLAN



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

STATUS

Action 13	Feasibility study of mechanisms to encourage <u>long-term residency</u> ▶ N/A in 2021/22
Action 17	Regulate <u>short-term rentals</u> ▶ Some STR regulation included in new Land Use Bylaw ▶ Possibility for a Lunenburg County regional approach ▶ Funding: No updates
Action 20	Relationships with <u>housing stakeholders</u> to foster collaboration and data sharing ▶ NS Dept. of Municipal Affairs and Housing has issued an RFP for a Provincial Housing Needs Assessment for each of the province's 49 municipalities in 2022/23 ▶ Funding: N/A in 2021/22
Action 25	Study, policy, and other actions toward <u>alternative housing models</u> ▶ 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> ▶ N/A in 2021/22 ▶ National census results will be released through 2022, including a housing portrait in Sep

SERVICING & FACILITIES

ANNUAL WORK PLAN



STRATEGIC DIRECTION:
Servicing & Facilities

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MUNICIPAL LEAD	KEY STAKEHOLDERS	MILESTONES FOR FISCAL 2021/22
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.	#1 Plan & make upgrades to the wastewater collection & discharge system	Public Works	Infrastructure Canada & Service NS	<ul style="list-style-type: none"> ▶ Capital projects: lift stations, catch basins & salt water intrusion remediation ✓ ▶ Sanitary & storm master plan deferred to 2022/23
	#2 Upgrades to the wastewater treatment plant	Public Works	Infrastructure Canada & Service NS	<ul style="list-style-type: none"> ▶ Engineering pre-design reports July 2021 ▶ Flood Study interim recommendations implementation ✓
	#6 Plan for long-term of all municipal facilities, including renovation, sale or lease.	Public Works Planning Heritage	Community groups, real estate experts & Parks Canada	<ul style="list-style-type: none"> ▶ Facilities report including Heritage & Planning implications for redevelopment (internal) ▶ Capital facilities maintenance projects: Town Hall, Annex, Arena, Skate Park, & Fire Hall

STATUS

Action 1	<p>Upgrades to the <u>wastewater collection and discharge system</u></p> <ul style="list-style-type: none"> ▶ Maintenance: Catch basins and lift stations have been cleaned this quarter ▶ Collection system: Design completed for Bluenose Drive sewer main re-lining; tender to be issued Apr 2022 ▶ Water/Wastewater System survey and GIS development projects underway ▶ Connections: Action 2 (Servicing & Facilities) re: upgrades to WWTP ▶ Funding: No updates
Action 2	<p>Upgrades to the <u>wastewater treatment plant</u></p> <ul style="list-style-type: none"> ▶ WWTP pre-design for more specific engineering and budget detail on chosen upgrade options in progress; will continue into 2022/23 ▶ Geotechnical study completed and awaiting report ▶ Connections: Action 1 (Servicing & Facilities) re: upgrades to collection system ▶ Funding: Application submitted to Investing in Canada Infrastructure Program for WWTP design and construction
Action 6	<p>Plan for long-term of all <u>municipal facilities</u></p> <ul style="list-style-type: none"> ▶ Supplier to prepare the Town Hall Exterior Restoration Tender Package supplier selected; tender drafting begins in Apr 2022 ▶ Town Asset Disposition Policy (buildings/land) pending presentation to Council ▶ Surveying and/or land title migration continues for 17 Tannery Road and other municipally-owned properties ▶ Connections: Action 32 (Culture & Recreation) re: regional arts and recreation facility evaluation ▶ Funding: Application to Parks Canada's National Cost-Sharing for Heritage Places re: Town Hall exterior assessment



MOBILITY

ANNUAL WORK PLAN



STRATEGIC DIRECTION: Mobility

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

STATUS

Action 29	<p>Plan for new visitor, employee, and bus parking areas outside Old Town</p> <ul style="list-style-type: none"> ▶ N/A in 2021/22
Action 30	<p>Improve connectivity between Old/New Town for all modes of transportation</p> <ul style="list-style-type: none"> ▶ Bicycle NS trial/pilot project team meetings with LBOT re: project preparation for a contraflow bike lane and pedestrian mall on Montague Street in Oct 2022 ▶ Design RFPs being prepared for Green Street and Tannery Road sidewalks ▶ Back Harbour Trail resurfacing to be completed in Winter 2022 ▶ Connections: Action 24 (Culture & Recreation) re: waterfront accessibility ▶ Funding: Bicycle NS providing funding for pilot project; application being prepared for Infrastructure Canada’s Active Transportation Fund for Green Street sidewalk; funding received for trail resurfacing



ECONOMIC DEVELOPMENT

ANNUAL WORK PLAN

\$ STRATEGIC DIRECTION:
Economic Development

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

STATUS

Action 4	<p>Enhance relationships with <u>surrounding communities and municipalities</u></p> <ul style="list-style-type: none"> ▶ Ongoing joint services and regional discussion forums ▶ Regional meeting of Economic Development Officers since Lunenburg’s re-start are continuing ▶ Connections: Action 7 (Governance) re: deepening work with local and regional partners in the provision of shared services ▶ Funding: No updates
Action 23	<p>Establish a <u>staff position</u> that can support economic development initiatives</p> <ul style="list-style-type: none"> ▶ Completed: contract renewed for additional one-year term to Aug 2023 ▶ Funding: Ongoing research for various municipal funding sources
Action 26	<p>Create an <u>inventory</u> of economic information</p> <ul style="list-style-type: none"> ▶ Long-term asset-mapping project for Economic Development & Funding Manager with assistance from Planning Technician ▶ Funding: N/A in 2021/22



HERITAGE

ANNUAL WORK PLAN



STRATEGIC DIRECTION:
Heritage

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

STATUS

Action 22	<p>Policy to encourage <u>accessibility</u> and provide <u>heritage design guidance</u></p> <ul style="list-style-type: none"> ▶ Brighter Communities HCD work in progress; team recently in town working on built form analysis ▶ Connections: Actions 31, 35 (Heritage) re: HCD bylaw accommodations; Action 16 (Urban Design) re: improving accessibility throughout town ▶ Funding: No updates
Action 31	<p>Accommodate <u>new additions to heritage structures e.g. solar panels</u></p> <ul style="list-style-type: none"> ▶ Heritage Conservation District Plan & Bylaw update will address ▶ Connections: Actions 22, 35 (Heritage) re: HCD bylaw accommodations
Action 35	<p>Ensure infill/new development is <u>visually compatible/subordinate/distinguishable</u></p> <ul style="list-style-type: none"> ▶ Heritage Conservation District Plan & Bylaw update will address ▶ Connections: Actions 22, 35 (Heritage) re: HCD bylaw accommodations

URBAN DESIGN

ANNUAL WORK PLAN



STRATEGIC DIRECTION:
Urban Design

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

STATUS

Action 16	<p>Improve <u>accessibility</u> throughout the town</p> <ul style="list-style-type: none"> ▶ Draft Street Encroachment Bylaw to be presented to Council in Apr 2022 ▶ RFPs for an Accessible Parking Spaces assessment and Accessible Sidewalks standards and guidelines closed, but work to be postponed (2023/24 targeted) ▶ Lunenburg Arena and Community Centre accessibility improvements scheduled for 2022/23 ▶ Connections: Action 22 (Heritage) re: policy to encourage accessibility ▶ Funding: Lunenburg Academy Foundation seeking funding for repairs on walkway to accessible entrance; application to CCTH Rink Revitalization Fund for accessibility upgrades to Arena; pending application for skate park accessible walkway and lighting
Action 19	<p>Activate <u>streetscapes</u> through design and programming</p> <ul style="list-style-type: none"> ▶ N/A in 2021/22
Action 28	<p>Policies and programs for street trees and <u>urban forest</u></p> <ul style="list-style-type: none"> ▶ “Trees that Please” program planning has begun for 2022/23 ▶ Funding: N/A in 2021/22; funding opportunity through Province’s Beautification and Streetscaping program expected in Apr 2022

ENVIRONMENT & SUSTAINABILITY

ANNUAL WORK PLAN



STRATEGIC DIRECTION:
Environment & Sustainability

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MUNICIPAL LEAD	KEY STAKEHOLDERS	MILESTONES FOR FISCAL 2021/22
A town that is ecologically diverse and climate resilient that has adapted to a changing climate while also reducing its overall footprint on the natural environment.	#5 Partnerships to encourage energy efficient retrofits	Corporate Services Electric Public Works	Efficiency NS, NSPI, Departments of Natural Resources, Energy & Mines & Infrastructure Canada	<ul style="list-style-type: none"> ► Scope of work/RFP preparation, & hiring of external consultant re operating study
	#15 Facilitate ongoing community learning & dialogue about sea level rise & climate change projections & adaptation measures	Planning	Town residents, NS Environment, Department of Municipal Affairs, Housing NS, Coastal Action, Fisheries & Oceans Canada & Environment & Climate Change Canada	<ul style="list-style-type: none"> ► Scheduled to begin 2023. Flood Study modeling tool available online
	#21 Policies to regulate buildings near the shoreline as part of sea level rise adaptation	Planning	Environment & Climate Change Canada	<ul style="list-style-type: none"> ► Enabling MPS & Land Use Bylaw to be completed ✓ ► Pending Provincial Coastal Protection Act Regulations will need to be assessed for Town impact
	#27 Policies for wind & solar energy at multiple scales	Corporate Services Electric Public Works	NSPI	<ul style="list-style-type: none"> ► Enabling MPS, Land Use Bylaw & Heritage Conservation District guidelines required first ✓

STATUS

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: No update
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
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

CULTURE & RECREATION

ANNUAL WORK PLAN



STRATEGIC DIRECTION:
Culture & Recreation

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

STATUS

Action 11	<p>Foster <u>inclusivity</u> in programming and leadership</p> <ul style="list-style-type: none"> ▶ Continue to host annual special events in collaboration with diverse stakeholders – this quarter included a flag raising for African Heritage Month ▶ New Flag Raisings and Proclamations Policy designates many special flag raisings as standard in the Town event calendar ▶ New winter equipment loan program instituted, e.g., snowshoes and walking poles ▶ PRO Kids continues to provide financial assistance for children and youth ▶ Connections: Actions 12 and 18 (Culture & Recreation) re: anti-racism initiatives; Action 3 (Governance) re: reforming Town committees ▶ Funding: Approved grants from Provincial government for African Heritage Month and Federal government for Canada Day; pending applications to ParticipACTION for summer equipment loan program and to Sport NS for cricket pitch; pending United Way grant in support of PRO Kids program
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Action 12	Build relationships with <u>BIPOC residents</u> and organizations in the area ▶ Connections: Actions 11 and 18 (Culture & Recreation)
Action 18	Special committee to promote <u>anti-racism</u> and decolonization ▶ Anti-Racism Special Committee (ARSC) replaced two vacancies ▶ Lunenburg County municipalities have approved a regional approach in principle ▶ Consultants re-directed from Lunenburg action plan writing to consult with five municipalities + Acadia First Nation to draft a terms of reference for a Lunenburg County committee ▶ Connections: Actions 11 and 12 (Culture & Recreation) re: fostering inclusivity and reaching out to BIPOC residents; Action 3 (Governance) re: reforming Town committees ▶ Funding: Change order for consultants does not affect budget
Action 24	Facilitate partnerships and opportunities to <u>increase waterfront access</u> ▶ 2021/22 Capital projects furthering this goal include: Back Harbour Trail re-surfacing (Winter 2022 completion) ▶ Connections: Action 30 (Mobility) re: connectivity between Old/New Town ▶ Funding: Provincial funding received for trail resurfacing
Action 32	Assess <u>regional arts and recreation facility</u> needs and develop an integrated strategy ▶ Staff are preparing a report on the proposed drafting of a long-term Recreation and Culture Project Management Plan ▶ Connections: Action 6 (Servicing & Facilities) re: long-term Town facilities plan ▶ Funding: Provincial applications to the Rink Revitalization Fund for capital infrastructure of the Arena, and Recreation Facility Development funding for Skate Park improvements

GOVERNANCE

ANNUAL WORK PLAN



STRATEGIC DIRECTION:
Governance

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

STATUS

Action 3	<p><u>Reform municipal committees to build a culture of inclusion</u></p> <ul style="list-style-type: none"> ▶ Proposed amendment to Committees of Council Policy includes EDI selection criteria ▶ 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	<p><u>Deepen work with local/regional partners in the provision of shared services</u></p> <ul style="list-style-type: none"> ▶ Ongoing joint services and regional discussion forums ▶ Opportunities for regional cooperation on anti-racism initiatives, a regional housing strategy, and short-term rentals in development ▶ Connections: Action 4 (Economic Development) re: enhancing relationships with surrounding communities and municipalities ▶ Funding: No update
Action 9	<p><u>Expand communication plan to include a public participation strategy</u></p> <ul style="list-style-type: none"> ▶ Public Participation Program policy for Planning coming to Council in Apr 2022; general strategy in progress ▶ Funding: N/A at this time



Action 14	Undertake an <u>organizational review</u> that will identify changes required for implementation of CCP <ul style="list-style-type: none">▶ Project began in Jan 2022; to be completed Apr/May 2022▶ Review of Town Bylaws and Policies to kick-off in spring 2022▶ Connections: Action 34 (Governance) re: performance indicators and evaluation measurements▶ Funding: No update
Action 34	Identify <u>performance indicators/measurements</u> to evaluate activities of the Town <ul style="list-style-type: none">▶ Project kicked off in Mar 2022; to be completed Sep/Oct 2022▶ Connections: Action 14 (Governance) re: organization and bylaws/policies review▶ Funding: No update



NEXT STEPS

- ▶ Staff CCP Workshop day scheduled for Apr 5, 2022
- ▶ Town Budgets 2022/23 to be approved by Council – anticipated completion Apr/May 2022
- ▶ Annual Work Plan 2022/23 to set milestones for the upcoming fiscal year – anticipated completion May 2022
- ▶ Disposal of Asset Policy in development
- ▶ Extension of Services Policy in development
- ▶ Quarterly Reports process to be revisited