



TOWN OF LUNENBURG ANNUAL WORK PLAN 2022/23

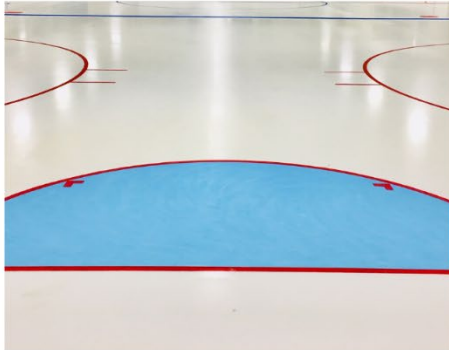




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MESSAGE FROM THE MAYOR

The Town of Lunenburg's Annual Plan contains the milestones of the municipality's priorities for the 2022/23 fiscal year (April 1, 2022 to March 31, 2023).

Council determines priorities based on the Project Lunenburg Comprehensive Community Plan (CCP), while other priorities are essential core services the Town provides annually to our residents, businesses and visitors.

- The CCP provides strategic direction on how the Town will approach long-term strategic goals such as housing, climate change, infrastructure, urban planning, and diversity.
- Core services include items such as electricity, drinking water, garbage collection, wastewater, fire and police, and recreation facilities.

Together these priorities give Lunenburgers the kind of community we value today and for years to come.

Council is pleased to provide this outline of Year 2 of the first Five Year Plan of the CCP.



Lunenburg Town Council 2020-24

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

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



PROJECT LUNENBURG – COMPREHENSIVE COMMUNITY PLAN (CCP)

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

The CCP is a plan for the community, by the community. It is designed to be reviewed in five-year increments; the first review will be in 2025.

The current (and first) Five-Year Plan contains 35 Action Items designed to begin implementation of the CCP’s 10 Strategic Directions.

Strategic Directions



Navigating the Future, Together.



CCP Five Year Plan – Action Items 2022/23

The following charts outline the CCP Strategic Direction Goal Action milestones for the current fiscal year 2022/23 only.

Key to Charts

STRATEGIC DIRECTION GOAL	<i>Description of the Strategic Direction</i>
5 YEAR ACTION ITEMS	<i>The Action Item #s refer to the CCP weighting exercise utilized by staff. Internal work plan documents are numbered accordingly.</i>
MILESTONES FOR FISCAL 2022/23	<i>Work progress on an Action Item projected for <u>this</u> fiscal year. Items that appear in “grey font” are Actions to be acted upon in upcoming years. Items with <u>✓</u> are completed.</i>



STRATEGIC DIRECTION: Community Structure

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MILESTONES FOR FISCAL 2022/23
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.	<p>#8 Study & planning for a sustainable energy district</p> <hr/> <p>#10 Site planning for Blockhouse Hill</p>	<ul style="list-style-type: none"> ▶ Feasibility studies re: solar panels on Water and Wastewater plants and solar garden (internal) ▶ Electric Utility Sustainability Review ▶ Studies for the planning of improved utilization of assets; a new Disposition of Assets Policy; a new Extension of Services Policy



STRATEGIC DIRECTION:
Housing

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MILESTONES FOR FISCAL 2022/23
<p>A town that offers a wide range of high quality and affordable housing options.</p>	<p>#13 Conduct a feasibility study of mechanisms to encourage long-term residency</p>	<ul style="list-style-type: none"> ▶ Not included for 2022/23
	<p>#17 Regulate short-term rentals</p>	<ul style="list-style-type: none"> ▶ MPS and LUB <u>regulated</u> use zones ✓ ▶ Province has recently expanded registration requirement ▶ Lunenburg legislation TBA
	<p>#20 Continue to foster relationships with housing stakeholders to foster collaboration & data sharing</p>	<ul style="list-style-type: none"> ▶ Ongoing conversations with Housing NS, SSHAC, & other stakeholders on related policy, funding, & development work ▶ Provincial needs assessment report pending
	<p>#25 Study, policies & other actions toward alternative housing models</p>	<ul style="list-style-type: none"> ▶ <u>Enabled</u> in new MPS and LUB ✓ ▶ Promotion/programs not included for 2022/23
	<p>#33 Continue to monitor & analyze housing demand & supply, demographic indicators & relevant development trends</p>	<ul style="list-style-type: none"> ▶ Housing Rental Rate study funded; on hold in favour of announced NS Government province-wide needs assessment



**STRATEGIC DIRECTION:
Servicing & Facilities**

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MILESTONES FOR FISCAL 2022/23
<p>A town where the long-term infrastructure needs of the community are met through strategic management and incremental, well-phased upgrades that are financially sustainable.</p>	<p>#1 Plan & make upgrades to the wastewater collection & discharge system</p> <hr/> <p>#2 Upgrades to the wastewater treatment plant</p> <hr/> <p>#6 Plan for long-term of all municipal facilities, including renovation, sale or lease.</p>	<ul style="list-style-type: none"> ▶ Capital projects: Bluenose Drive sewer line improvements; catch basin and pumping station upgrades; storm diversion work; GIS underground infrastructure master plan ▶ Engineering pre-design work to be completed 2022/23 ▶ Seeking provincial/federal funding for detailed SBR engineering design and build ▶ Capital projects: Flood Control build; Blower room HVAC replacement ▶ Studies for the planning of improved utilization of assets; a new Disposition of Assets Policy; a new Extension of Services Policy ▶ Electric Utility Sustainability Review ▶ Surveying and/or legal work in progress on Town-owned properties and lands ▶ Capital projects: Town Hall exterior; Arena upgrades; Cricket field and Skate Park; Water Utility chlorinator building demolition



STRATEGIC DIRECTION:
Mobility

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MILESTONES FOR FISCAL 2022/23
<p>A town with an integrated transportation system for all modes that can support the needs of residents and visitors without creating undue burden on the town.</p>	<p>#29 Plan for new visitor, employee & bus parking areas outside of Old Town & associated programs</p> <hr/> <p>#30 Improve connectivity between Old Town & New Town for all modes of transportation</p>	<p>▶ Not included for 2022/23</p> <p>▶ Capital projects: Tannery Road new sidewalks/Green Street sidewalk renewal designs; street reconstruction on Duke and Prince; manhole cover upgrades</p>



STRATEGIC DIRECTION:
Economic Development

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MILESTONES FOR FISCAL 2022/23
<p>A town where year-round, well-paying employment is available to all residents.</p>	<p>#4 Enhance relationships with surrounding communities & municipalities</p> <hr/> <p>#23 Establish a staff position that can support economic development initiatives</p> <hr/> <p>#26 Create an inventory of economic information, including vacant & available land or storefronts, as well as other economic data</p>	<ul style="list-style-type: none"> ▶ Economic development: joint cooperation on regional business development opportunities, incl. new regional planning group re: affordable housing ▶ Explore potential strategies to attract and retain residents ▶ Position establishment <u>complete</u> ✓ ▶ Business engagement and retention strategies development ▶ Cross-departmental funding opportunities ▶ Tourism: New Hwy 3 Community Identity signs (2) at Exit 11 funded – greetings in English/French/Mi'kmaq ▶ Land/Asset Disposition Policy development ▶ Economic Development Officer/Planning Technician action item (internal) – high level/ongoing



STRATEGIC DIRECTION:
Heritage



STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MILESTONES FOR FISCAL 2022/23
<p>A town which continues to evolve as a living heritage site and recognizes a holistic view of its diverse history.</p>	<p>#22 Policy to encourage accessibility & provide heritage design guidance</p> <hr/> <p>#31 Accommodate new additions to heritage structures such as solar panels without detrimental impacts to heritage value</p> <hr/> <p>#35 Ensure infill & new development is visually compatible with, subordinate to, & distinguishable from the historic place</p>	<ul style="list-style-type: none"> ▶ Accessibility Action Plan managed by regional Accessibility Coordinator ▶ Regulation in new Encroachment By-law (in effect as of June 2022) ✓ + new Heritage Conservation District Plan & By-law (anticipated for Fall 2022) ▶ Heritage design guide for accessible entrances <u>completed</u> ✓ <hr/> <ul style="list-style-type: none"> ▶ New Heritage Conservation District Plan & Bylaw (anticipated for Fall 2022) <hr/> <ul style="list-style-type: none"> ▶ New Heritage Conservation District Plan & Bylaw (anticipated for Fall 2022)



STRATEGIC DIRECTION:
Urban Design

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MILESTONES FOR FISCAL 2022/23
<p>A town that is shaped by cohesive design & supported by amenities that creates an attractive, enjoyable, & sustainable urban environment for residents & visitors.</p>	<p>#16 Policies & other actions to improve accessibility throughout the town</p> <hr/> <p>#19 Activate streetscapes through design & programming</p> <hr/> <p>#28 Policies & programs for street trees & urban forest</p>	<ul style="list-style-type: none"> ▶ Accessibility Action Plan managed by regional Accessibility Coordinator ▶ Training and digital accessibility standards ▶ RFQ for development of accessible sidewalk standards not included for 2022/23 <hr/> <ul style="list-style-type: none"> ▶ Bandstand structural assessment ▶ Street light replacement to LED fixtures by Dec 31, 2022 <hr/> <ul style="list-style-type: none"> ▶ “Resilient Roots” multi-year planting program launched – 25 trees in Fall 2022



STRATEGIC DIRECTION:
Environment & Sustainability

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MILESTONES FOR FISCAL 2022/23
<p>A town that is ecologically diverse and climate resilient that has adapted to a changing climate while also reducing its overall footprint on the natural environment.</p>	<p>#5 Partnerships to encourage energy efficient retrofits</p> <hr/> <p>#15 Facilitate ongoing community learning & dialogue about sea level rise & climate change projections & adaptation measures</p> <hr/> <p>#21 Policies to regulate buildings near the shoreline as part of sea level rise adaptation</p> <hr/> <p>#27 Policies for wind & solar energy at multiple scales</p>	<ul style="list-style-type: none"> ▶ Universal Water Metering program to begin rollout in 2023/24 ▶ Not included for 2022/23 ▶ Flood Study online modeling tool <u>available</u> via website ✓ ▶ MPS/LUB <u>contain</u> regulation on new builds ✓ ▶ Pending Provincial Coastal Protection Act Regulations will need to be assessed for Town impact – may or may not appear in 2022/23 ▶ Two-way metering <u>enabled</u> for Electric Utility customers ✓



STRATEGIC DIRECTION:
Culture & Recreation

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MILESTONES FOR FISCAL 2022/23
<p>A town where all community members have access to cultural and recreation experiences.</p>	<p>#11 Foster inclusivity in programming & leadership</p> <hr/> <p>#12 Build relationships between the Town & Mi'kmaw residents/organizations, and the Town & Black residents/organizations in the area</p> <hr/> <p>#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</p> <hr/> <p>#24 Facilitate partnerships & opportunities to increase waterfront access, including boardwalks & walking paths</p> <hr/> <p>#32 Study & assess the regional arts & recreation facility needs, & develop an integrated strategy for renovation/new construction</p>	<ul style="list-style-type: none"> ▶ See item #18 ▶ Continue/expand diverse cultural events, activities, flag-raising and proclamations ▶ Continue/expand workshops and activities for seniors, women, youth, diversity; PRO Kids <ul style="list-style-type: none"> ▶ See item #18 ▶ Staff and Council diversity & inclusion training <ul style="list-style-type: none"> ▶ Lunenburg County <i>Regional</i> Anti-Racism Committee: TOR pending from Live Infnitus ▶ Funding “bucket” for EDI expertise ▶ Capital “bucket” for EDI installation <ul style="list-style-type: none"> ▶ Pedestrian link from Fisheries Museum to Old Boat Shed project (w Museum/Develop NS) ▶ Connected to Mobility Action #30: Improve connectivity between Old/New Town <ul style="list-style-type: none"> ▶ Not included for 2022/23



STRATEGIC DIRECTION:
Governance

STRATEGIC DIRECTION GOAL	5 YEAR ACTION ITEMS	MILESTONES FOR FISCAL 2022/23
<p>A town where positive relationships, communication, continual engagement, and shared vision are the foundation to municipal decision-making.</p>	<p>#3 Reform municipal committees to create a culture of inclusion</p> <hr/> <p>#7 Deepen work with local & regional partners in the provision of shared services</p> <hr/> <p>#9 Expand Town’s communication plan to include a public participation strategy</p> <hr/> <p>#14 Undertake an organizational review that will identify changes required for enabling implementation of the CCP</p> <hr/> <p>#34 Identify performance indicators & appropriate measurements to annually evaluate activities of the municipality</p>	<ul style="list-style-type: none"> ▶ Follow-up to new Committees of Council Policy selection criteria re outreach TBA ▶ Committee orientation handbook developed ▶ Connected to Culture & Recreation items #11, 12, 18: Equity, diversity and inclusion ▶ 2022/23 shared services include bylaw enforcement, fire and building inspection, dangerous & unsightly premises ▶ General public participation strategy to be developed (outside MGA requirement) ▶ Communications Strategy revision (internal) ▶ Visitation website to be developed (internal) ▶ Consultants: MC Advisory – work scheduled for completion in 2022/23 ▶ Consultants: MC Advisory – work scheduled for completion in 2022/23



OTHER PROJECTS:
CCP and Operational

ACTION ITEM	MILESTONES FOR FISCAL 2022/23
By-law and Policy Review	▶ Consultants: MC Advisory – work scheduled to begin Fall 2022
Municipal Boundary Review	▶ <i>Municipal Government Act</i> requirement (every 8 years) – Dec 31, 2022 application deadline ▶ Utility & Review Board application to “confirm or alter the number/boundaries of polling districts and the number of councillors”
Vehicle/Equipment Fleet Replacements	▶ Public Works: Salt/Plow truck; 1/2 ton truck ▶ Public Works: Dresser loader; snow push blade for backhoe ▶ Fire Department: Rescue truck; utility truck; vehicle exhaust extraction system
Water Utility	▶ Tannery Road water main replacement ▶ Harbourview/Morash water line loop installation

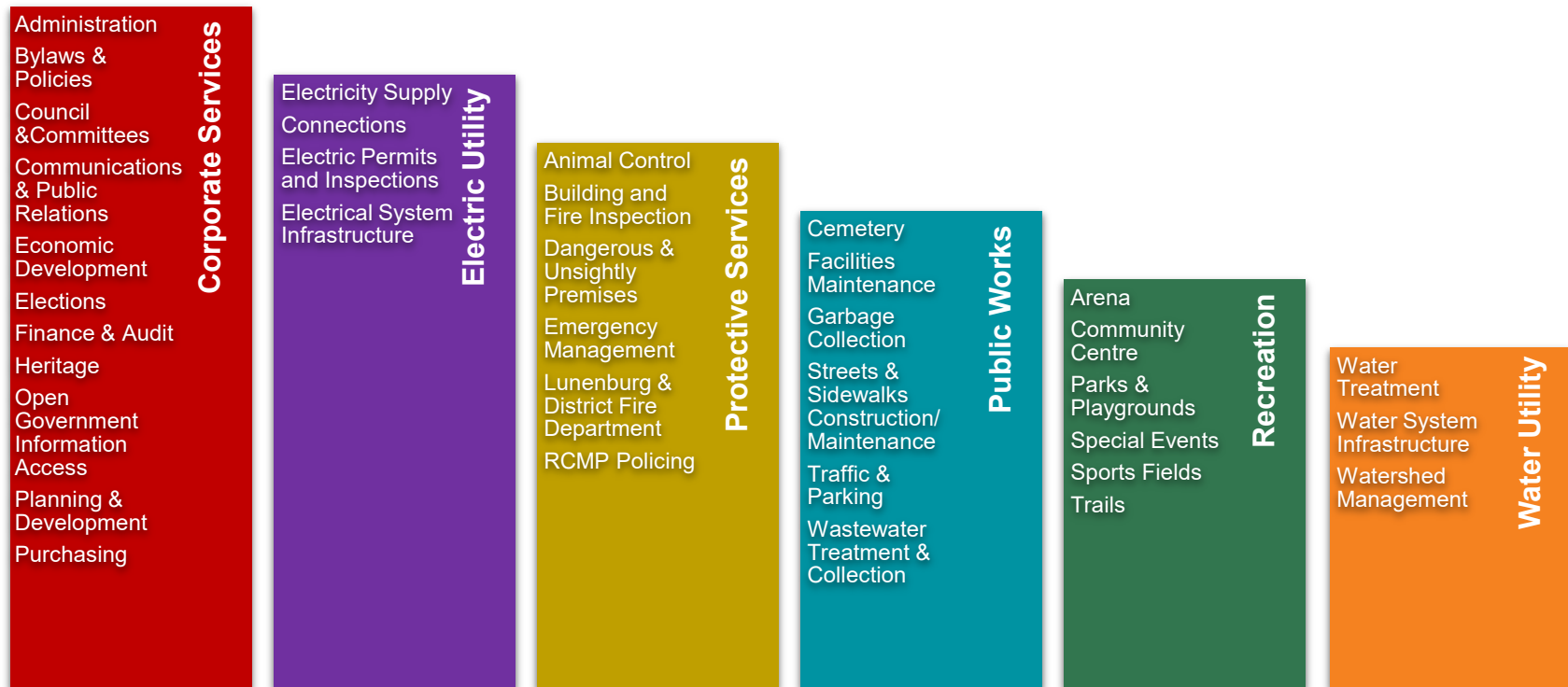


MUNICIPAL SERVICES

Essential Core Services

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

The below chart is current as of April 1, 2022. Departments/responsibilities will change at the conclusion of the Organization Review.





IMPLEMENTATION & ENGAGEMENT

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

- Currently, **implementation** is tracked by simple milestone status. New key performance indicators under development this year will refine our criteria and progress evaluation.
- CCP progress updates are **shared with the public and/or public feedback solicited** through the following channels:
 - ✓ Council Meetings – in person and live streamed; agenda and minutes packages are available on the Town website.
 - ✓ Committee of the Whole – in person and live streamed; agenda and minutes packages are available on the Town website. Budget deliberations including CCP Five Year Plan Priorities are evaluated here.
 - ✓ Public Information Meetings/Public Hearings – when additional public input is required, such as the new Heritage Conservation District Plan & Bylaw later this year. These are advertised in the newspaper and on-line and notices sent to property owners.
 - ✓ Mayor's Monthly Update – this informal newsletter from Mayor Risser always includes an update on Project Lunenburg; available on the Town website, social media and to a subscribed mailing list.
 - ✓ Periodic updates and Fact Sheets are shared via the Town website and social media.



USEFUL LINKS

Comprehensive Community Plan

<https://townoflunenburg.ca/comprehensive-community-plan-ccp.html>

Town Budgets 2022/23

<https://townoflunenburg.ca/town-budget-and-tax-rates.html>

Communications

<https://townoflunenburg.ca/communications.html>