

COMPREHENSIVE COMMUNITY PLAN: QUARTERLY REPORT

MARCH 17, 2021



COMPREHENSIVE COMMUNITY PLAN (CCP) | 5-YEAR PLAN

35 CCP ACTION ITEMS - Summary of Work Plans

Gantt Chart Estimated Time Line **

= in process, but will require funding or other resources to complete, shades indicate
= start up dependent on funding, legislative or other resources; shades indicate phases
= overlapping phases

Activity	Est Start	Est Finish	Lead Dept	Lead Staff	2021	2022	2023	2024	2025
# 35 Action Items for 5-Year Plan									
1	SERVICING & FACILITIES: Upgrades to wastewater collection & discharge	2019	2025	PW	Town Eng	[Gantt bars for 2021-2025]			
2	SERVICING & FACILITIES: Upgrades to Wastewater Treatment Plant	2021	2025	PW	Town Eng	[Gantt bars for 2021-2025]			
3	GOVERNANCE: Reform municipal committees to build a culture of inclusion	2021	2022	PD/Htg/Rec	Asst Clerk	[Gantt bars for 2021-2022]			
4	ECONOMIC DEV'T: Enhance relations with surrounding municipalities	Underway	Ongoing	CS	CAO/As	[Gantt bars for 2021-2025]			
5	ENVIRON & SUSTAIN: Partnerships to encourage energy efficiency retrofits	2021	2022	CS/EU	Finance Dir	[Gantt bars for 2021-2022]			
6	SERVICING & FACILITIES: Plan for long-term of all municipal facilities	2021	2023	EU/PW	Town Eng/ Facilities	[Gantt bars for 2021-2023]			
7	GOVERNANCE: Deepen work with region re provision of shared services	Underway	Ongoing	CS	CAO	[Gantt bars for 2021-2025]			
8	COMMUNITY STRUCTURE: Study and planning for sustainable energy district	2021	TBD	EU/PW	Finance Dir/ Town Eng	[Gantt bars for 2021-2025]			
9	GOVERNANCE: Expand communications to incl. a public participation strategy	2021	2022 +	CS	Asst Clerk	[Gantt bars for 2021-2025]			
10	COMMUNITY STRUCTURE: Site planning for Blockhouse Hill	2021	2024	LBOT/PD	Planner	[Gantt bars for 2021-2024]			
11	CULTURE & REC: Foster inclusivity in programming and leadership	2021	2022 +	CS/Htg/Rec	Recreation Dir	[Gantt bars for 2021-2025]			
12	CULTURE & REC: Build relations with Town and Mi'kmag/Black residents & orgs	Underway	Ongoing	CS/Htg/Rec	Asst Clerk	[Gantt bars for 2021-2025]			
13	HOUSING: Feasibility study of mechanisms to encourage long-term residency	2022	TBD	PD	Planner	[Gantt bars for 2022-2025]			
14	GOVERNANCE: Organizational review to identify changes req. to implement CCP	2021	2022	CAO	CAO	[Gantt bars for 2021-2022]			
15	ENVIRON & SUSTAIN: Facilitate community learning/dialogue re sea level rise	2023	2024 +	PD	Planner	[Gantt bars for 2023-2025]			
16	URBAN DESIGN: Policies/actions to improve accessibility throughout town (2022)	2021	2022	Htg/PD	Heritage Mgr	[Gantt bars for 2021-2022]			
17	HOUSING: Regulate short-term rentals	Underway	Ongoing	PD	Planner	[Gantt bars for 2021-2025]			
18	CULTURE & REC: Create a special committee to promote anti-racism	2021	2022 +	CR/Htg/Rec	Asst Clerk	[Gantt bars for 2021-2025]			
19	URBAN DESIGN: Activate streetscapes through design and programming	2021	2022 +	PD/PW	Planner/ Town Eng	[Gantt bars for 2021-2025]			
20	HOUSING: Foster relations with housing stakeholders re collaboration/data sharing	2021	Ongoing	PD	Planner	[Gantt bars for 2021-2025]			
21	ENVIRON & SUSTAIN: Regulate buildings near shoreline re sea level rise	Underway	TBD	PD	Planner	[Gantt bars for 2021-2025]			
22	HERITAGE: Encourage accessibility and provide heritage design guidance	Underway	2023	Htg	Heritage Mgr	[Gantt bars for 2021-2025]			
23	ECONOMIC DEV'T: Establish a staff position to support economic dev't initiatives	2021	Ongoing	CS	CAO	[Gantt bars for 2021-2025]			
24	CULTURE & REC: Partnerships/opportunities to increase waterfront access	2021	TBD	PD/PW/Rec	Recreation Dir	[Gantt bars for 2021-2025]			
25	HOUSING: Study/policy/actions toward alternative housing models	2021	2022	PD	Planner	[Gantt bars for 2021-2022]			
26	ECONOMIC DEV'T: Create an inventory of economic information	2024	Ongoing	PD	Planner	[Gantt bars for 2024-2025]			
27	ENVIRON & SUSTAIN: Policies for wind and solar energy at multiple scales	2021	2022	CS/EU/PW	Planner/Finance Dir/Town Eng	[Gantt bars for 2021-2022]			
28	URBAN DESIGN: Policies/programs for street trees and urban forest	2022	Ongoing	PW	Town Eng	[Gantt bars for 2022-2025]			
29	MOBILITY: New visitor, employee, and bus parking areas outside Old Town	2022	TBD	PW/PD	Planner/ Town Eng	[Gantt bars for 2022-2025]			
30	MOBILITY: Improve connectivity between Old/New Town for all modes of transport	2021	2023	PW/Rec	Recreation Dir/ Town Eng	[Gantt bars for 2021-2023]			
31	HERITAGE: Accommodate new additions to heritage structures e.g. solar panels	Underway	2023	Htg/PD	Heritage Mgr	[Gantt bars for 2021-2025]			
32	CULTURE & REC: Assess arts/recreation facility needs and develop plan	2021	2025	PD/Rec	Recreation Dir/ Facilities Super	[Gantt bars for 2021-2025]			
33	HOUSING: Monitor and analyze housing demand, demographics, dev't trends	2021	Ongoing	PD	Planner	[Gantt bars for 2021-2025]			
34	GOVERNANCE: Identify performance indicators to annually evaluate activities	2021	Ongoing	All Depts	Asst Clerk/ Planner	[Gantt bars for 2021-2025]			
35	HERITAGE: Ensure infill/new are visually compatible/distinguishable from historic	Underway	2022	Htg	Heritage Mgr	[Gantt bars for 2021-2022]			

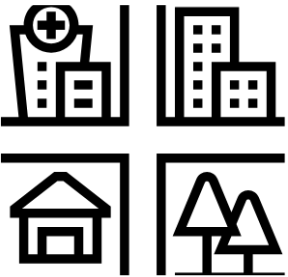
** ESTIMATED TIMELINE DEPENDENT ON RESOURCE AVAILABILITY. Subject to change due to resourcing and as interconnected actions develop over the five years.

As of March 17, 2021

CCP + ADDITIONAL TOWN PLANS



ICON KEY – 10 STRATEGIC DIRECTIVES



Community
Structure



Housing



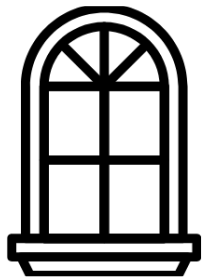
Servicing &
Facilities



Mobility



Economic
Development



Heritage



Urban Design



Environment &
Sustainability





Culture &
Recreation



Governance

STATUS



	Action 8	Study and planning for a <u>sustainable energy district</u> <ul style="list-style-type: none">▶ Consultant needed for energy study – included in Draft Town Budget 2021/22
	Action 10	Site planning for <u>Blockhouse Hill</u> <ul style="list-style-type: none">▶ Rezoning will be part of new planning documents currently being written▶ 2022 feasibility study – Conversations have started with community partners to explore model and expectation▶ Phase 4 Master planning study – Planning documents must be in place first. Staff can start laying the groundwork (e.g. desktop archeology, migration, consolidation) – budget dependent

STATUS



Action 13

Feasibility study of mechanisms to encourage long-term residency

- ▶ Issues: foreign buyer tax, empty home tax require enabling legislation
- ▶ To begin in 2022 due to budget constraints in first year – long-term initiative

Action 17

Regulate short-term rentals

- ▶ Incorporate STR policies in MPS and regulations in LUB; estimated end Dec 2021
- ▶ 2022 Phase 2 STR Bylaw – Need to determine what we are regulating, may require legislative change

Action 20


Relationships with housing stakeholders to foster collaboration and data sharing

- ▶ Specific to Housing NS consultation
- ▶ Communication protocol estimated for the summer - Conversation has started with SSHAC

...to be continued

STATUS



	Action 25	Study, policy, and other actions toward <u>alternative housing models</u> <ul style="list-style-type: none">▶ Alternative housing models to be enabled through planning documents▶ Educational materials – Joint workshop proposed for spring 2022▶ Developing financial incentives for affordable housing to be addressed▶ Feasibility study in partnership for land trusts, etc. – May require enabling legislation
	Action 33	Monitor and analyze <u>housing demand and supply, demographic indications, and relevant development trends</u> <ul style="list-style-type: none">▶ Baseline data needed – may require consultant/funding▶ Next national census launches in May 2021

STATUS



Action 1

Upgrades to the wastewater collection and discharge system

- ▶ 2021 tasks include lift station work, GIS system development, storm water diversion, and commercial sewer compliance

Action 2

Upgrades to the wastewater treatment plant

- ▶ Funds approved to execute the Front End Engineering Design (FEED) phase; the WWTP and Outfall Pre-design RFP was awarded in Feb 2021
- ▶ Target date for completion is the end of June 2021


Action 6

Plan for long-term of all municipal facilities

- ▶ Building report and 25-year Facilities Plan in progress; scheduled for completion April 2021

STATUS



	Action 29	Improve <u>connectivity between Old/New Town</u> for all modes of transportation <ul style="list-style-type: none">▶ Consultation/funding required to review potential sites, signage, traffic diversion, etc.
	Action 30	Plan for new visitor, employee, and bus <u>parking areas</u> outside Old Town <ul style="list-style-type: none">▶ Consultant/funding needed to conduct an intersection realignment study for Lincoln & Falkland Streets▶ The 2019 Bikeway Concept Designs report from Bicycle NS to be evaluated for feasibility of short and long term capital projects

STATUS



Action 4

Enhance relationships with surrounding communities and municipalities

- ▶ Regular inter-municipal elected and appointed members meetings to achieve joint accessibility, building and fire inspection, IT delivery, recreation programming, Provincial funding and legislative advocacy work, etc.
- ▶ Ongoing support of (post) secondary education institutions
- ▶ Draft Town Budget 2021-22 developed to further enhance surrounding communities/municipalities relationship

Action 23

Establish a staff position that can support economic development initiatives

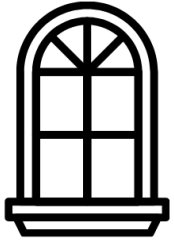
- ▶ Federal and Provincial government funding opportunities explored; no opportunities identified yet
- ▶ Town's Draft Budget 2021/22 includes a staff Economic Development Manager's position for Council consideration – If not feasible, a part-time consulting services option could be examined

Action 26

Create an inventory of economic information

- ▶ Task for Action #23 staff person
- ▶ Attempting to track down asset mapping and other resources collected by the South Shore REN prior to its disbandment

STATUS



Action 22

Policy to encourage accessibility and provide heritage design guidance

- ▶ Lunenburg County Accessibility Plan approved and submitted to Province
- ▶ Initiated Town's Accessibility Operational Plan
- ▶ Heritage Design Guidelines in progress with UPLAND under Project Lunenburg
- ▶ Staff review of the Town's Street Encroachment for Building Access Bylaw Apr-Sep 2021

Action 31

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

- ▶ HCD Plan and Bylaw in progress with UPLAND under Project Lunenburg

Action 35

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

- ▶ HCD Plan and Bylaw in progress with UPLAND under Project Lunenburg

STATUS



Action 16

Improve accessibility throughout the town

- ▶ Lunenburg County Accessibility Plan approved and submitted to Province
- ▶ Accessible parking assessments will be initiated May-July 2021

Action 19

Activate streetscapes through design and programming

- ▶ Create inventory and mapping – TownSuite query (delayed)
- ▶ Reinstate King St parklet – must be accessible
- ▶ 2022 Urban Streetscaping Manual
- ▶ Possible “Montague Street Design Competition” under consideration
- ▶ Tannery Road sidewalk land acquisition falls under this Action; included in the Draft Town Budget 2021/22

Action 28

Policies and programs for street trees and urban forest

- ▶ Annual tree trimming in progress March 2021
- ▶ 2022 – Forestry expert to be consulted on species and locations for new planting
- ▶ Possible “Resilient Roots” partnership program under consideration

STATUS



Action 21

Regulate buildings near the shoreline as part of sea level rise adaptation

- ▶ Control of building location/migration measures are part of planning documents
- ▶ Coastal Protection Act regulations are not yet in place; may need to amend planning documents, update GIS layer and process in TownSuite
- ▶ Ongoing review of sea level rise

Action 27

Policies for wind and solar energy at multiple scales

- ▶ Planning and Heritage documents in development; wind and solar infrastructure need consideration
- ▶ Electric Utility may require amendments

STATUS



Action 5

Partnerships to encourage energy efficient retrofits

- ▶ Consultant needed to draft RFP for study on opportunities, risks, partners, funding, and implementation – funding included in Draft Town Budget 2021/22

Action 15

Ongoing community learning/dialogue about sea level rise and climate change

- ▶ 2023 – Online platform to share experiences
- ▶ Issues: Current IT capacity, pending new website, will require maintenance of website (comments, uploads, updates should be in-house)
- ▶ Progress: moving toward laying the groundwork through IT, technician proposal, new website

STATUS



Action 11

Foster inclusivity in programming and leadership

- ▶ Referred to Action #18 (Anti-Racism Special Committee)
- ▶ Continue to host annual special events in collaboration with diverse stakeholders such as the Pride, Mi'kmaq Grand Council, Transgender, and Pan-African flag raisings

Action 12

Build relationships with BIPOC residents and organizations in the area

- ▶ Referred to Action #18 (Anti-Racism Special Committee)

Action 18

Special committee to promote anti-racism and decolonization

- ▶ Anti-Racism Special Committee began its work in February 2021 to develop a Municipal Action Plan Against Racism and Discrimination
- ▶ Two voting member seats to be filled as of March 2021

Action 24

Facilitate partnerships and opportunities to increase waterfront access

- ▶ Referred to Action #30 (Connectivity between Old/New Town) to be completed first re trails

Action 32

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

- ▶ Referred to Action #6 (Long-term facilities plan) to be completed first

STATUS



Action 3

Reform municipal committees to build a culture of inclusion

- ▶ Referred to Action #18 (Anti-Racism Special Committee)

Action 7

Deepen work with local/regional partners in the provision of shared services

- ▶ Reinvigorated local/regional shared services discussions with newly elected municipal councils to complete various project initiatives and seek additional opportunities
- ▶ Draft Town Budget 2021/22 includes the necessary financial resources to accomplish these Action items on an ongoing basis

/...to be continued

STATUS



Action 9

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

- ▶ Completed an internal organizational review costing exercise and individual priority phase-in elements in the Town's Draft Budget 2021/22 for Council review
- ▶ Draft Town Budget 2021/22 also provides for an external consultant's organizational review; if budget approved, the RFP process to select a consultant can begin

Action 14

Expand communication plan to include a public participation strategy

- ▶ Public Participation Strategy work scheduled to begin in April

Action 34

Identify performance indicators/measurements to evaluate activities of the Town

- ▶ Outside support will be needed on innovation and systems change for results-based development evaluation – included in Draft Town Budget 2021/22
- ▶ If budget approved, work is scheduled to begin in July 2021

STATUS



Draft Town Budget 2021/21

- ▶ Council Workshops on CCP 5-Year Plan Priority Setting:
 - 1) Dec 17, 2020 – Action items weighting overview
 - 2) Jan 18, 2021 – Gantt chart review
 - 3) Feb 16, 2021 – Recap of weighting; 35 Actions Summary chart and Planning notes
- ▶ CCP Five-Year Work Plan approved on Mar 2, 2021
- ▶ The Draft Budget 2021/22 has been prepared by the Finance team, and the presentation reflects the CCP Strategic Directions and components of the Five-Year Work Plan



PROJECT
LUNENBURG

Navigating the
Future, Together.