

COMPREHENSIVE COMMUNITY PLAN: QUARTERLY REPORT

Q1 2021/22: June 22, 2021

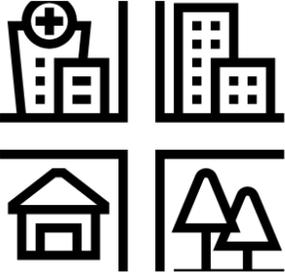


PROJECT LUNENBURG – HIGH-LEVEL STATUS



- ▶ **Planning documents:** Municipal Planning Strategy (MPS), Land Use Bylaw (LUB), and Subdivision Bylaw
 - ▶ 1st Draft release: May 7, 2021
 - ▶ Public Presentation: May 13, 2021
 - ▶ Public Information Meetings: May 26 and June 2, 2021
 - ▶ 2nd Draft release: June 2, 2021
 - ▶ First Reading at Council: June 22, 2021 (projected)
- ▶ **Heritage documents:** Heritage Conservation District (HCD) Plan & Bylaw
 - ▶ Drafting scheduled to begin in September
- ▶ **Town Budget 2021/22**
 - ▶ Passed on May 25, 2021; enables some CCP Action Item projects
- ▶ **Annual Work Plan 2021/22:** Passed on June 8, 2021
- ▶ **Quarterly Reports to date:** Q4 2020/21 March 23, 2021

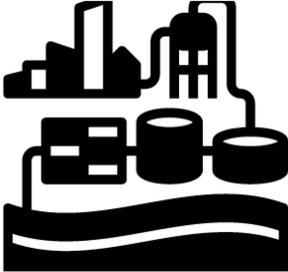
10 STRATEGIC DIRECTIONS – STATUS



Community Structure



Housing



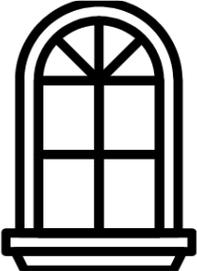
Servicing & Facilities



Mobility



Economic Development



Heritage



Urban Design



Environment & Sustainability



Culture & Recreation



Governance

COMPREHENSIVE COMMUNITY PLAN (CCP) | 5-YEAR PLAN

35 CCP ACTION ITEMS - Summary of Work Plans

Estimated Time Line ** Q2 21/22: June 2021

= In process, but will require funding or other resources to complete, shades indicate phases

= start up dependant on funding, legislative or other resources, shades indicate phases

= overlapping phases

As of June 16, 2021

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

STATUS



 <p>Community Structure</p>	Action 8	Study and planning for a <u>sustainable energy district</u> <ul style="list-style-type: none">▶ Solar Assessment Study approved in the 2021/22 Town Budget – Finance Director and Facilities Superintendent are collaborating on project targeted for completion March 2022▶ Report regarding additional considerations being prepared by Facilities Superintendent for an upcoming Council meeting▶ Funding: possible FCM green funding application
	Action 10	Site planning for <u>Blockhouse Hill</u> <ul style="list-style-type: none">▶ Comprehensive zoning is part of the new Draft Planning documents (MPS, LUB, Subdivision) currently under review▶ Development plan initiation for the site is now getting started▶ Funding: 2021/22 Town Budget approved additional for preliminary phase

STATUS



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|------------------|--|
| Action 13 | Feasibility study of mechanisms to encourage <u>long-term residency</u> <ul style="list-style-type: none">▶ Issues: non-resident buyer tax, empty home tax require enabling legislation – long-term initiative▶ Scheduled to begin work in 2022/23 |
| Action 17 | Regulate <u>short-term rentals</u> <ul style="list-style-type: none">▶ Policies and regulations are included in MPS/LUB currently under review |
| Action 20 | Relationships with <u>housing stakeholders</u> to foster collaboration and data sharing <ul style="list-style-type: none">▶ Nova Scotia Affordable Housing Commission report released May 31 – Lunenburg participated in public consultation and focus groups▶ Presentation by Western Regional Housing Authority to be scheduled for Committee of the Whole▶ Stakeholder informal consultation planned for the summer – Housing NS, South Shore Housing Action Coalition, and others |

STATUS



Action 25

Study, policy, and other actions toward alternative housing models

- ▶ Alternative housing models are enabled through Planning documents currently under review
- ▶ “Plan B” Housing Society Joint Task Force Proposal – Committee of the Whole recommendation to submit members to PAC and HAC
- ▶ Educational materials – joint workshop proposed for spring 2022

Action 33

Monitor and analyze housing demand and supply, demographic indications, and relevant development trends

- ▶ National census taking place now – results will be released in 2022
- ▶ Nova Scotia Affordable Housing Commission report released May 31 – Lunenburg participated in public consultation and focus groups
- ▶ Presentation by Western Regional Housing Authority to be scheduled
- ▶ Funding: 2021/22 Town Budget approved Economic Development Manager and Planning Technician positions budgeted and advertised for; these provide capacity to help facilitate future housing information

STATUS



Servicing &
Facilities

Action 1

Upgrades to the wastewater collection and discharge system

- ▶ Capital projects approved in 2021/22 Town Budget include lift station and catch basin work – enhanced preventative maintenance program
- ▶ GIS system development in progress
- ▶ Dalhousie polymer study first stage completed; second stage enhanced testing in progress
- ▶ Funding: 2021/22 Town Budget approved for this project

Action 2

Upgrades to the wastewater treatment plant

- ▶ The Wastewater Plant and Outfall Pre-design report July 2021, including treatment process upgrade components of the project
- ▶ CBCL interim report 1 to Council on Building Condition: April 27; final report received on June 1 to be presented to Council
- ▶ CBCL interim report 2 to Council on Outfall and Upgrades: May 25
- ▶ Work continuing on the near-term and long-term scopes of work
- ▶ Funding: PCAP received for pre-design work

STATUS



Servicing &
Facilities

Action 6

Plan for long-term of all municipal facilities

- ▶ Capital facilities maintenance projects funded in 2021/22 Town Budget include Town Hall, Annex, Arena, Skate Park, and Fire Hall
- ▶ Facilities report presented
- ▶ Municipal properties future use analysis in progress
- ▶ Water meter study in progress
- ▶ Management of Town leases
- ▶ *See Culture & Recreation Action 32 re regional arts and recreation facilities*
- ▶ Funding: incorporated within the 2021/22 Operating Budget approval

STATUS



Mobility

Action 29

Plan for new visitor, employee, and bus parking areas outside Old Town

- ▶ Scheduled to initiate in 2022/23
- ▶ Lunenburg Academy's Lot Development Plan implementation scheduled for 2023/24 in 10-Year Capital Budget

Action 30

Improve connectivity between Old/New Town for all modes of transportation

- ▶ Capital projects funded by 2021/22 Town Budget: Tannery Road sidewalk surveying and legal, Back Harbour trail resurfacing
- ▶ The 2019 "Bikeway Concept Designs" report from Blue Route/Bicycle NS referred to Public Works for internal feasibility assessment
- ▶ Recreation and Public Works working collaboratively with Bicycle NS for a Project Team to increase active transportation within the Town
- ▶ "Share the Roads" signs x 4 installed
- ▶ *See also Culture & Recreation Action 24 on waterfront accessibility.*
- ▶ Funding: Bicycle NS is pursuing a funding application through Provincial "Healthy Community Initiative"

STATUS



**Economic
Develop-
ment**

Action 4

Enhance relationships with surrounding communities and municipalities

- ▶ New joint services: Fire Inspection; IT services; Accessibility Coordinator; and Parking enforcement
- ▶ Ongoing joint services: Building Inspection coordination expansion; REMO; Fire Protection mutual aid; Solid Waste Management
- ▶ Lunenburg County Mayors and Warden discussion forum
- ▶ Lunenburg County CAOs projects
- ▶ Lunenburg/Queens Recreation Directors/Coordinators Association
- ▶ Lunenburg university/college student bursary funding
- ▶ Funding: ACOA and Provincial funding inquiries made but no applicable streams available

STATUS



**Economic
Develop-
ment**

Action 23

Establish a staff position that can support economic development initiatives

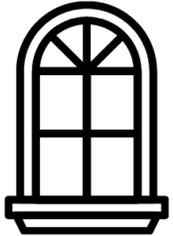
- ▶ 2021/22 Town Budget provided for a FT Economic Development and Funding Manager – budget approved and advertised for
- ▶ Funding: ACOA and Provincial funding inquiries made but no applicable streams available

Action 26

Create an inventory of economic information

- ▶ Lunenburg data from defunct South Shore REN secured from MODC
- ▶ This will be a priority for the new Economic Development Manager, with support from Planning Technician
- ▶ Funding: ACOA and Provincial funding inquiries made but no applicable streams available

STATUS



Heritage

Action 22

Policy to encourage accessibility and provide heritage design guidance

- ▶ Lunenburg County Joint Accessibility Plan approved by all units; the Town's Accessibility Operational Plan to be facilitated by shared Accessibility Coordinator
- ▶ Heritage design guidelines are included in HCD Plan and Bylaw, in development with consultants
- ▶ Funding: Provincial inquiries for accessibility funding being coordinated by MODC on behalf of Lunenburg County municipal units

Action 31

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

- ▶ Included in new HCD Plan and Bylaw, in development with consultants

Action 35

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

- ▶ Included in new HCD Plan and Bylaw, in development with consultants

STATUS



 <p>Urban Design</p>	<p>Action 16</p>	<p>Improve <u>accessibility</u> throughout the town</p> <ul style="list-style-type: none">▶ Lunenburg County Joint Accessibility Plan approved by all units; the Town's Accessibility Operational Plan to be facilitated by shared Accessibility Coordinator▶ Capital projects in 2021/22 Town Budget include: re-gravelling of Back Harbour Trail; and Skate Park accessible entrance and surface upgrades▶ Lunenburg Arena and Community Centre accessibility audits scheduled for Fall 2021▶ RFQ to be drafted for development of accessible sidewalk standards and guidelines▶ Funding: Provincial and private funding applications; and Lunenburg/Queens Recreation Association grant for Community Centre accessibility audit
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STATUS



 <p>Urban Design</p>	Action 19	Activate <u>streetscapes</u> through design and programming <ul style="list-style-type: none">▶ Tannery Road sea wall and trail beautification completed with improved landscaping and outdoor furniture▶ 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">▶ Annual tree trimming took place in March 2021; to be repeated March 2022▶ Funding: Projects and related applications deferred to 2022/23; also private sector funding opportunities

STATUS



Environment
& Sustain-
ability

Action 5

Partnerships to encourage energy efficient retrofits

- ▶ RFP to be drafted for study on opportunities, risks, partners, funding, and implementation – targeted for Fall 2021
- ▶ Recreation LED interior light upgrades and temperature controls to be installed
- ▶ Funding: Federal Infrastructure Retrofit and Efficiency NS sources being investigated as possible sources of funding

Action 15

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

- ▶ Scheduled to begin 2023
- ▶ Modeling tool developed for Flood Study available online

STATUS



Environment
& Sustain-
ability

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 currently under review
- ▶ Provincial Coastal Protection Act regulations are not yet in place; amendments to Planning documents may be required
- ▶ GIS layer in TownSuite to be handled by new Planning Technician
- ▶ Funding: Town budget 2021/22 additional staff monies approved

Action 27

Policies for wind and solar energy at multiple scales

- ▶ Wind and solar infrastructure consideration included in Planning and Heritage documents, in development with consultant

STATUS



**Culture &
Recreation**

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
- ▶ Continue Seniors' Fitness and COVID-19 adaptations
- ▶ Cricket pitch development
- ▶ Funding: Youth Employment Experience funding for a summer student to assist in recreation and active transportation planning initiatives

Action 12

Build relationships with BIPOC residents and organizations in the area

- ▶ Referred to Action #18 (Anti-Racism Special Committee)
- ▶ Funding: increased Town Budget 2021/22 in support of the Committee's work

STATUS



**Culture &
Recreation**

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
- ▶ Engaged expert equity, diversity and inclusivity facilitator to assist in developing an action plan
- ▶ Funding: increased Town Budget 2021/22 in support of the Committee's work

Action 24

Facilitate partnerships and opportunities to increase waterfront access

- ▶ Action #30 (Connectivity between Old/New Town) to be completed first; partnership will be needed with Develop NS as the majority landowner
- ▶ 2021/22 Capital projects furthering this goal include: Tannery Road seawall beautification project completion, Back Harbour Trail re-surfacing
- ▶ Funding: initial inquiries made of ACOA for potential support of a women's memorial and related working waterfront profile

STATUS



Culture &
Recreation

Action 32

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

- ▶ Action #6 (Long-term facilities plan) to be completed first; regional cooperation will be needed for a joint asset map
- ▶ Local arts facility discussions
- ▶ Lunenburg Cultural Collective's "Cultural Action Plan" to be evaluated by Town staff in upcoming quarter

STATUS



Governance

Action 3

Reform municipal committees to build a culture of inclusion

- ▶ Referred to Action #18 (Anti-Racism Special Committee)
- ▶ Calls for Town Committee volunteers included a diversity statement; and further equity and diversity initiatives under discussion
- ▶ Funding: Town budget 2021/22 additional Committee project monies approved

Action 7

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

- ▶ Ongoing local/regional shared services discussions with neighbouring municipalities
- ▶ 2021/22 additions include Accessibility, IT services, Fire and Building inspection, and Parking enforcement
- ▶ Mayors and Warden meetings to discuss opportunities
- ▶ CAOs meetings to discuss HR, diversity and inclusion, procurement, risk management, and safety opportunities
- ▶ Funding: DMA funding application for joint IT services project was unsuccessful; and 2021/22 Town budget supports various joint projects

STATUS



 <p>Governance</p>	Action 9	Undertake an <u>organizational review</u> that will identify changes required for implementation of CCP <ul style="list-style-type: none">▶ RFP research and preparation in progress to select a consultant▶ Funding: 2021/22 Town Budget approved for this project and an associated Bylaw and Policy review with potential Provincial assistance. ACOA inquiry unsuccessful; and will seek Provincial funding
	Action 14	Expand communication plan to include a <u>public participation strategy</u> <ul style="list-style-type: none">▶ Public Participation Strategy development to begin in next quarter (internal)
	Action 34	Identify <u>performance indicators/measurements</u> to evaluate activities of the Town <ul style="list-style-type: none">▶ RFP research and preparation in progress to select a consultant▶ Funding: 2021/22 Town Budget approved to start Bylaw and Policy review. ACOA inquiry unsuccessful; and will seek Provincial funding

NEXT STEPS



- ▶ Upcoming Quarterly Reports :
 3. Q2 2021/22 – Council Meeting of September 28, 2021
 4. Q3 2021/22 – Council Meeting of December 14, 2021 or January 11, 2022
 5. Q4 2021/22 – Council Meeting of March 22, 2022



PROJECT
LUNENBURG